



5 July 2017

## NOTICE OF SPECIAL COUNCIL MEETING

19 JULY 2017

Dear Councillor,

The Shire President has called a Special Meeting of Council to be held at 6.30pm on Wednesday 19 July 2017 in the Council Chamber for the purpose of endorsement of the Long Term Financial Plan and adoption of the Corporate Business Plan and Annual Budget.

Arrangements for that meeting to be held have been completed and the agenda for the meeting is attached.

Yours sincerely

A handwritten signature in black ink, appearing to read "Jonathan Throssell".

**Jonathan Throssell**  
**CHIEF EXECUTIVE OFFICER**

### **Please Note**

If an Elected Member has a query regarding a report item or requires additional information in relation to a report item, please contact the Senior Employee (noted in the report) prior to the meeting.



# **AGENDA**

## **SPECIAL COUNCIL MEETING**

### **19 JULY 2017**

#### **ATTENTION/DISCLAIMER**

The purpose of this Council Meeting is to discuss and, where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by an Elected Member or employee, or on the content of any discussion occurring during the course of the Meeting. Persons should be aware that regulation 10 of the *Local Government (Administration) Regulations 1996* establishes procedures to revoke or change a Council decision. No person should rely on the decisions made by Council until formal written advice of the Council decision is received by that person.

The Shire of Mundaring expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by an Elected Member or employee, or the content of any discussion occurring during the course of the Council Meeting.

## CONTENTS

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<b>1.0</b>	<b>OPENING PROCEDURES</b>	<b>3</b>
1.1	ANNOUNCEMENT OF VISITORS .....	3
1.2	RECORD OF ATTENDANCE/APOLOGIES/APPROVED LEAVE OF ABSENCE .....	3
<b>2.0</b>	<b>ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION</b>	<b>3</b>
<b>3.0</b>	<b>DECLARATIONS OF INTERESTS</b>	<b>3</b>
3.1	DECLARATION OF FINANCIAL INTEREST AND PROXIMITY INTERESTS.....	3
3.2	DECLARATION OF INTEREST AFFECTING IMPARTIALITY .....	4
<b>4.0</b>	<b>PUBLIC QUESTION TIME</b>	<b>4</b>
<b>5.0</b>	<b>PRESENTATIONS</b>	<b>4</b>
5.1	DEPUTATIONS.....	4
5.2	PETITIONS .....	4
5.3	PRESENTATIONS .....	5
<b>6.0</b>	<b>REPORTS OF EMPLOYEES</b>	<b>6</b>
6.1	ENDORSEMENT OF LONG TERM FINANCIAL PLAN 2017/18 – 2026/27 .....	6
6.2	CORPORATE BUSINESS PLAN 2017/18 – 2022/23.....	78
6.3	ADOPTION OF ANNUAL BUDGET 2017/18 .....	236
<b>7.0</b>	<b>CONFIDENTIAL REPORTS</b>	<b>286</b>
<b>8.0</b>	<b>CLOSING PROCEDURES</b>	<b>286</b>
8.1	DATE, TIME AND PLACE OF THE NEXT MEETING.....	286
8.2	CLOSURE OF THE MEETING .....	286

**SPECIAL COUNCIL MEETING  
COUNCIL CHAMBER – 6.30PM**

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**1.0 OPENING PROCEDURES**

To be read out aloud by the Presiding Person

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.

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

**1.1 Announcement of Visitors**

**1.2 Record of Attendance/Apologies/Approved Leave of Absence**

**Councillors**

**Staff**                      Anna Italiano

Minute Secretary

**Apologies**

**Absent**

**Leave of  
Absence**                      Nil

**Guests**                      Nil

**Members of  
the Public**

**Members of  
the Press**

**2.0 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT  
DISCUSSION**

**3.0 DECLARATIONS OF INTERESTS**

**3.1 Declaration of Financial Interest and Proximity Interests**

Members must disclose the nature of their interest in matters to be discussed at the meeting (Sections 5.60B and 5.65 of *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 *Local Government Act 1995*).

### **3.2 Declaration of Interest Affecting Impartiality**

Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member or employee has given or will give advice (Shire of Mundaring Code of Conduct, Local Government (Admin) Reg. 34C).

## **4.0 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.

## **5.0 PRESENTATIONS**

### **5.1 Deputations**

- (1) Members of the public may, during the deputations segment of the order of business and with the consent of the Presiding Member, make a public statement on any matter that appears on the agenda for that meeting provided that –
  - a) the deputation is limited to a maximum of three minutes, unless otherwise determined by the Presiding member;
  - b) the deputation is not offensive or defamatory in nature, providing that the Presiding Member has taken all reasonable steps to assist the member of the public to phrase the statement in a manner that is not offensive or defamatory; and
  - c) no discussion or questions relating to the deputation are permitted, unless otherwise determined by the Presiding Member.
- (2) Fifteen minutes is to be allocated for deputations.
- (3) Once all statements have been made, nothing prevents the unused part of the deputation time period from being used for other matters.
- (4) If the 15 minute period set aside for deputations is reached, Council may resolve by resolution that statement time be extended for no more than two 15 minute extensions.

### **5.2 Petitions**

- (1) A petition is to –
  - a) be addressed to the President;
  - b) be made by electors of the district;
  - c) state the request on each page of the petition;
  - d) contain the legible names, addresses and signatures of the electors making the request;
  - e) contain a summary of the reasons for the request;
  - f) state the name of the person to whom, and an address at which, notice to the petitioners can be given; and
  - g) not contain offensive or insulting language.
- (2) On the presentation of a petition –
  - a) the member presenting it or the CEO is confined to reading the petition; and

- b) the only motion that is in order is that the petition be received and that it be referred to the CEO for action.
- (3) At any meeting, the Council is not to vote on any matter that is the subject of a petition presented to that meeting, unless –
  - a) The matter is the subject of a report included in the agenda; and
  - b) The Council has considered the issues raised in the petition.

### **5.3 Presentations**

Nil

## 6.0 REPORTS OF EMPLOYEES

### 6.1 Endorsement of Long Term Financial Plan 2017/18 – 2026/27

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<b>File Code</b>	FI.BUD 2
<b>Author</b>	Stan Kocian, Manager Finance & Governance
<b>Senior Officer</b>	Paul O'Connor, Director Corporate Services
<b>Disclosure of Any Interest</b>	Nil

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#### SUMMARY

The Long Term Financial Plan (LTFP) has been informed by the Shire's Strategic Community Plan, Corporate Business Plan, Asset Management Plan and Workforce Plan. It also reflects the direction from Council in regard to its commitment to strengthening the Shire's financial sustainability.

It is recommended Council endorses the revised LTFP, which captures proposals included in the Strategic Community Plan, the Corporate Business Plan and 2017/18 Annual Budget as per **ATTACHMENT 1**.

#### BACKGROUND

The LTFP has been prepared in order to forecast the Shire's financial position over the next 10 years. It is a tool to assist Council when considering the long term financial impact of its decisions. The plan is based on current economic forecasts, the Strategic Community Plan and Corporate Business Plan.

#### STATUTORY / LEGAL IMPLICATIONS

The LTFP has been developed to meet the requirements of s.5.56 of the *Local Government Act*, which states:

***5.56. Planning for the future***

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

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

#### POLICY IMPLICATIONS

Nil

#### FINANCIAL IMPLICATIONS

Council has a legislative requirement to comply with the principles of sound financial management, of which a key component is the preparation of a LTFP that includes a 10 year capital expenditure program.

The LTFP articulates the funding requirements of the Shire over a period of time in a financially responsible manner. It also reflects the Strategic Community Plan and Corporate Business Plan. The assumptions used in the LTFP were used as a basis for preparing the 2017/18 budget.

## **STRATEGIC IMPLICATIONS**

Supports Strategic Community Plan 2026:

- Strategy Theme 1.1.1 - Prudently consider resource allocation

## **SUSTAINABILITY IMPLICATIONS**

- Economic Implications – the LTFP provides for responsible and effective management of finance and assets as well as a mechanism for financial reporting to Council and the community.
- Social Implications – the LTFP is a mechanism that meets the needs of the community from infrastructure and service provision. It assists with financial planning for future needs of the community.

## **RISK IMPLICATIONS**

### **Financial Impact**

High: Whilst the LTFP includes all ongoing commitments, it primarily forecasts results based on existing activities. There is an inherent risk that circumstances may change in the future which may materially affect the projected financial estimates. Accordingly, the LTPF and the forecast assumptions contained within it are reviewed and updated annually.

## **EXTERNAL CONSULTATION**

The Strategic Community Plan 2026 consultation clearly articulated priorities for service delivery and investment in community facilities.

## **COMMENT**

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It provides the mechanism which enables local governments to determine their capability to sustainably deliver the assets and services required by the community. The LTFP informs the Shire's Corporate Business Plan, which in turn 'activates' the Strategic Community Plan priorities. From these planning processes annual budgets can be developed, which are aligned with strategic objectives.

The LTFP demonstrates the Shire's capacity to meet short-term community and infrastructure needs as well as providing a level of asset renewal predictability in the longer term. It is revised and updated annually. The annual update reviews the assumptions, takes into consideration economic conditions and inflation, and uses current available financial information and forecasts.

For these reasons the LTFP is not a static document. Its purpose is to provide broad financial projections to assist in making key decisions.

The revised document discloses the assumptions and financial projections for the period 2017/18 – 2026/27. Projected financial statements and indicators have been reviewed and prepared and these are included in the attachment. The financial statements are based on the 2015/16 audited annual financial statements, the year-end forecasts for 2016/17 and the draft 2017/18 budget.

As part of the Shire's commitment to ensuring its long term financial sustainability, Elected Members and employees have worked over many months to develop a Long Term Financial Plan that seeks to:

1. Reduce the level of rate increases required to fund the Plan: and
2. Reflect the Shire's commitment to balancing the community's affordability concerns with the community's expectations for continued levels of service and infrastructure.

In an effort to reduce the level rate increase to fund the Plan, and in consultation with the community, Council have made decisions to reduce service levels. These service level reductions, which take effect 1 July 2017, are:

- A reduction in the construction of new drainage and footpaths;
- The disposal of Mahogany Creek Hall;
- Discontinuing the annual Trek to Trail event;
- Cessation of the provision of rebates for companion animal sterilisation;
- Cessation of Tourism Strategy development;
- Cessation of Destination Marketing;
- The closure of tennis courts at Chidlow and Mahogany Creek; and
- The withdrawal of funding for tennis courts at Wooroloo.

In addition to the above measures, the CEO and Executive identified efficiencies and savings which could be implemented without adversely affecting service delivery. This exercise identified a further \$440k on average per annum in efficiencies and savings.

The table shows the change in the rates profiles within the 2016/17 LTFP endorsed by Council in July 2017 and the draft 2017/18 LTFP being presented to Council.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>2016/17 Plan</b>										
Rates - Annual Increase	5.00%	4.00%	3.85%	3.80%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%
Rates - Annual Growth	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
<b>Draft 2017/18 Plan</b>										
Rates - Annual Increase	3.45%	3.00%	3.00%	2.80%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%
Rates - Annual Growth	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

The draft LTFP continues to reflect a number of financial strategies to maintain long-term financial sustainability and to meet this commitment. These include:

- using the LTFP for key decision making;
- an increased focus on Asset Management;
- an increased focus on improving the Shire's net operating result; and
- measuring and reporting performance against financial indicators.

## VOTING REQUIREMENT

Simple Majority

## RECOMMENDATION

That Council endorses the Long Term Financial Plan for the period 2017/18 – 2026/27 as outlined in **ATTACHMENT 1**.

**Next Report**

## **ATTACHMENT 1**

**Item 6.1**

**67 pages**



## **SHIRE OF MUNDARING**

### **Long Term Financial Plan**

**2017/18 to 2026/27**

## Contents

Introduction.....	3
Long Term Financial Plan.....	4
Long Term Financial Goals.....	4
Essential Elements .....	4
Financial Challenges .....	5
Balancing the Annual Budget .....	7
Level of borrowings .....	7
Strategies for financial sustainability.....	8
Projected financial position .....	12
Assumptions, adjustments and risk assessment .....	13
Capital Works Program .....	15
Financial Performance Monitoring .....	15
Sensitivity Analysis & Scenario Modelling .....	18
Conclusion.....	18
Attachment 1- Statements, assumptions and indicators.....	19
Attachment 2 - Graphs (ratios) .....	31
Attachment 3 – Sensitivity and Scenario Analysis.....	37
Attachment 4 – 10 Year Capital Works Program .....	38

## Introduction

Like many local governments in WA, Shire of Mundaring has to address the challenge of being financially sustainable while continuing to provide current levels of service into the future. This challenge is a result of low levels of natural rates growth within the Shire, cost shifting from other levels of government and ageing infrastructure.

At the core of the Shire's future financial sustainability is being able to adapt and respond to the challenges it faces in delivering services more efficiently, reducing expenditure, developing opportunities to generate additional revenue sources and delivering significant projects and initiatives.

Against this background, the Shire recognises that it must manage its finances responsibly while working to strengthen its financial position. To achieve its objectives and maintain financial sustainability, a Long Term Financial Plan (LTFP) is in place to outline the steps the Shire must take to realistically respond to the major financial challenges and opportunities impacting on the way it does business over the next 10 years.

The LTFP influences and ultimately reflects the Shire's Strategic Community Plan 2026 (SCP). It is also integrated with the Shire's Asset Management Plan and Workforce Plan. The LTFP underpins the content of the Shire's Corporate Business Plan 2017/18 – 2020/21.

The LTFP is an integral part of the Shire's ongoing strategic planning cycle. The plan will be updated annually with financial data, and the planning and financial assumptions will be reviewed for continued accuracy. Changes to the plan will be driven by any changes in strategic direction reflected in the implementation of the SCP.

## Long Term Financial Plan

The primary purpose of the LTFP is to guide and inform Council's decision-making. The LTFP establishes the framework upon which sound financial decisions can be made. It is a financial modelling tool used to:

- assess revenue building capacity to resource implementation of the Strategic Community Plan
- establish transparency and accountability of Council to the community in management of the Shire's finances
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term
- confirm that the Shire can remain financially sustainable in the longer term.

## Long Term Financial Goals

The Shire's long term financial goals include:

- achievement and maintenance of surplus Operating Results by 2022/23
- continuous improvement in the Shire's overall financial position
- achievement and maintenance of a fair and equitable rating structure
- delivery of value-for-money services at levels affordable by the Shire and acceptable to the community
- building the capacity to progressively increase expenditure on required asset maintenance and renewal in accordance with the Shire's Asset Management Plans
- prudent management of debt.

## Essential Elements

This LTFP meets the requirements set out in the Integrated Planning and Reporting Framework and Guidelines:

- it is for a period of 10 years
- Council updates the LTFP annually as part of the development of the Corporate Business Plan
- Council reviews the LTFP in detail as part of the four-yearly review of the Strategic Community Plan.

The Plan includes:

- projected income and expenditure, balance sheet and cash flow statements **(Attachment 1)**
- planning assumptions underlying the plan **(Attachment 1)**
- an analysis of the factors and/or assumptions that are most likely to affect the plan **(Attachment 1)**
- graphs - ratios to forecast financial performance **(Attachment 2)**

- Sensitivity and Scenario Analysis (**Attachment 3**)
- 10 Year Capital works Program (**Attachment 4**).

## **Financial Challenges**

Many WA local governments, including Shire of Mundaring, are experiencing significant financial challenges exacerbated by:

- low economic growth rates, constrained rate revenue and minimal population growth
- the community's increasing aspirations and priorities for improving its economic, environmental and social outcomes
- the community's priorities in terms of expected levels of service and community projects. This is particularly relevant in relation to additional funding requirements for replacement and maintenance of existing assets to standards that meet the expectations of the community
- cost pressures related to employee costs and other resources
- the impact of local government collecting only 3% of taxation revenue but being responsible for 36% of non-financial assets held by all spheres of government
- significant additional cost burdens from the continual shifting of responsibilities for service provision from the Federal and WA Governments to local government, without corresponding funding.

As a result of these issues, which have impacted the Shire over many years, Shire costs have increased at a faster rate than the Shire's ability to increase revenue.

## **Principles**

Financial sustainability is addressed in the LTFP by employing the following principles.

- The LTFP is formulated in a manner which addresses the strategies and deployment objectives outlined in the Shire's Strategic Community Plan and its accompanying Corporate Business Plan.
- The LTFP summarises the financial resources that will be generated and consumed by each program area and major revenue and expenditure category over a 10-year period. This is further classified as operating or capital.
- The LTFP provides the financial basis for development of the Strategic Community Plan and the Annual Budget.
- Revenue sources and expenditures that are not controlled by the Shire and which are prone to significant variation (such as investment earnings due to interest rate variations) are included as long term average numbers as major fluctuations in these will result in significant variations in annual rates and charges.
- Funding for capital and infrastructure projects is provided by a combination of revenue sources, such as rates and service charges, cash-backed reserves, asset sales, borrowings and other asset financing arrangements.

- The LTFP is developed on the basis that intergenerational equity will be maintained, ie that the full cost of providing services and the use of community assets will be met equitably by all generations of ratepayers who enjoy the benefits of those services or assets. This means that current generations will not be called upon to fully fund the acquisition of assets or services that will also benefit future generations, or that current generations will not enjoy the consumption of services or assets at less than their real cost, thereby leaving an unfunded financial burden (liability) to future generations. If left unchecked, the divergence between cost and revenue growth would result in operating deficits. These deficits should not be funded by deferring infrastructure maintenance and renewals expenditure, but, rather, eliminated through cost or service level reductions, or revenue growth.
- The LTFP (and its assumptions) is reviewed annually and amended according to current and forecast financial/economic data.

### **LTFP Purpose**

The Long Term Financial Plan seeks to answer the questions:

- Can we afford what the community wants?
- How can we go about achieving these outcomes?
- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?

The LTFP is a decision-making and problem-solving tool. It is not intended that the LTFP be set in concrete – it is a guide for future action. The modelling that occurs as part of the plan will help Council to decide how it can meet the community's aspirations. It will also provide an opportunity for the Shire to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The LTFP exists to facilitate the delivery of the outcomes expressed in the SCP in a financially sustainable and responsible manner.

In addition to acting as a resource plan, the LTFP further endeavours to:

- establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome
- establish a financial framework encompassing appropriate performance measures against which Council's strategies, policies and financial performance can be measured
- ensure that the Shire complies with sound financial management principles as required by legislation, and plans for the long-term financial sustainability of the Shire.

The LTFP will be revised annually to ensure ongoing alignment with the SCP. The main objectives of the plan for the period 2017/18 to 2026/27 include:

- identifying the financial capacity for the delivery of key initiatives arising out of the SCP
- identifying adequate levels of funding to ensure provision of required services at the appropriate service levels

- identifying the financial capacity, through revenue generation, cash / investments and reserves, for the acquisition, renewal and replacement of assets in line with the recommendations arising out of the Asset Management Plan
- maintaining stable and predictable rate increases
- identifying appropriate levels of debt
- achieving a situation of financial health for the Shire that is sustainable in the long term.

The Shire's progress in achieving its financial objectives will be reviewed annually and thoroughly evaluated as part of the four year review and update of the SCP.

## **Balancing the Annual Budget**

An indication of the financial sustainability of any business is its ability to balance both its annual cash budget as well as its annual operating result (including depreciation and excluding capital grants). The Shire costs are rising faster than its revenue and this challenge impacts both the Shire's ability to balance its annual budget and its operating result.

As costs are greater than revenue each year, balancing the Shire's annual budget requires consideration of reducing expenditure and increasing revenues. Each year the Shire maximises its income where possible, however this is constrained due to limited rate growth opportunities and issues of affordability and equity in the community, which prevents significant increases to fees and charges.

While the annual budget must be, and is, balanced each year, it is unsustainable for the Shire to continue a practice of containing expenditure without the understanding there will be direct and indirect reduction in levels of service to the community and further deterioration in the condition of assets.

## **Level of borrowings**

Section 6.20 of the *Local Government Act 1995* allows the Shire to borrow at any time, for any purpose allowed, at a level determined by the Council. Borrowing to build, renew and upgrade community assets is recognised as a prudent financial strategy when used to fund long-lived assets. Known as the principle of "intergenerational equity", it spreads the burden of financing assets across generations.

Over the past decade, the Shire has used borrowings to fund major capital works, borrowing \$14.3 million for this work. The LTFP does not forecast any new loans in the next ten years. The Shire's Loan Liability is reduced from \$12.3 million to \$5 million over the 10 years of the LTFP.

## **Limited opportunities to increase revenue**

To ensure the Shire's long term financial sustainability, it is essential that the Shire increases its revenue. However this is constrained due to:

- little opportunity for additional rates revenue due to limited population growth

- limited opportunity to generate alternative sources of significant revenue outside of the Shire's Investment Property Strategy.

### **Duplication of services and assets**

Each year, the Shire provides an extensive range of services and facilities to the community in response to assessed needs and priorities, as well as due to its responsibilities under the *Local Government Act 1995* and other relevant legislation.

To ensure a reasonable access of services and facilities by the majority of residents, the Shire must duplicate many of these services and facilities. The \$424 million of built assets which support the provision of services to the community includes:

- |                               |  |
|-------------------------------|--|
| • sealed roads                | • aquatic centres                                    |
| • skate parks                 | • bushland   |
| • unsealed roads              | • walking tracks                                     |
| • halls and community centres | • sportsgrounds                                      |
| • footpaths                   | • libraries  |
| • bus shelters                | • Volunteer Bush Fire Service buildings and vehicles |
| • bridges                     | • public toilets                                     |
| • litter bins                 | • cemeteries   |
| • parks                       | • visitor information centre                         |
| • kerbs & gutters             | • waste management facilities                        |
| • playing courts              |  |
| • drainage pits               |  |

### **Ability to adequately fund asset maintenance and renewal**

Many of the Shire's assets and facilities are ageing and in need of maintenance, renewal or upgrade, however, the Shire has limited funds to do this. This is due to the Shire's costs rising at a faster rate than its revenue for a number of years and the necessity for the Shire to balance its annual cash budget at the expense of its annual operating result, which includes depreciation.

The Shire's Asset Management Plan estimates the condition of assets, both built and natural.

### **Strategies for financial sustainability**

To address its financial challenges, the Shire has developed a 10-year plan which will strengthen its financial capabilities and ensure it:

- appropriately resources the continued implementation of the SCP
- funds future asset maintenance and renewal requirements in accordance with the level identified as affordable by the Asset Management Plans
- continues to balance its annual cash budget
- improves its annual operating result.

The LTFP involves the implementation of a number of financial strategies. When implemented together, these strategies will ensure the shire is a better place to live, work and visit in the future.

In considering the likely revenue that will be available to meet these objectives, the Shire has considered the community's capacity and willingness to pay, by reviewing:

- the current level of rates and charges
- the potential to reduce the reliance on rates through increased revenues from other sources eg fees and charges
- the potential growth or decline in rating revenue from changing demographic makeup
- the possible need to increase reliance on rating due to a reduction in revenues from other sources, such as a decline in grants or subsidies.

The financial strategies set out below provide direction and guidance for elected members, the Shire's administration and the community on how the Shire will achieve improved long term financial sustainability. The Shire will only be able to achieve such a goal through the implementation of all of the strategies.

### **Financial Strategies**

The primary objective of the Shire's financial planning is to enable the delivery of the Shire's vision as set out in the SCP while ensuring the Shire's continued financial sustainability. An analysis of the Shire's current financial situation and longer term financial forecasts revealed an unsustainable gap between operating expenditure and revenue that needed to be addressed.

The Shire cannot continue on a "business as usual" basis. Not addressing this operational deficit would ultimately jeopardise the adequate funding of capital expenditure used to maintain and replace existing community assets and fund the additional capital expenditure identified in the Asset Management Plan.

In addition to the annual operating result, the Shire also needs to focus on some other key financial parameters. These include the prudent build up and use of reserve funds, liquidity and unrestricted cash (reflected by a healthy working capital position), borrowings and debt servicing, asset replacement and maintenance, and new capital project initiatives.

By focusing on these key areas and setting improvement targets for each of them over the period of the LTFP, the Shire aims to improve the financial health of the organisation to a desirable level that can be sustained in the long term. The key strategies to improve the Shire's financial sustainability and the actions that need to be implemented are as follows.

### **Early identification**

The LTFP assesses the Shire's revenue capacity and projects future costs. This provides the Shire with an opportunity for early identification of financial issues and longer term impacts. It also helps the Shire make strategic decisions based on these issues and impacts – with the aim of minimising unexpected events.

This strategy will be achieved by the Shire proactively using the LTFP to manage and smooth known increases in costs or decreases in revenue to ensure the Shire's continuing capacity to deliver services and facilities to the community at an affordable and acceptable level.

### **Balanced budget**

The Shire's strategy is to continue to balance the annual budget through a combination of strategies, including the appropriate use of debt, increasing revenue and adjusting services as outlined below, as well as achieving operating savings through continuous business improvement initiatives.

### **Annual operating result (including depreciation, excluding capital grants)**

The Shire's strategy is to balance the annual operating result within 10 years (including depreciation, excluding capital grants), to ensure it lives within its means. Once the operating result is balanced, the Shire will start to build operating surpluses. This will be achieved by:

- reviewing and adjusting the data on which the fair value of Shire assets is based to ensure an accurate projection of depreciation as set out in the Asset Management Plan. Being the key driver of the operating deficit, the expected reduction in depreciation is likely to impact future operating results
- implementing the strategies outlined below (ie prudent use of debt, increasing revenue, adjusting services and rationalising assets).

Balancing the annual operating result will allow the Shire to reduce the annual deterioration of its assets. Any operating surpluses will then be available to address future backlogs in asset maintenance and renewal.

### **Manage borrowings responsibly**

Over the past decade the Shire has used \$14.3M in borrowings to fund major capital works. The LTFP does not forecast any new loans during next ten years. The Shire's current loan liability is reduced from \$12.3 million to \$5 million over the 10 years of the LTFP.

The Shire's borrowing strategy has allowed funds to be set aside for future capital works by ensuring additional annual funds are moved into the Civic Facilities Reserve. This will minimise the need for large borrowings to enable the replacement of the Albert Facey Memorial Library in the Mundaring precinct in 2023/24 and the redevelopment of the Mundaring Civic precinct in 2026/27.

In the long term, core capital expenditure related to infrastructure ideally should be funded from surplus funds generated from annual operations, capital grants and contributions, rather than from loan borrowings.

### **Increase revenue**

The LTFP notes that for long term financial sustainability it is essential the Shire increases its income. While this is limited, due to limited growth opportunities, it can be achieved through a review of the Shire's operational costs and other revenue generating initiatives.

While it is prudent that the Shire maximises all current and future revenue streams to fulfil the community needs, this must be balanced with socio-economic pragmatism and principles of fairness and affordability.

The Corporate Business Plan proposes that a review of the Shire's existing services be undertaken to accurately identify the cost of current service levels across the

organisation. Options for savings and efficiencies will be investigated to provide the necessary information to set future service level requirements.

Additionally, the development of Shire's Investment Property Strategy has a key role in generating an alternative revenue stream for capital projects.

### **Review Existing Services**

This strategy involves implementing ongoing and targeted service reviews to assist Council in determining affordable and acceptable levels of service, given that the Shire must live within its means. Such reviews will include community engagement as appropriate.

This strategy may result in an adjustment to the level of services provided by the Shire, in order to minimise costs and better target resources to priorities based on risk and consequence. This may mean closing some assets, but also ensures remaining assets are as high quality as possible.

The services review included in the Corporate Business Plan will define the level of "affordable service" delivered now and over the next 10 years, given projected available revenue.

Through the Integrated Planning and Reporting Framework process, the Shire will discuss the community's needs, what it values and what it is willing to pay for. This information will guide the Shire in determining the range, quality and level of services that it can provide to the community. Such reviews do not necessarily mean that services will be cut. Rather, it could mean an adjustment to a service level or an innovation in the way a service is delivered.

### **Funding Allocation Prioritisation Methodology**

As there are many competing demands for limited financial and physical resources, the Shire recognises the importance of establishing an enterprise wide prioritisation methodology that enables the effective allocation of those resources.

To ensure statutory compliance, acceptable levels of risk, good stewardship of community assets for all generations, equity and long term financial viability, the assessment of funding requests is based on the following key principles, which also reflect Council's decision making criteria:

- Activities which ensure compliance with statutory obligations or standards.
- Risk mitigation activities or projects that are required to reduce extreme or high level risks (determined by using the Shire Risk Assessment Matrix or another agreed risk assessment method) to, as far as practicable, an acceptable level.
- Current operational funding for programs unless the operational need for any of those programs has been superseded.
- Maintenance of existing assets (infrastructure) in a manner that will maximise their useful life and ensure they remain fit for purpose.
- New programs or assets required to meet demonstrable organisational or community needs, as identified through community and corporate planning

activities and Council decisions based on advice of technical/professional staff.

## **Projected financial position**

### **Summary of Financial Statements**

Shire of Mundaring's financial statements project the impact of its financial sustainability strategies on the revenue it expects to receive over the next 10 years and its expected expenditure requirements. By using these statements, the Shire and its community can evaluate the Shire's performance and financial position as the strategies are implemented.

The statements show that over the next 10 years the Shire will:

- improve its operating result and consequently its operating surplus ratio
- maintain a surplus closing position of the budget
- maintain sufficient cash reserves to meet short-term working capital requirements
- achieve its Asset Management Plan through the planned asset renewal and maintenance programs
- deliver an affordable level of service to a standard that is supported by the community.

The LTFP projections have been prepared in accordance with the *Local Government Act 1995* and in a format that conforms to the *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards. This allows projections to feed into the statutory format of the Annual Budget and key performance measures in the LTFP to be compared with Annual Budgets and Annual Financial Reports. The statements included in this report are set out in detail in

**Attachment 1** include:

### **Statement of Comprehensive Income (nature and type)**

The statement shows what is expected to happen during the year in terms of revenue, expenses and other adjustments from all activities. It removes all non-cash items and attempts to predict when payments and receipts will actually occur.

No provisions or accruals are included in this statement so that it will give an indication of actual cash or equivalent funds remaining at the end of each year of the LTFP.

### **Cash Flow Statement**

This statement shows projected cash receipts and cash payments over the next 10 years. It is used to assess the Shire's ability to pay its debts as and when they fall due. The projected cash flow over the next 10 years shows the Shire to be solvent and in a healthy cash flow position. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. This can be used to fund other activities such as capital works and infrastructure.

The information in this statement assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments.

The Cash Flow Statement reports on cash transactions only. All accounting adjustments, non-cash accruals and provisions are ignored. The net cash position at the end of each year indicates cash available in the bank to fund future capital projects and various other operating programs.

### **Rate Setting Statement**

The format of the statement varies from that in annual budgets. In annual budgets, the bottom line of the statement is the amount to be made up from rates. However, where a shortfall results, this indicates that the Council is unable to fund the services proposed at the planned rating levels and indicates it may need to defer works or services, increase debt or increase rates even further to cover the cost of planned service provision. In the LTFP the Rate Setting Statement shows the budget surplus/ (deficit) carried forward at the end of each year.

### **Statement of Financial Position (Balance Sheet)**

The statement is a snap-shot of the expected financial position of the Shire at the end of the financial year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line "Net Assets" represents the net worth of the Shire. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. Non-current refers to assets and liabilities that are recoverable or which fall due over a longer period than 12 months. This is a balance sheet in old terminology that represents the expected financial position of the Shire at the end of each year covered by the LTFP.

### **Equity Statement**

The equity statement is another way of looking at the net worth of the Shire. It analyses the various changes that have occurred or are occurring to the equity position over the term of the LTFP.

### **Assumptions, adjustments and risk assessment**

The assumptions that underpin this LTFP are set out in Attachment 1. They include revenue growth, level of debt, employment numbers for the next 10 years, market driven planning assumptions, revenue and expenditure assumptions, and adjustments of the LTFP.

These assumptions have been tested through a risk assessment process including:

- accuracy of projected estimates of expenditure
- certainty of revenue streams
- scenarios which could impact on revenue and expenditures
- risks associated with key project
- reliability of investment returns and borrowing costs.

The LTFP is a planning tool. It is based on many assumptions. It also includes projects and proposals that in some cases:

- have been approved by Council and are in progress
- have been considered by Council but are yet to receive final approval
- have only been considered by Elected Members at a strategy level
- have only been considered by Shire Officers
- are operational in nature and based on the continued provision of services and maintenance of Shire assets
- include infrastructure in accordance with management and other plans.

Any of the assumptions and any of the projects or proposals not already approved could prove to be inaccurate both as to likely requirement, timing and financial estimates or they may not come to pass at all. They have, however, been included based on the best available information and knowledge to hand at this time in relation to likely requirement, timing and financial estimates.

Endorsement of the LTFP by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved or the financial estimates and projections. Annual review and update of the 10 year LTFP will ensure that it remains a relevant and useful document to assist in managing the Shire's financial affairs into the future.

The Shire has considered a variety of options and alternatives to provide a service and chosen the option that has the least risk or is the most likely to succeed.

## Capital Works Program

The Shire's 2018-2027 Capital Asset Works Program is set out in **Attachment 4**. It has been funded from the projected available revenue for asset works established by this LTFP. The program and the forward projections have been developed with careful consideration of the optimum time to renew and replace individual assets, as well as taking into consideration funding constraints. Due to funding constraints, there is a risk that particular assets may fail prior to scheduled renewal/replacement works being undertaken. In this case, projects may need to be brought forward and others deferred in order to maintain levels of service acceptable to the community.

The Shire also relies on external grants to fund its Capital Asset Works Program. Many of these grants require matching funding from the Shire. If the Shire is unsuccessful in achieving the forecast level of rates income as detailed in the Shire's LTFP, it will not have sufficient revenue to continue matching such grants.

The existence of asset management plans for key infrastructure assets are a necessary predecessor to the Shire's LTFP, which support planning and decision-making processes.

This long-term planning for infrastructure assets allows the Shire to understand its future financial commitments and to develop strategies that address key strategic issues, such as the Shire's approach to service provision and service levels, its debt borrowing and revenue policies, and its rating methodology. The Shire needs to clearly understand what its future commitments are in order to prepare budgets properly.

## Financial Performance Monitoring

To monitor performance in approving the Shire's financial position, seven financial performance indicators will be used. The graphs in **Attachment 2** present the projected performance of each of the financial indicators over the next 10 years, assuming the implementation of the key strategies of the LTFP.

Several statutory key performance indicators (KPIs) have been prescribed in the *Local Government (Financial Management) Regulations 1996* to measure the financial sustainability of local governments.

The LTFP has been assessed against these KPIs and will be compared with KPIs measured from the annual budgets and annual financial statements to provide clear targets for the Shire to report its progress to the community each year.

The following is a brief summary of the financial and asset management indicators required by the Department of Local Government and Communities:

### Operating Surplus Ratio

The Operating Surplus indicator is the primary indicator in measuring long term financial sustainability. This is an indicator of the extent to which operating revenues raised are sufficient to cover all operational expenses only or are available for capital funding purposes or other purposes.

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total operating revenue. A positive ratio indicates that surplus revenue is available which may be used to support the funding of capital expenditure or used

to offset past or future operating deficits. If the surplus is not required for this purpose in a particular year, it can be held to support future capital expenditure funding as a financial asset, used to offset past deficit funding or, where possible, used to reduce current debt levels.

The ratio target is between 0% and 15% (Advanced Ratio Target > 15%).

### **Current Ratio**

This is a measurement of the Shire's liquidity and its ability to meet its short term financial obligation out of unrestricted current assets.

The Current Ratio is a measure of short term (unrestricted) liquidity - that is, the ability for the Shire to meet its liabilities (obligations) as, and when, they fall due.

Provided Restricted Assets are excluded correctly, it is a very useful indicator of the "true" financial position of the Shire, particularly in the short-term (12 months). As a general rule, when the Current Ratio of a local government is calculated at less than 1 (100%), it indicates a short-term funding issue. However, it also needs to be considered in the context of the overall financial position.

The ratio target is greater than or equal to 1:1.

### **Own Source Revenue Coverage Ratio**

This is an indicator of measures the Shire's own-source revenues compared to its total revenues. The Own Source Revenue Coverage Ratio consists of income derived from rates, annual charges and internally determined fees. The balance of Council's income derives from grants. This ratio is indicative of a secure income stream that is not subject to outside influence.

A relatively high percentage of own source revenues (max indicator 100%) indicates that a local government is more reliant on recurrent, predictable revenues to fund its activities.

The Ratio measures the Shire's dependence on rate revenue to fund operations. The higher the ratio, the higher the dependency on rates (controllable) and the less dependency on government grants and other funding sources (uncontrollable). Local Governments with a higher rate coverage ratio find it easier to cope with unforeseen funding requirements and have more flexible budget options. This is because they have greater control over their own revenue.

The challenge every local government faces is how to continue to improve this Ratio in the face of ever decreasing alternative funding sources (eg Financial Assistance Grants). If this ratio slips it may indicate that the local government is becoming more reliant on external funding sources, which are becoming less reliable, although large grants or contributions of a once-off nature will affect this ratio.

The ratio target is greater than or equal to 60%.

### **Debt Service Coverage Ratio**

This is an indicator of the Shire's ability to produce enough cash to cover its debt payments from uncommitted or general purpose funds available for operations.

Local governments with a higher proportion of revenues from rates can also effectively operate at higher Debt Service Ratios as they are more able to generate revenue (via rates increases) to cope with the level of borrowings/debt. Consequently, the effect of any borrowing increases in any particular year should be considered when formulating funding options for future years, as the longer term cumulative effect of repayments are often ignored.

The ratio target is greater than or equal to 2.

### **Asset Sustainability Ratio**

This is an indicator of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. This ratio indicates whether the Shire is renewing or replacing existing physical assets at the same rate at which they are wearing out. On occasions, the Shire will accelerate or reduce asset expenditures over time to compensate for prior events, or invest in assets by spending more now so that it costs less in the future to maintain.

If capital expenditure on renewing or replacing assets is at least equal to depreciation on average over time, then the Shire is ensuring the value of its existing stock of physical assets is maintained. If capital expenditure on existing assets is less than depreciation then, unless the Shire's overall asset stock is relatively new, it is likely that it is under spending on renewal or replacement. This is likely to result in additional maintenance costs for assets that have exceeded their useful life and which exceed the costs of renewal and replacement. This situation could progressively undermine a local government's financial sustainability as it is confronted with failed assets and significant renewal and replacement costs that cannot be accommodated without sudden large rate increases.

The ratio expresses net capital expenditure on renewal and replacement of existing assets as a percentage of depreciation costs. This measure assists in identifying the potential decline or improvement in asset condition and standards. A percentage less than 100 on an ongoing basis indicates that capital expenditure levels are not being optimised so as to minimise whole of life cycle costs of assets, or that assets may be deteriorating at a greater rate than spending on their renewal or replacement.

Local governments should be replacing or renewing assets at the appropriate times. Achievement of the asset sustainability ratio target means that the Shire is reasonably preserving the stock of existing assets because renewal or replacement activity approximately matches the consumption of its asset stock for the period.

A ratio greater than 110% indicates that the Shire may be over investing in renewal and replacement of its asset base. A ratio of less than 90% indicates that the Shire may be under investing in renewal and replacement of its asset base.

The ratio target is 90% to 105%.

### **Asset Consumption Ratio**

This ratio highlights the aged condition of the Shire's physical asset. The Asset Consumption Ratio expresses the total carrying value of depreciable assets as a percentage of the total reported value of depreciable assets before accumulated depreciation. This ratio shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices. This ratio

seeks to highlight the aged condition of the Shire's stock of physical assets. If a local government is responsibly maintaining and renewing and replacing its assets in accordance with its asset management plan, then the fact that the Asset Consumption Ratio may be relatively low and/or declining should not be a cause for concern, providing it is operating sustainably.

The ratio target is 50% to 75%.

### **Asset Renewal Funding Ratio**

This is a measurement of the Shire's liquidity and its ability to meet its short term financial obligation out of unrestricted current assets.

The Ratio is a measure of the ability of the Shire to fund its projected asset renewals and replacements in the future. The LTFP makes annual provisions to renew assets where their condition has degraded beyond an objective threshold. This requirement will vary from year by year, potentially creating different short term and long term renewal funding needs.

A ratio of between 95% and 105% indicates that the Shire's LTFP makes adequate provision to maintain existing levels of service and renew or replace assets. The 95% – 105% measurement is a suitable target if the Asset Sustainability Ratio falls within the 90% to 100% target and the Asset Consumption Ratio falls within the target range of 50% to 75%. A ratio between 50% and 75% indicates that the Shire may not be making adequate provision for the future renewal or replacement of its asset base.

The ratio target is between 95% and 105%.

### **Sensitivity Analysis & Scenario Modelling**

In developing this LTFP sensitivity analyses was undertaken on the key revenue and expenditure assumptions. This work is summarised in **Attachment 3**.

In addition, the results of the sensitivity analysis were modelled to assess their impact on the Shire's operating result.

### **Conclusion**

The 2017/18-2026/27 LTFP is pivotal in ensuring the Shire improves its financial sustainability. To support the journey, this LTFP includes key financial sustainability strategies. These strategies form the backbone of the plan. Implemented together, they will drive the improvement of the Shire's financial position so that:

- by 2022/23 a surplus operating result has been achieved
- the Budget remains in surplus throughout the life of the plan
- the Shire has been able to resource implementation of its Asset Management Plans so that agreed affordable levels of asset service provision have been achieved
- the Shire has been able to effectively resource its response to SCP, thus ensuring the ongoing provision of quality services and facilities that enhance community wellbeing and quality of life.

## Attachment 1- Statements, assumptions and indicators

Shire of Mundaring Long Term Financial Plan 2018-2027 Statement of Comprehensive Income by Nature or Type										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>										
Rates	27,296,129	28,251,494	29,240,296	30,205,226	31,111,382	32,044,724	33,006,066	33,996,248	34,846,154	35,717,308
Operating Grants, Subsidies & Contributions	3,546,836	3,338,669	3,343,531	3,411,005	3,507,292	3,611,904	3,696,417	3,788,827	3,913,934	4,011,782
Fees & Charges	12,916,830	13,207,459	13,537,645	13,876,086	14,222,988	14,578,563	14,943,027	15,316,603	15,699,518	16,092,006
Interest Earnings	1,033,788	954,250	961,306	988,797	1,067,195	1,106,270	1,203,196	1,207,121	1,217,098	1,238,995
Other Revenue	936,875	957,955	981,904	1,006,451	1,031,612	1,057,403	1,083,838	1,110,934	1,138,707	1,167,175
<b>Total Revenue</b>	<b>45,730,458</b>	<b>46,709,826</b>	<b>48,064,682</b>	<b>49,487,565</b>	<b>50,940,470</b>	<b>52,398,863</b>	<b>53,932,544</b>	<b>55,419,733</b>	<b>56,815,411</b>	<b>58,227,266</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>										
Employee Costs	(19,550,744)	(19,249,853)	(19,661,803)	(19,962,434)	(20,354,250)	(20,447,060)	(20,894,723)	(21,292,236)	(21,715,144)	(22,148,249)
Materials & Contracts	(18,373,695)	(18,787,103)	(19,256,781)	(19,738,200)	(20,231,655)	(20,737,447)	(21,255,883)	(21,787,280)	(22,331,962)	(22,890,261)
Utilities	(1,386,974)	(1,402,123)	(1,439,481)	(1,484,063)	(1,523,256)	(1,570,367)	(1,622,583)	(1,672,634)	(1,717,123)	(1,763,789)
Depreciation	(8,573,167)	(8,229,535)	(7,814,689)	(7,752,168)	(7,754,295)	(7,591,787)	(7,707,592)	(7,858,781)	(7,913,085)	(7,994,263)
Interest Expenses	(528,979)	(500,716)	(470,846)	(439,269)	(405,876)	(370,552)	(333,173)	(293,608)	(251,714)	(207,342)
Insurance	(840,473)	(852,160)	(873,464)	(895,300)	(917,326)	(923,536)	(946,624)	(970,290)	(994,547)	(1,019,411)
Other Expenditure	(653,787)	(668,497)	(685,210)	(702,340)	(719,898)	(737,896)	(756,343)	(775,252)	(794,633)	(814,499)
<b>Total Expenditure</b>	<b>(49,907,819)</b>	<b>(49,689,987)</b>	<b>(50,202,273)</b>	<b>(50,973,774)</b>	<b>(51,906,557)</b>	<b>(52,378,644)</b>	<b>(53,516,921)</b>	<b>(54,650,080)</b>	<b>(55,718,209)</b>	<b>(56,837,815)</b>
<b>Sub-total</b>	<b>(4,177,361)</b>	<b>(2,980,161)</b>	<b>(2,137,591)</b>	<b>(1,486,208)</b>	<b>(966,087)</b>	<b>20,219</b>	<b>415,622</b>	<b>769,652</b>	<b>1,097,202</b>	<b>1,389,451</b>
Non-Operating Grants, Subsidies & Contributions	3,264,108	1,970,681	833,541	1,382,917	875,739	897,632	920,073	943,075	966,652	990,818
Profit on Asset Disposals	-	-	-	-	-	-	-	-	-	-
Loss on Asset Disposals	(43,700)	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>3,220,408</b>	<b>1,970,681</b>	<b>833,541</b>	<b>1,382,917</b>	<b>875,739</b>	<b>897,632</b>	<b>920,073</b>	<b>943,075</b>	<b>966,652</b>	<b>990,818</b>
<b>NET RESULT</b>	<b>(956,953)</b>	<b>(1,009,480)</b>	<b>(1,304,050)</b>	<b>(103,291)</b>	<b>(90,348)</b>	<b>917,852</b>	<b>1,335,695</b>	<b>1,712,727</b>	<b>2,063,854</b>	<b>2,380,269</b>
<b>Other Comprehensive Income</b>										
Changes in Valuation of non-current assets	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(956,953)</b>	<b>(1,009,480)</b>	<b>(1,304,050)</b>	<b>(103,291)</b>	<b>(90,348)</b>	<b>917,852</b>	<b>1,335,695</b>	<b>1,712,727</b>	<b>2,063,854</b>	<b>2,380,269</b>

## Shire of Mundaring Long Term Financial Plan 2018-2027

### Statement of Cash Flows

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>RECEIPTS</b>										
Rates	27,296,129	28,251,494	29,240,296	30,205,226	31,111,382	32,044,724	33,006,066	33,996,248	34,846,154	35,717,308
Operating Grants, Subsidies & Contributions	3,546,836	3,338,669	3,343,531	3,411,005	3,507,292	3,611,904	3,696,417	3,788,827	3,913,934	4,011,782
Fees & Charges	12,916,830	13,207,459	13,537,645	13,876,086	14,222,988	14,578,563	14,943,027	15,316,603	15,699,518	16,092,006
Interest Earnings	1,033,788	954,250	961,306	988,797	1,067,195	1,106,270	1,203,196	1,207,121	1,217,098	1,238,995
Goods and Services Tax	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
Other Revenue	936,875	957,955	981,904	1,006,451	1,031,612	1,057,403	1,083,838	1,110,934	1,138,707	1,167,175
<b>Sub-total</b>	<b>47,080,458</b>	<b>48,059,826</b>	<b>49,414,682</b>	<b>50,837,565</b>	<b>52,290,470</b>	<b>53,748,863</b>	<b>55,282,544</b>	<b>56,769,733</b>	<b>58,165,411</b>	<b>59,577,266</b>
<b>PAYMENTS</b>										
Employee Costs	(19,550,744)	(19,249,853)	(19,661,803)	(19,962,434)	(20,354,250)	(20,447,060)	(20,894,723)	(21,292,236)	(21,715,144)	(22,148,249)
Materials & Contracts	(18,373,695)	(18,787,103)	(19,256,781)	(19,738,200)	(20,231,655)	(20,737,447)	(21,255,883)	(21,787,280)	(22,331,962)	(22,890,261)
Utilities (gas, electricity, water, etc.)	(1,386,974)	(1,402,123)	(1,439,481)	(1,484,063)	(1,523,256)	(1,570,367)	(1,622,583)	(1,672,634)	(1,717,123)	(1,763,789)
Insurance	(840,473)	(852,160)	(873,464)	(895,300)	(917,326)	(923,536)	(946,624)	(970,290)	(994,547)	(1,019,411)
Interest	(528,979)	(500,716)	(470,846)	(439,269)	(405,876)	(370,552)	(333,173)	(293,608)	(251,714)	(207,342)
Goods and Services Tax	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)
Other Expenditure	(653,787)	(668,497)	(685,210)	(702,340)	(719,898)	(737,896)	(756,343)	(775,252)	(794,633)	(814,499)
<b>Sub-total</b>	<b>(42,684,652)</b>	<b>(42,810,451)</b>	<b>(43,737,584)</b>	<b>(44,571,606)</b>	<b>(45,502,262)</b>	<b>(46,136,857)</b>	<b>(47,159,330)</b>	<b>(48,141,299)</b>	<b>(49,155,124)</b>	<b>(50,193,551)</b>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>4,395,806</b>	<b>5,249,375</b>	<b>5,677,098</b>	<b>6,265,960</b>	<b>6,788,208</b>	<b>7,612,006</b>	<b>8,123,214</b>	<b>8,628,434</b>	<b>9,010,286</b>	<b>9,383,714</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
Payments for Purchase of Property, Plant & Equipment	(9,621,600)	(2,709,133)	(2,169,884)	(1,271,666)	(2,128,488)	(1,852,289)	(6,102,259)	(5,827,252)	(4,945,990)	(5,919,311)
Payments for Construction of Infrastructure	(4,713,616)	(4,790,113)	(3,556,433)	(3,686,633)	(4,034,933)	(3,718,333)	(3,731,348)	(3,861,333)	(3,771,333)	(3,791,333)
Grants / Contributions for the Development of Assets	3,264,108	1,970,681	833,541	1,382,917	875,739	897,632	920,073	943,075	966,652	990,818
Proceeds from Sale of Non-Current Assets	2,709,437	773,369	622,539	199,564	660,478	362,350	602,235	520,361	209,840	646,383
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(8,361,671)</b>	<b>(4,755,196)</b>	<b>(4,270,237)</b>	<b>(3,375,818)</b>	<b>(4,627,204)</b>	<b>(4,310,640)</b>	<b>(8,311,299)</b>	<b>(8,225,149)</b>	<b>(7,540,831)</b>	<b>(8,073,443)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
Repayment of Debentures	(577,065)	(605,330)	(635,200)	(666,777)	(700,169)	(735,493)	(772,872)	(812,437)	(854,331)	(898,703)
Proceeds from New Debentures	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>(577,065)</b>	<b>(605,330)</b>	<b>(635,200)</b>	<b>(666,777)</b>	<b>(700,169)</b>	<b>(735,493)</b>	<b>(772,872)</b>	<b>(812,437)</b>	<b>(854,331)</b>	<b>(898,703)</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(4,542,930)</b>	<b>(111,151)</b>	<b>771,661</b>	<b>2,223,365</b>	<b>1,460,835</b>	<b>2,565,874</b>	<b>(960,957)</b>	<b>(409,153)</b>	<b>615,124</b>	<b>411,568</b>
Cash at Beginning of Year	29,239,159	24,696,229	24,585,078	25,356,739	27,580,104	29,040,938	31,606,812	30,645,855	30,236,702	30,851,826
<b>Cash at the End of Year</b>	<b>24,696,229</b>	<b>24,585,078</b>	<b>25,356,739</b>	<b>27,580,104</b>	<b>29,040,938</b>	<b>31,606,812</b>	<b>30,645,855</b>	<b>30,236,702</b>	<b>30,851,826</b>	<b>31,263,395</b>

## Shire of Mundaring Long Term Financial Plan 2018-2027

### Statement of Financial Position

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>ASSETS</b>										
<b>CURRENT ASSETS</b>										
Cash and Cash Equivalents	24,696,229	24,585,078	25,356,739	27,580,104	29,040,938	31,606,812	30,645,855	30,236,702	30,851,826	31,263,395
Receivables	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544
Inventories	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837
<b>Total Current Assets</b>	<b>26,700,610</b>	<b>26,589,459</b>	<b>27,361,120</b>	<b>29,584,485</b>	<b>31,045,319</b>	<b>33,611,193</b>	<b>32,650,236</b>	<b>32,241,083</b>	<b>32,856,207</b>	<b>33,267,776</b>
<b>NON-CURRENT ASSETS</b>										
Receivables	743,832	743,832	743,832	743,832	743,832	743,832	743,832	743,832	743,832	743,832
Interest in Joint Venture - EMRC	18,082,646	18,082,646	18,082,646	18,082,646	18,082,646	18,082,646	18,082,646	18,082,646	18,082,646	18,082,646
Property, Plant and Equipment	82,086,459	80,846,148	79,271,865	77,311,251	75,835,097	74,443,813	76,940,663	79,121,154	80,641,791	82,614,564
Infrastructure	366,432,810	366,169,462	365,032,835	364,000,016	363,224,818	362,232,587	361,259,518	360,388,469	359,462,231	358,559,455
<b>Total Non-Current Assets</b>	<b>467,345,747</b>	<b>465,842,089</b>	<b>463,131,178</b>	<b>460,137,745</b>	<b>457,886,393</b>	<b>455,502,878</b>	<b>457,026,658</b>	<b>458,336,101</b>	<b>458,930,500</b>	<b>460,000,497</b>
<b>TOTAL ASSETS</b>	<b>494,046,357</b>	<b>492,431,547</b>	<b>490,492,297</b>	<b>489,722,230</b>	<b>488,931,712</b>	<b>489,114,071</b>	<b>489,676,894</b>	<b>490,577,184</b>	<b>491,786,707</b>	<b>493,268,273</b>
<b>LIABILITIES</b>										
<b>CURRENT LIABILITIES</b>										
Payables	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354
Current Portion of Long Term Borrowings	605,330	635,200	666,777	700,169	735,493	772,872	812,437	854,331	898,703	945,715
Provisions	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548
<b>Total Current Liabilities</b>	<b>6,339,232</b>	<b>6,369,102</b>	<b>6,400,679</b>	<b>6,434,071</b>	<b>6,469,395</b>	<b>6,506,774</b>	<b>6,546,339</b>	<b>6,588,233</b>	<b>6,632,605</b>	<b>6,679,617</b>
<b>NON-CURRENT LIABILITIES</b>										
Long Term Borrowings	11,136,669	10,501,470	9,834,693	9,134,524	8,399,031	7,626,159	6,813,721	5,959,390	5,060,687	4,114,972
Provisions	248,915	248,915	248,915	248,915	248,915	248,915	248,915	248,915	248,915	248,915
<b>Total Non-Current Liabilities</b>	<b>11,385,584</b>	<b>10,750,385</b>	<b>10,083,608</b>	<b>9,383,439</b>	<b>8,647,946</b>	<b>7,875,074</b>	<b>7,062,636</b>	<b>6,208,305</b>	<b>5,309,602</b>	<b>4,363,887</b>
<b>TOTAL LIABILITIES</b>	<b>17,724,816</b>	<b>17,119,486</b>	<b>16,484,287</b>	<b>15,817,510</b>	<b>15,117,341</b>	<b>14,381,848</b>	<b>13,608,976</b>	<b>12,796,538</b>	<b>11,942,207</b>	<b>11,043,504</b>
<b>NET ASSETS</b>	<b>476,321,541</b>	<b>475,312,061</b>	<b>474,008,011</b>	<b>473,904,720</b>	<b>473,814,372</b>	<b>474,732,223</b>	<b>476,067,919</b>	<b>477,780,646</b>	<b>479,844,500</b>	<b>482,224,769</b>

**Shire of Mundaring Long Term Financial Plan 2018-2027**  
**Net Current Asset Position**

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>NET CURRENT ASSETS</b>											
<b>CURRENT ASSETS</b>											
Cash and Cash Equivalents	29,239,159	24,696,229	24,585,078	25,356,739	27,580,104	29,040,938	31,606,812	30,645,855	30,236,702	30,851,826	31,263,395
Receivables	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544	1,900,544
Inventories	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837	103,837
<b>Total Current Assets</b>	<b>31,243,540</b>	<b>26,700,610</b>	<b>26,589,459</b>	<b>27,361,120</b>	<b>29,584,485</b>	<b>31,045,319</b>	<b>33,611,193</b>	<b>32,650,236</b>	<b>32,241,083</b>	<b>32,856,207</b>	<b>33,267,776</b>
<b>CURRENT LIABILITIES</b>											
Payables	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354	2,540,354
Current Portion of Long Term Borrowings	577,065	605,330	635,200	666,777	700,169	735,493	772,872	812,437	854,331	898,703	945,715
Provisions	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548	3,193,548
<b>Total Current Liabilities</b>	<b>6,310,967</b>	<b>6,339,232</b>	<b>6,369,102</b>	<b>6,400,679</b>	<b>6,434,071</b>	<b>6,469,395</b>	<b>6,506,774</b>	<b>6,546,339</b>	<b>6,588,233</b>	<b>6,632,605</b>	<b>6,679,617</b>
<b>NET CURRENT ASSETS</b>	<b>24,932,573</b>	<b>20,361,378</b>	<b>20,220,357</b>	<b>20,960,441</b>	<b>23,150,414</b>	<b>24,575,924</b>	<b>27,104,419</b>	<b>26,103,897</b>	<b>25,652,850</b>	<b>26,223,602</b>	<b>26,588,159</b>
LESS: Restricted Reserves	(19,440,325)	(19,080,380)	(20,274,417)	(21,132,777)	(23,125,073)	(24,555,509)	(26,808,296)	(25,435,793)	(24,923,002)	(25,920,486)	(25,856,094)
ADD: Current Long Term Borrowings	577,065	605,330	635,200	666,777	700,169	735,493	772,872	812,437	854,331	898,703	945,715
<b>OPENING/CLOSING FUNDS</b>	<b>6,069,313</b>	<b>1,886,328</b>	<b>581,140</b>	<b>494,441</b>	<b>725,510</b>	<b>755,908</b>	<b>1,068,995</b>	<b>1,480,541</b>	<b>1,584,179</b>	<b>1,201,819</b>	<b>1,677,780</b>

## Shire of Mundaring Long Term Financial Plan 2018-2027

### Statement of Changes in Equity

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>EQUITY</b>										
<b>RETAINED SURPLUS</b>										
Balance 1 July	137,803,103	137,206,095	135,002,578	132,840,168	130,744,581	129,223,797	127,888,861	130,597,060	132,822,578	133,888,948
Transfer from / (to) Reserve	359,945	(1,194,037)	(858,360)	(1,992,296)	(1,430,436)	(2,252,787)	1,372,503	512,791	(997,484)	64,392
Net Result	(956,953)	(1,009,480)	(1,304,050)	(103,291)	(90,348)	917,852	1,335,695	1,712,727	2,063,854	2,380,269
<b>Balance 30 June</b>	<b>137,206,095</b>	<b>135,002,578</b>	<b>132,840,168</b>	<b>130,744,581</b>	<b>129,223,797</b>	<b>127,888,861</b>	<b>130,597,060</b>	<b>132,822,578</b>	<b>133,888,948</b>	<b>136,333,609</b>
<b>CASH BACKED RESERVES</b>										
Balance 1 July	19,080,380	18,720,435	19,914,472	20,772,832	22,765,128	24,195,564	26,448,351	25,075,848	24,563,057	25,560,541
Transfer (from) / to Reserve	(359,945)	1,194,037	858,360	1,992,296	1,430,436	2,252,787	(1,372,503)	(512,791)	997,484	(64,392)
<b>Balance 30 June</b>	<b>18,720,435</b>	<b>19,914,472</b>	<b>20,772,832</b>	<b>22,765,128</b>	<b>24,195,564</b>	<b>26,448,351</b>	<b>25,075,848</b>	<b>24,563,057</b>	<b>25,560,541</b>	<b>25,496,149</b>
<b>ASSET REVALUATION RESERVE</b>										
Balance 1 July	320,395,011	320,395,011	320,395,011	320,395,011	320,395,011	320,395,011	320,395,011	320,395,011	320,395,011	320,395,011
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>	<b>320,395,011</b>
<b>TOTAL EQUITY</b>										
<b>Balance 30 June</b>	<b>476,321,541</b>	<b>475,312,061</b>	<b>474,008,011</b>	<b>473,904,720</b>	<b>473,814,372</b>	<b>474,732,223</b>	<b>476,067,919</b>	<b>477,780,646</b>	<b>479,844,500</b>	<b>482,224,769</b>
<b>Net Assets as Balance Sheet</b>	<b>476,321,541</b>	<b>475,312,061</b>	<b>474,008,011</b>	<b>473,904,720</b>	<b>473,814,372</b>	<b>474,732,223</b>	<b>476,067,919</b>	<b>477,780,646</b>	<b>479,844,500</b>	<b>482,224,769</b>

## Shire of Mundaring Long Term Financial Plan 2018-2027

### Rate Setting Statement

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>REVENUES</b>										
Rate Levies	27,296,129	28,251,494	29,240,296	30,205,226	31,111,382	32,044,724	33,006,066	33,996,248	34,846,154	35,717,308
Other Revenue	21,698,437	20,429,013	19,657,927	20,665,257	20,704,826	21,251,772	21,846,551	22,366,560	22,935,909	23,500,776
<b>Revenues Sub-total</b>	<b>48,994,566</b>	<b>48,680,507</b>	<b>48,898,223</b>	<b>50,870,483</b>	<b>51,816,209</b>	<b>53,296,496</b>	<b>54,852,617</b>	<b>56,362,808</b>	<b>57,782,063</b>	<b>59,218,084</b>
<b>EXPENSES</b>										
All Operating Expenses	(49,951,519)	(49,689,987)	(50,202,273)	(50,973,774)	(51,906,557)	(52,378,644)	(53,516,921)	(54,650,080)	(55,718,209)	(56,837,815)
<b>Net Operating Profit/(Loss)</b>	<b>(956,953)</b>	<b>(1,009,480)</b>	<b>(1,304,050)</b>	<b>(103,291)</b>	<b>(90,348)</b>	<b>917,852</b>	<b>1,335,695</b>	<b>1,712,727</b>	<b>2,063,854</b>	<b>2,380,269</b>
<b>NON CASH ITEMS</b>										
(Profit)/Loss on Asset Disposals	43,700	-	-	-	-	-	-	-	-	-
Depreciation on Assets	8,573,167	8,229,535	7,814,689	7,752,168	7,754,295	7,591,787	7,707,592	7,858,781	7,913,085	7,994,263
<b>Sub-total</b>	<b>8,616,867</b>	<b>8,229,535</b>	<b>7,814,689</b>	<b>7,752,168</b>	<b>7,754,295</b>	<b>7,591,787</b>	<b>7,707,592</b>	<b>7,858,781</b>	<b>7,913,085</b>	<b>7,994,263</b>
<b>CAPITAL EXPENDITURE AND REVENUE</b>										
Purchase Land and Buildings	(7,491,000)	(180,000)	(300,000)	(330,000)	(325,000)	(725,000)	(4,350,000)	(4,350,000)	(4,350,000)	(4,350,000)
Infrastructure Assets	(4,713,616)	(4,790,113)	(3,556,433)	(3,686,633)	(4,034,933)	(3,718,333)	(3,731,348)	(3,861,333)	(3,771,333)	(3,791,333)
Purchase Plant and Equipment	(2,106,600)	(2,512,133)	(1,847,884)	(924,666)	(1,786,488)	(1,110,289)	(1,735,259)	(1,460,252)	(558,990)	(1,532,311)
Purchase Furniture and Equipment	(24,000)	(17,000)	(22,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)	(37,000)	(37,000)
Proceeds Disposal of Assets	2,709,437	773,369	622,539	199,564	660,478	362,350	602,235	520,361	209,840	646,383
Repayment of Debentures	(577,065)	(605,330)	(635,200)	(666,777)	(700,169)	(735,493)	(772,872)	(812,437)	(854,331)	(898,703)
Proceeds from New Debentures	-	-	-	-	-	-	-	-	-	-
Transfers to Reserves	(6,616,787)	(3,066,250)	(2,964,306)	(3,091,797)	(3,670,195)	(4,286,270)	(4,383,196)	(5,087,121)	(2,597,098)	(10,418,995)
Transfers from Reserves	6,976,732	1,872,213	2,105,946	1,099,501	2,239,759	2,033,483	5,755,699	5,599,912	1,599,614	10,483,387
<b>Net Cash From Investing Activities</b>	<b>(11,842,899)</b>	<b>(8,525,244)</b>	<b>(6,597,338)</b>	<b>(7,417,808)</b>	<b>(7,633,548)</b>	<b>(8,196,552)</b>	<b>(8,631,741)</b>	<b>(9,467,870)</b>	<b>(10,359,298)</b>	<b>(9,898,572)</b>
<b>ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD</b>	<b>6,069,313</b>	<b>1,886,328</b>	<b>581,140</b>	<b>494,441</b>	<b>725,510</b>	<b>755,908</b>	<b>1,068,995</b>	<b>1,480,541</b>	<b>1,584,179</b>	<b>1,201,819</b>
<b>ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD</b>	<b>1,886,328</b>	<b>581,140</b>	<b>494,441</b>	<b>725,510</b>	<b>755,908</b>	<b>1,068,995</b>	<b>1,480,541</b>	<b>1,584,179</b>	<b>1,201,819</b>	<b>1,677,780</b>

**Shire of Mundaring Long Term Financial Plan 2018-2027**  
**Ten Year Capital Works Program**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>LAND AND BUILDINGS</b>										
Purchase New	-	-	-	-	-	-	-	-	-	-
Renewal & replacement of Buildings	(764,000)	(130,000)	-	(280,000)	(25,000)	(675,000)	(4,075,000)	(4,300,000)	(4,000,000)	(4,300,000)
New/Upgrade Buildings	(6,727,000)	(50,000)	(300,000)	(50,000)	(300,000)	(50,000)	(275,000)	(50,000)	(350,000)	(50,000)
<b>Total Land and Buildings</b>	<b>(7,491,000)</b>	<b>(180,000)</b>	<b>(300,000)</b>	<b>(330,000)</b>	<b>(325,000)</b>	<b>(725,000)</b>	<b>(4,350,000)</b>	<b>(4,350,000)</b>	<b>(4,350,000)</b>	<b>(4,350,000)</b>
Proceeds from Sale of Land	2,290,000	-	-	-	-	-	-	-	-	-
Book Value Assets Sold	2,290,000	-	-	-	-	-	-	-	-	-
<b>Profit / (Loss) on Sale</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>										
Existing Fleet	(2,106,600)	(2,512,133)	(1,847,884)	(924,666)	(1,786,488)	(1,110,289)	(1,735,259)	(1,460,252)	(558,990)	(1,532,311)
Additional Vehicles	-	-	-	-	-	-	-	-	-	-
<b>Total Motor Vehicle Purchases</b>	<b>(2,106,600)</b>	<b>(2,512,133)</b>	<b>(1,847,884)</b>	<b>(924,666)</b>	<b>(1,786,488)</b>	<b>(1,110,289)</b>	<b>(1,735,259)</b>	<b>(1,460,252)</b>	<b>(558,990)</b>	<b>(1,532,311)</b>
Proceeds of Sale	419,437	773,369	622,539	199,564	660,478	362,350	602,235	520,361	209,840	646,383
Book Value Assets Sold	463,137	773,369	622,539	199,564	660,478	362,350	602,235	520,361	209,840	646,383
<b>Profit / (Loss) on Sale</b>	<b>(43,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FURNITURE AND EQUIPMENT</b>										
Replacement	(10,000)	(5,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)	(25,000)
New/Upgrade	(14,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
	(24,000)	(17,000)	(22,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)	(37,000)	(37,000)
<b>INFRASTRUCTURE</b>										
Renewal	(2,390,816)	(3,724,983)	(2,483,383)	(2,605,583)	(2,940,883)	(2,616,283)	(2,621,283)	(2,751,283)	(2,661,283)	(2,681,283)
New/Upgrade	(2,322,800)	(1,065,130)	(1,073,050)	(1,081,050)	(1,094,050)	(1,102,050)	(1,110,065)	(1,110,050)	(1,110,050)	(1,110,050)
<b>Total Infrastructure</b>	<b>(4,713,616)</b>	<b>(4,790,113)</b>	<b>(3,556,433)</b>	<b>(3,686,633)</b>	<b>(4,034,933)</b>	<b>(3,718,333)</b>	<b>(3,731,348)</b>	<b>(3,861,333)</b>	<b>(3,771,333)</b>	<b>(3,791,333)</b>
<b>CAPITAL WORKS TOTAL</b>	<b>(14,335,216)</b>	<b>(7,499,246)</b>	<b>(5,726,317)</b>	<b>(4,958,299)</b>	<b>(6,163,421)</b>	<b>(5,570,622)</b>	<b>(9,833,607)</b>	<b>(9,688,585)</b>	<b>(8,717,323)</b>	<b>(9,710,644)</b>

## Shire of Mundaring Long Term Financial Plan 2018-2027

### Loan Repayment Schedule

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Council Loans</b>										
<b>Opening Loan Liability</b>	12,319,064	11,741,999	11,136,669	10,501,470	9,834,693	9,134,524	8,399,031	7,626,159	6,813,721	5,959,390
New Loans	0	0	0	0	0	0	0	0	0	0
Principal Paid	(577,065)	(605,330)	(635,200)	(666,777)	(700,169)	(735,493)	(772,872)	(812,437)	(854,331)	(898,703)
<b>Closing Loan Liability</b>	11,741,999	11,136,669	10,501,470	9,834,693	9,134,524	8,399,031	7,626,159	6,813,721	5,959,390	5,060,687
Interest Paid	(528,979)	(500,716)	(470,846)	(439,269)	(405,876)	(370,552)	(333,173)	(293,608)	(251,714)	(207,342)
Non-Current Loan Liability	11,136,669	10,501,470	9,834,693	9,134,524	8,399,031	7,626,159	6,813,721	5,959,390	5,060,687	4,114,972

## Shire of Mundaring Long Term Financial Plan 2018-2027

### Fixed Assets and Depreciation

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>LAND AND BUILDINGS</b>										
Book Value of Land	27,543,963									
Land Disposed	(2,290,000)	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>	<b>25,253,963</b>
Book Value of Buildings	43,130,269									
Buildings Acquired	7,491,000	180,000	300,000	330,000	325,000	725,000	4,350,000	4,350,000	4,350,000	4,350,000
<b>Total Buildings</b>	<b>50,621,269</b>	<b>48,070,041</b>	<b>45,966,539</b>	<b>43,998,212</b>	<b>42,123,301</b>	<b>40,742,136</b>	<b>43,055,030</b>	<b>45,252,278</b>	<b>47,339,664</b>	<b>49,322,681</b>
Depreciation	(2,731,228)	(2,403,502)	(2,298,327)	(2,199,911)	(2,106,165)	(2,037,107)	(2,152,751)	(2,262,614)	(2,366,983)	(2,466,134)
<b>Book Value of Buildings</b>	<b>47,890,041</b>	<b>45,666,539</b>	<b>43,668,212</b>	<b>41,798,301</b>	<b>40,017,136</b>	<b>38,705,030</b>	<b>40,902,278</b>	<b>42,989,664</b>	<b>44,972,681</b>	<b>46,856,547</b>
<b>PLANT AND EQUIPMENT</b>										
Existing Plant	7,520,906									
Plant & Equipment Acquisition	2,106,600	2,512,133	1,847,884	924,666	1,786,488	1,110,289	1,735,259	1,460,252	558,990	1,532,311
Plant & Equipment Disposal	(463,137)	(773,369)	(622,539)	(199,564)	(660,478)	(362,350)	(602,235)	(520,361)	(209,840)	(646,383)
<b>Total Plant &amp; Equipment</b>	<b>9,164,369</b>	<b>10,209,089</b>	<b>10,733,956</b>	<b>10,699,962</b>	<b>11,050,666</b>	<b>11,012,030</b>	<b>11,347,200</b>	<b>11,478,539</b>	<b>11,002,045</b>	<b>11,075,912</b>
Depreciation	(694,044)	(700,478)	(759,096)	(775,306)	(786,575)	(797,855)	(808,552)	(825,645)	(812,060)	(797,471)
<b>Book Value of Motor Vehicles, Plant &amp; Equipment</b>	<b>8,470,325</b>	<b>9,508,611</b>	<b>9,974,860</b>	<b>9,924,656</b>	<b>10,264,091</b>	<b>10,214,176</b>	<b>10,538,648</b>	<b>10,652,895</b>	<b>10,189,984</b>	<b>10,278,441</b>
<b>FURNITURE AND EQUIPMENT</b>										
Existing Furniture & Equipment	526,504									
Furniture and Equipment Acquired	24,000	17,000	22,000	17,000	17,000	17,000	17,000	17,000	37,000	37,000
<b>Total Furniture &amp; Equipment</b>	<b>550,504</b>	<b>489,130</b>	<b>439,036</b>	<b>391,830</b>	<b>351,331</b>	<b>316,906</b>	<b>287,645</b>	<b>262,773</b>	<b>261,632</b>	<b>262,163</b>
Depreciation	(78,374)	(72,095)	(64,205)	(57,500)	(51,425)	(46,261)	(41,872)	(38,141)	(36,470)	(36,549)
<b>Book Value of Furniture &amp; Equipment</b>	<b>472,130</b>	<b>417,036</b>	<b>374,830</b>	<b>334,331</b>	<b>299,906</b>	<b>270,645</b>	<b>245,773</b>	<b>224,632</b>	<b>225,163</b>	<b>225,613</b>
<b>TOTAL PROPERTY PLANT AND EQUIPMENT</b>										
New Property Plant and Equipment	6,868,463	1,935,764	1,547,345	1,072,102	1,468,010	1,489,939	5,500,024	5,306,891	4,736,150	5,272,928
<b>Total</b>	<b>85,590,105</b>	<b>84,022,223</b>	<b>82,393,493</b>	<b>80,343,967</b>	<b>78,779,261</b>	<b>77,325,036</b>	<b>79,943,837</b>	<b>82,247,554</b>	<b>83,857,304</b>	<b>85,914,719</b>
Depreciation	(3,503,646)	(3,176,075)	(3,121,629)	(3,032,716)	(2,944,164)	(2,881,222)	(3,003,175)	(3,126,399)	(3,215,513)	(3,300,155)
<b>Book Value of Total Property Plant and Equipment</b>	<b>82,086,459</b>	<b>80,846,148</b>	<b>79,271,865</b>	<b>77,311,251</b>	<b>75,835,097</b>	<b>74,443,813</b>	<b>76,940,663</b>	<b>79,121,154</b>	<b>80,641,791</b>	<b>82,614,564</b>
<b>INFRASTRUCTURE (ALL)</b>										
Existing Infrastructure	366,788,715									
New Infrastructure Developed	4,713,616	4,790,113	3,556,433	3,686,633	4,034,933	3,718,333	3,731,348	3,861,333	3,771,333	3,791,333
<b>Total Infrastructure</b>	<b>371,502,331</b>	<b>371,222,923</b>	<b>369,725,895</b>	<b>368,719,468</b>	<b>368,034,949</b>	<b>366,943,151</b>	<b>365,963,935</b>	<b>365,120,851</b>	<b>364,159,802</b>	<b>363,253,564</b>
Depreciation	(5,069,521)	(5,053,461)	(4,693,060)	(4,719,452)	(4,810,131)	(4,710,565)	(4,704,417)	(4,732,382)	(4,697,571)	(4,694,109)
<b>Book Value Infrastructure</b>	<b>366,432,810</b>	<b>366,169,462</b>	<b>365,032,835</b>	<b>364,000,016</b>	<b>363,224,818</b>	<b>362,232,587</b>	<b>361,259,518</b>	<b>360,388,469</b>	<b>359,462,231</b>	<b>358,559,455</b>
<b>Total Assets</b>										
	448,519,269	447,015,611	444,304,700	441,311,267	439,059,915	436,676,400	438,200,180	439,509,623	440,104,022	441,174,019
<b>Total Depreciation</b>										
	(8,573,167)	(8,229,535)	(7,814,689)	(7,752,168)	(7,754,295)	(7,591,787)	(7,707,592)	(7,858,781)	(7,913,085)	(7,994,263)

**Shire of Mundaring Long Term Financial Plan 2018-2027**  
**Cash Reserves**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>PLANT RESERVE</b>										
Opening Balance	667,091	849,562	618,356	262,623	761,409	509,580	629,911	369,058	295,209	810,443
Transfer to Reserve	873,971	875,558	869,612	861,888	874,181	868,270	872,170	866,042	864,384	878,992
Transfer From Reserve	(691,500)	(1,106,764)	(1,225,345)	(363,102)	(1,126,010)	(747,939)	(1,133,024)	(939,891)	(349,150)	(885,928)
<b>Balance 30 June</b>	<b>849,562</b>	<b>618,356</b>	<b>262,623</b>	<b>761,409</b>	<b>509,580</b>	<b>629,911</b>	<b>369,058</b>	<b>295,209</b>	<b>810,443</b>	<b>803,506</b>
<b>CIVIC FACILITIES RESERVE</b>										
Opening Balance	9,027,431	5,953,596	6,841,205	7,661,201	8,622,566	9,739,712	11,908,690	10,573,723	9,747,419	9,938,767
Transfer to Reserve	2,243,199	1,137,058	1,050,597	1,171,764	1,705,895	2,734,522	2,805,708	3,287,716	776,813	8,781,955
Transfer From Reserve	(5,317,034)	(249,449)	(230,601)	(210,399)	(588,749)	(565,544)	(4,140,675)	(4,114,021)	(585,464)	(9,051,459)
<b>Balance 30 June</b>	<b>5,953,596</b>	<b>6,841,205</b>	<b>7,661,201</b>	<b>8,622,566</b>	<b>9,739,712</b>	<b>11,908,690</b>	<b>10,573,723</b>	<b>9,747,419</b>	<b>9,938,767</b>	<b>9,669,263</b>
<b>CAPITAL INVESTMENT RESERVE</b>										
Opening Balance	3,962,099	6,358,838	6,505,225	6,648,426	6,797,484	6,959,798	7,127,383	7,310,350	7,509,268	7,722,521
Transfer to Reserve	2,396,739	146,387	143,201	149,058	162,315	167,584	182,967	198,918	213,252	219,081
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>6,358,838</b>	<b>6,505,225</b>	<b>6,648,426</b>	<b>6,797,484</b>	<b>6,959,798</b>	<b>7,127,383</b>	<b>7,310,350</b>	<b>7,509,268</b>	<b>7,722,521</b>	<b>7,941,602</b>
<b>CAPITAL INCOME RESERVE</b>										
Opening Balance	2,575,824	2,748,217	2,964,484	3,162,742	3,376,650	3,601,280	3,327,995	3,177,428	3,163,888	3,143,058
Transfer to Reserve	492,393	486,267	488,258	493,909	503,630	86,715	85,433	286,459	284,170	77,818
Transfer From Reserve	(320,000)	(270,000)	(290,000)	(280,000)	(279,000)	(360,000)	(236,000)	(300,000)	(305,000)	(300,000)
<b>Balance 30 June</b>	<b>2,748,217</b>	<b>2,964,484</b>	<b>3,162,742</b>	<b>3,376,650</b>	<b>3,601,280</b>	<b>3,327,995</b>	<b>3,177,428</b>	<b>3,163,888</b>	<b>3,143,058</b>	<b>2,920,876</b>
<b>GRAVEL REHABILITATION RESERVE</b>										
Opening Balance	56,532	111,055	166,612	109,279	164,729	221,663	166,000	223,262	282,337	229,355
Transfer to Reserve	90,523	91,557	92,668	91,450	92,934	94,337	93,261	95,075	97,018	95,507
Transfer From Reserve	(36,000)	(36,000)	(150,000)	(36,000)	(36,000)	(150,000)	(36,000)	(36,000)	(150,000)	(36,000)
<b>Balance 30 June</b>	<b>111,055</b>	<b>166,612</b>	<b>109,279</b>	<b>164,729</b>	<b>221,663</b>	<b>166,000</b>	<b>223,262</b>	<b>282,337</b>	<b>229,355</b>	<b>288,861</b>
<b>INFORMATION TECHNOLOGY RESERVE</b>										
Opening Balance	792,734	694,090	750,069	806,580	864,664	925,311	987,591	1,052,944	1,121,595	1,193,446
Transfer to Reserve	61,356	55,979	56,511	58,084	60,647	62,280	65,352	68,651	71,852	73,857
Transfer From Reserve	(160,000)	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>694,090</b>	<b>750,069</b>	<b>806,580</b>	<b>864,664</b>	<b>925,311</b>	<b>987,591</b>	<b>1,052,944</b>	<b>1,121,595</b>	<b>1,193,446</b>	<b>1,267,304</b>
<b>LSL RESERVE</b>										
Opening Balance	114,623	298,711	314,588	321,513	328,721	336,570	344,675	353,523	363,142	373,455
Transfer to Reserve	403,088	225,877	216,925	217,208	217,849	218,104	218,848	219,620	220,313	220,595
Transfer From Reserve	(219,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)
<b>Balance 30 June</b>	<b>298,711</b>	<b>314,588</b>	<b>321,513</b>	<b>328,721</b>	<b>336,570</b>	<b>344,675</b>	<b>353,523</b>	<b>363,142</b>	<b>373,455</b>	<b>384,050</b>
<b>CHILD CARE RESERVE</b>										
Opening Balance	2,060,793	2,066,311	2,113,880	2,160,413	2,208,849	2,261,594	2,316,050	2,375,506	2,440,145	2,509,441
Transfer to Reserve	55,518	47,569	46,533	48,436	52,744	54,457	59,455	64,639	69,297	71,191
Transfer From Reserve	(50,000)	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>2,066,311</b>	<b>2,113,880</b>	<b>2,160,413</b>	<b>2,208,849</b>	<b>2,261,594</b>	<b>2,316,050</b>	<b>2,375,506</b>	<b>2,440,145</b>	<b>2,509,441</b>	<b>2,580,632</b>
<b>UNSPENT GRANTS RESERVE</b>										
Opening Balance	183,198	-	-	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(183,198)	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL RESERVES</b>										
Opening Balance	19,440,325	19,080,380	20,274,417	21,132,777	23,125,073	24,555,509	26,808,296	25,435,793	24,923,002	25,920,486
Transfer to Reserve	6,616,787	3,066,250	2,964,306	3,091,797	3,670,195	4,286,270	4,383,196	5,087,121	2,597,098	10,418,995
Transfer From Reserve	(6,976,732)	(1,872,213)	(2,105,946)	(1,099,501)	(2,239,759)	(2,033,483)	(5,755,699)	(5,599,912)	(1,599,614)	(10,483,387)
<b>Total Reserves 30 June</b>	<b>19,080,380</b>	<b>20,274,417</b>	<b>21,132,777</b>	<b>23,125,073</b>	<b>24,555,509</b>	<b>26,808,296</b>	<b>25,435,793</b>	<b>24,923,002</b>	<b>25,920,486</b>	<b>25,856,094</b>

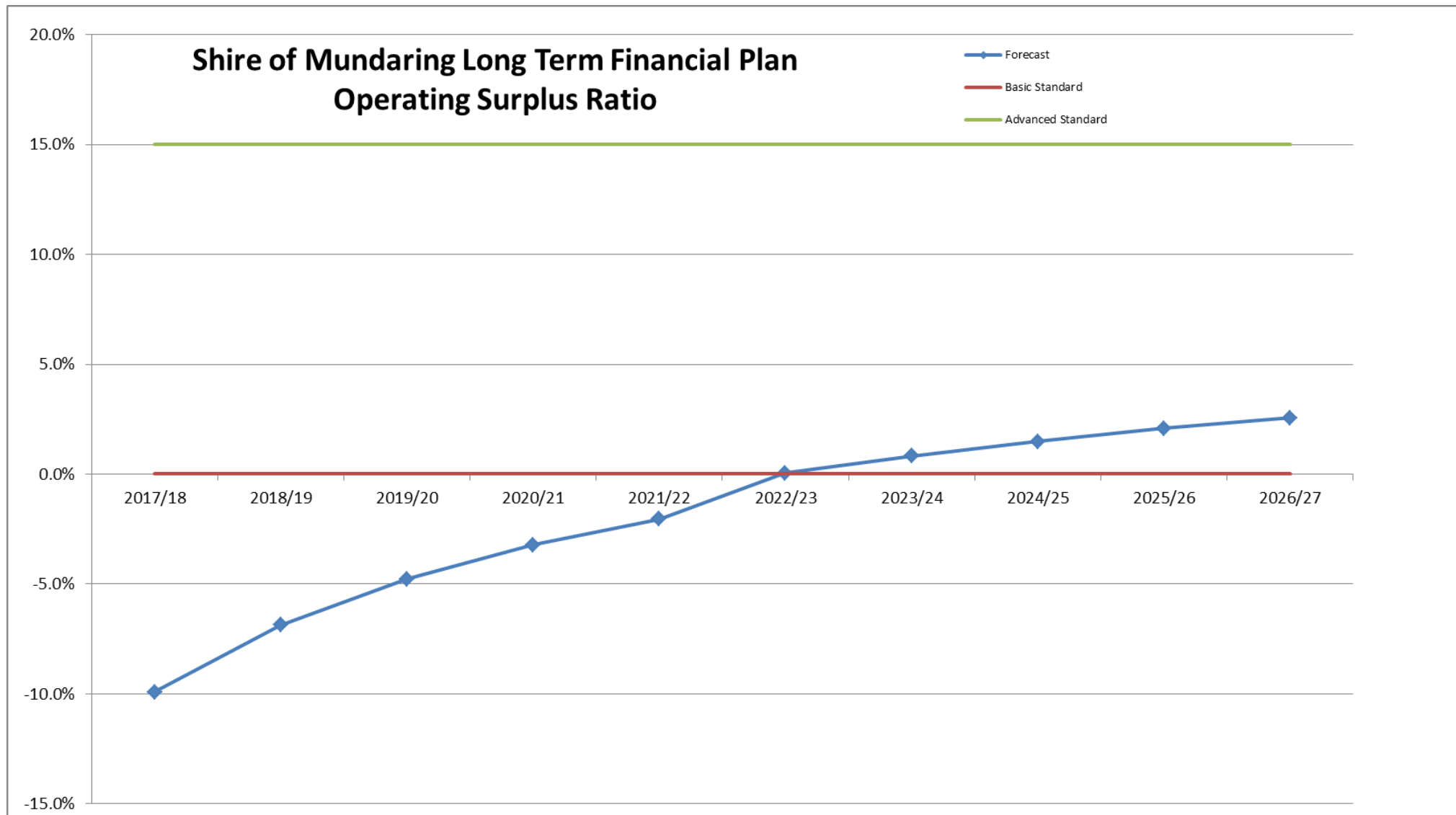
Shire of Mundaring Long Term Financial Plan 2018-2027										
Key Performance Indicators										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING SURPLUS RATIO</b>										
Operating Revenue	45,730,458	46,709,826	48,064,682	49,487,565	50,940,470	52,398,863	53,932,544	55,419,733	56,815,411	58,227,266
Less Operating Exp incl interest & depreciation	(49,907,819)	(49,689,987)	(50,202,273)	(50,973,774)	(51,906,557)	(52,378,644)	(53,516,921)	(54,650,080)	(55,718,209)	(56,837,815)
= Net Operating Surplus	(4,177,361)	(2,980,161)	(2,137,591)	(1,486,208.2)	(966,087.0)	20,219.3	415,622.3	769,652.4	1,097,201.9	1,389,450.9
Divided by Own Source Revenue	42,183,622	43,371,157	44,721,151	46,076,560	47,433,178	48,786,960	50,236,127	51,630,905	52,901,477	54,215,483
<b>Basic Ratio Target - (+ve) Between 0% and 15%</b>	<b>-9.90%</b>	<b>-6.87%</b>	<b>-4.78%</b>	<b>-3.23%</b>	<b>-2.04%</b>	<b>0.04%</b>	<b>0.83%</b>	<b>1.49%</b>	<b>2.07%</b>	<b>2.56%</b>
<b>Advanced Ratio Target &gt; 15%</b>										
<b>CURRENT RATIO</b>										
Current Assets	26,700,610	26,589,459	27,361,120	29,584,485	31,045,319	33,611,193	32,650,236	32,241,083	32,856,207	33,267,776
Less Restricted Assets	(19,080,380)	(20,274,417)	(21,132,777)	(23,125,073)	(24,555,509)	(26,808,296)	(25,435,793)	(24,923,002)	(25,920,486)	(25,856,094)
= Net Current Assets	7,620,230	6,315,042	6,228,343	6,459,412	6,489,810	6,802,897	7,214,443	7,318,081	6,935,721	7,411,682
Divided by Current Liabilities less	6,339,232	6,369,102	6,400,679	6,434,071	6,469,395	6,506,774	6,546,339	6,588,233	6,632,605	6,679,617
Current Liabilities ass'd with Restricted Assets	(298,711)	(314,588)	(321,513)	(328,721)	(336,570)	(344,675)	(353,523)	(363,142)	(373,455)	(384,050)
= Net Current Liabilities	6,040,521	6,054,514	6,079,166	6,105,350	6,132,825	6,162,099	6,192,817	6,225,091	6,259,150	6,295,567
<b>Ratio Target &gt; or = to 1:1</b>	<b>1.26</b>	<b>1.04</b>	<b>1.02</b>	<b>1.06</b>	<b>1.06</b>	<b>1.10</b>	<b>1.16</b>	<b>1.18</b>	<b>1.11</b>	<b>1.18</b>
<b>OWN SOURCE REVENUE COVERAGE RATIO</b>										
Total Own Source Revenue	42,183,622	43,371,157	44,721,151	46,076,560	47,433,178	48,786,960	50,236,127	51,630,905	52,901,477	54,215,483
Divided by Total Expenses	49,907,819	49,689,987	50,202,273	50,973,774	51,906,557	52,378,644	53,516,921	54,650,080	55,718,209	56,837,815
<b>Ratio Target &gt; or = to 60%</b>	<b>84.5%</b>	<b>87.3%</b>	<b>89.1%</b>	<b>90.4%</b>	<b>91.4%</b>	<b>93.1%</b>	<b>93.9%</b>	<b>94.5%</b>	<b>94.9%</b>	<b>95.4%</b>
<b>DEBT SERVICE COVERAGE RATIO</b>										
Operating Surplus before Interest & Depreciation										
= Operating Revenue	45,730,458	46,709,826	48,064,682	49,487,565	50,940,470	52,398,863	53,932,544	55,419,733	56,815,411	58,227,266
Less Operating Expenses	(49,907,819)	(49,689,987)	(50,202,273)	(50,973,774)	(51,906,557)	(52,378,644)	(53,516,921)	(54,650,080)	(55,718,209)	(56,837,815)
Except Interest Expense and Depreciation	9,102,146	8,730,251	8,285,534	8,191,436	8,160,171	7,962,339	8,040,765	8,152,389	8,164,799	8,201,606
= OSBID	4,924,785	5,750,090	6,147,943	6,705,228	7,194,084	7,982,558	8,456,387	8,922,041	9,262,001	9,591,057
Divided by Principal and Interest	1,106,044	1,106,045	1,106,045	1,106,045	1,106,045	1,106,045	1,106,045	1,106,045	1,106,045	1,106,045
<b>Ratio Target &gt; or = 2</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>
<b>ASSET SUSTAINABILITY RATIO</b>										
Capital Renewal Expenditure	5,271,416	6,372,116	4,341,267	3,815,249	4,757,371	4,406,572	8,436,542	8,516,535	7,245,273	8,538,594
Divided by Depreciation Expense	8,573,167	8,229,535	7,814,689	7,752,168	7,754,295	7,591,787	7,707,592	7,858,781	7,913,085	7,994,263
<b>Ratio Target 95% to 105%</b>	<b>61.5%</b>	<b>77.4%</b>	<b>55.6%</b>	<b>49.2%</b>	<b>61.4%</b>	<b>58.0%</b>	<b>109.5%</b>	<b>108.4%</b>	<b>91.6%</b>	<b>106.8%</b>
<b>ASSET CONSUMPTION RATIO</b>										
Deprec'd Replace't Cost Assets (Written Down Value)	448,519,269	447,015,611	444,304,700	441,311,267	439,059,915	436,676,400	438,200,180	439,509,623	440,104,022	441,174,019
Divided by Current Replacement Cost	459,382,436	466,108,313	471,212,091	475,970,826	481,473,769	486,682,041	495,913,413	505,081,637	513,589,120	522,653,381
<b>Ratio Target 50% to 75%</b>	<b>97.6%</b>	<b>95.9%</b>	<b>94.3%</b>	<b>92.7%</b>	<b>91.2%</b>	<b>89.7%</b>	<b>88.4%</b>	<b>87.0%</b>	<b>85.7%</b>	<b>84.4%</b>
<b>ASSET RENEWAL FUNDING RATIO</b>										
Net Present Value of Planned Renewal Expenditure	(63,593,456)	-	-	-	-	-	-	-	-	-
Divided by NPV of Asset Mgmt Plan Projections	(67,153,817)	-	-	-	-	-	-	-	-	-
<b>Ratio Target &gt; or = to 95%</b>	<b>95%</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>

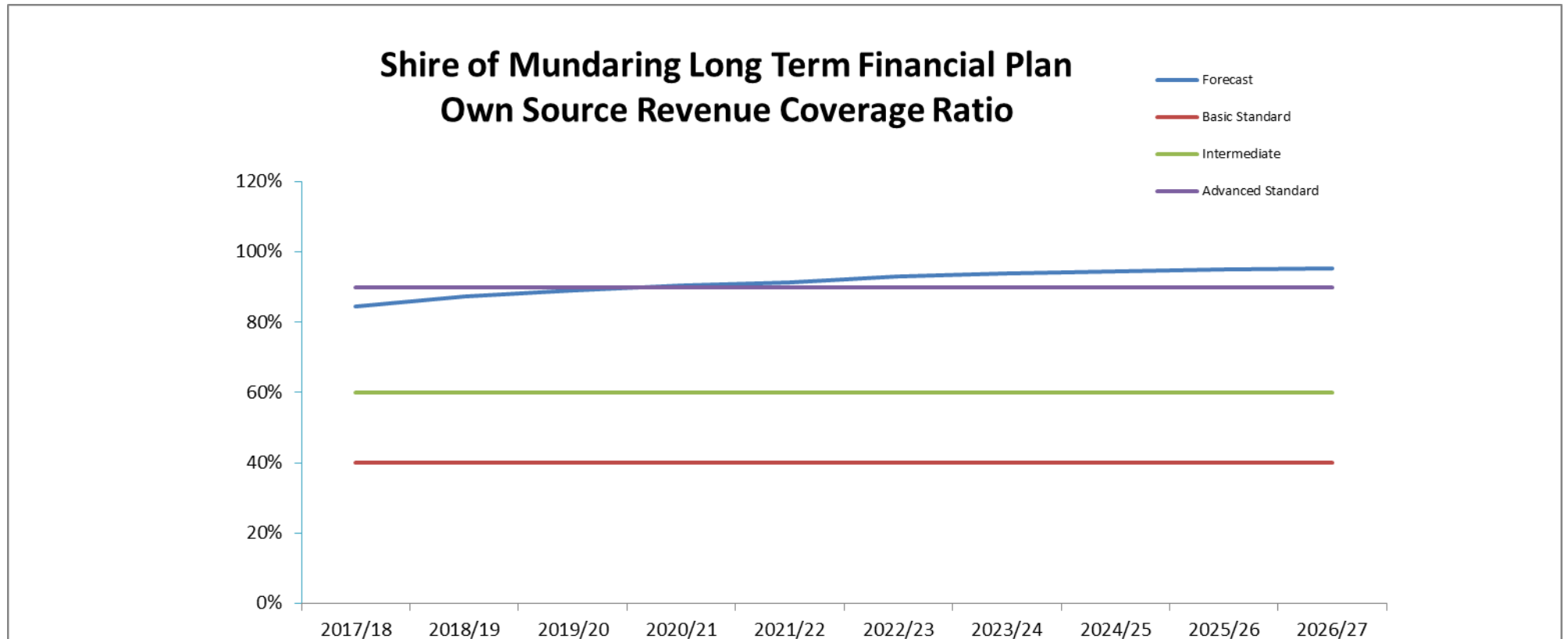
## Shire of Mundaring Long Term Financial Plan 2018-2027

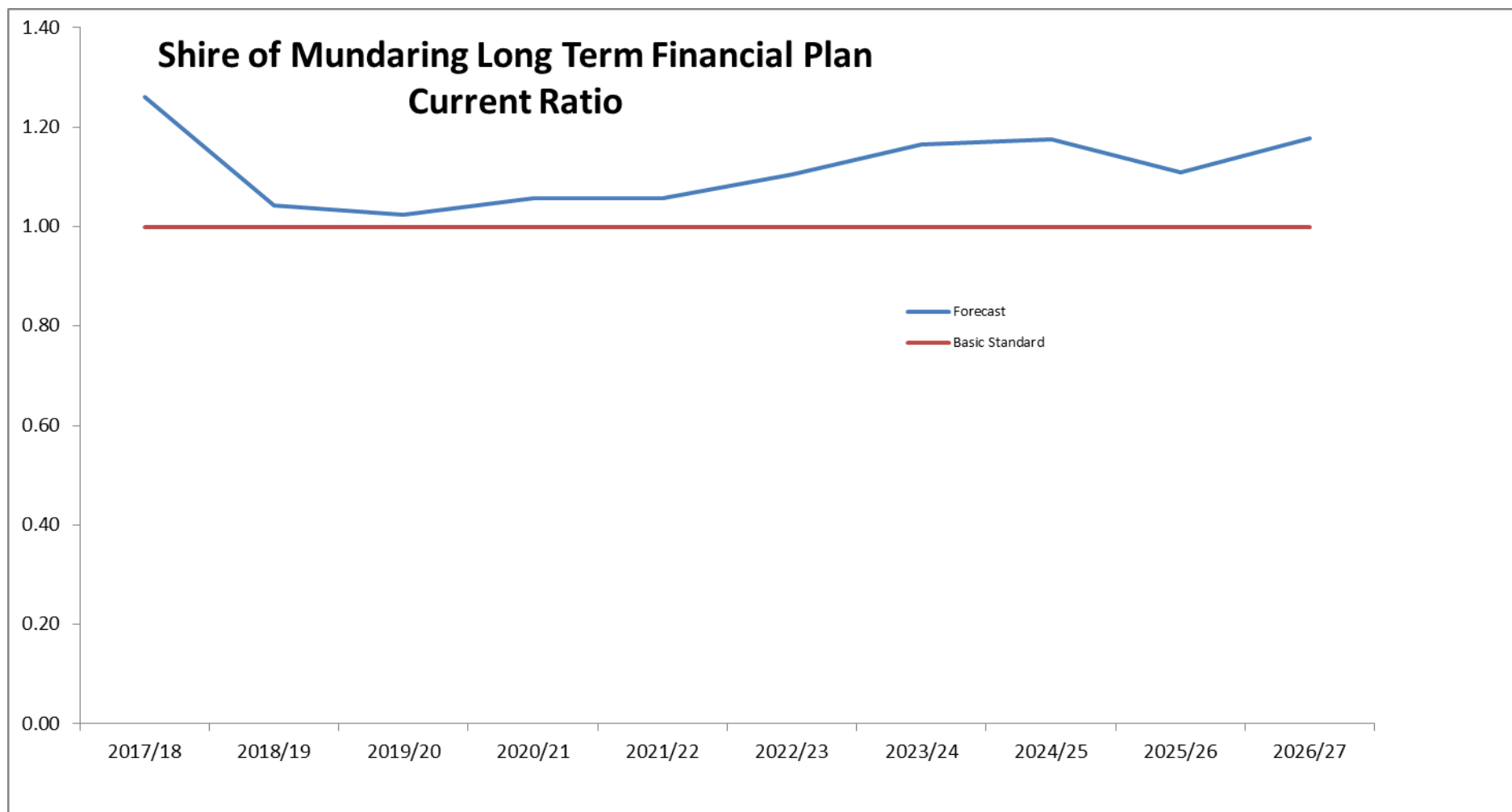
### Variable Assumptions Underpinning the Plan

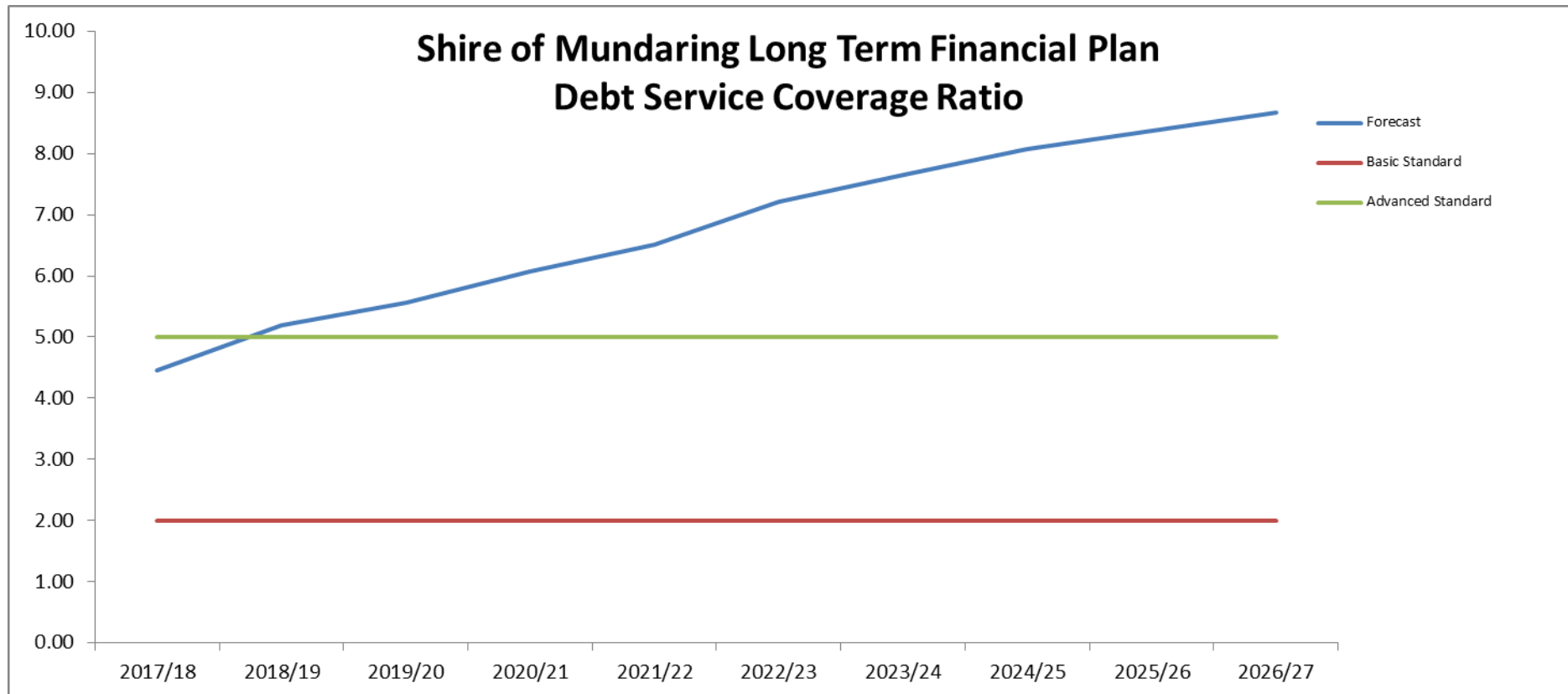
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>									
Rates - Annual Increase in Rate Yield	3.50%	3.50%	3.30%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%
Rates - Annual Increase	3.00%	3.00%	2.80%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%
Rates - Annual Growth	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Operating Grants, Subsidies and Contributions	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Non-Operating Grants, Subsidies and Contributions	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and Charges	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Earnings	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenue	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>OPERATING EXPENSES</b>									
Employee Costs	2.00%	2.25%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Contracts	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utility Charges	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance Expense	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenditure	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

## Attachment 2 - Graphs (ratios)

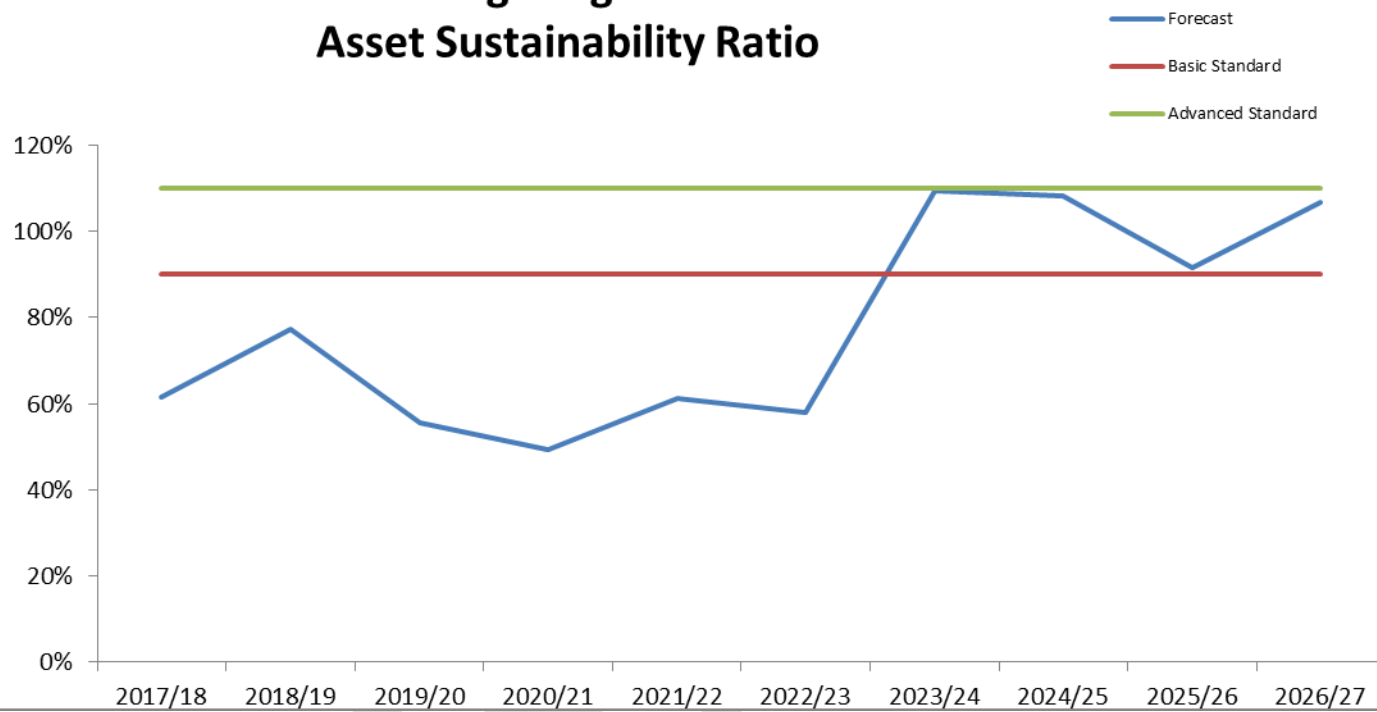




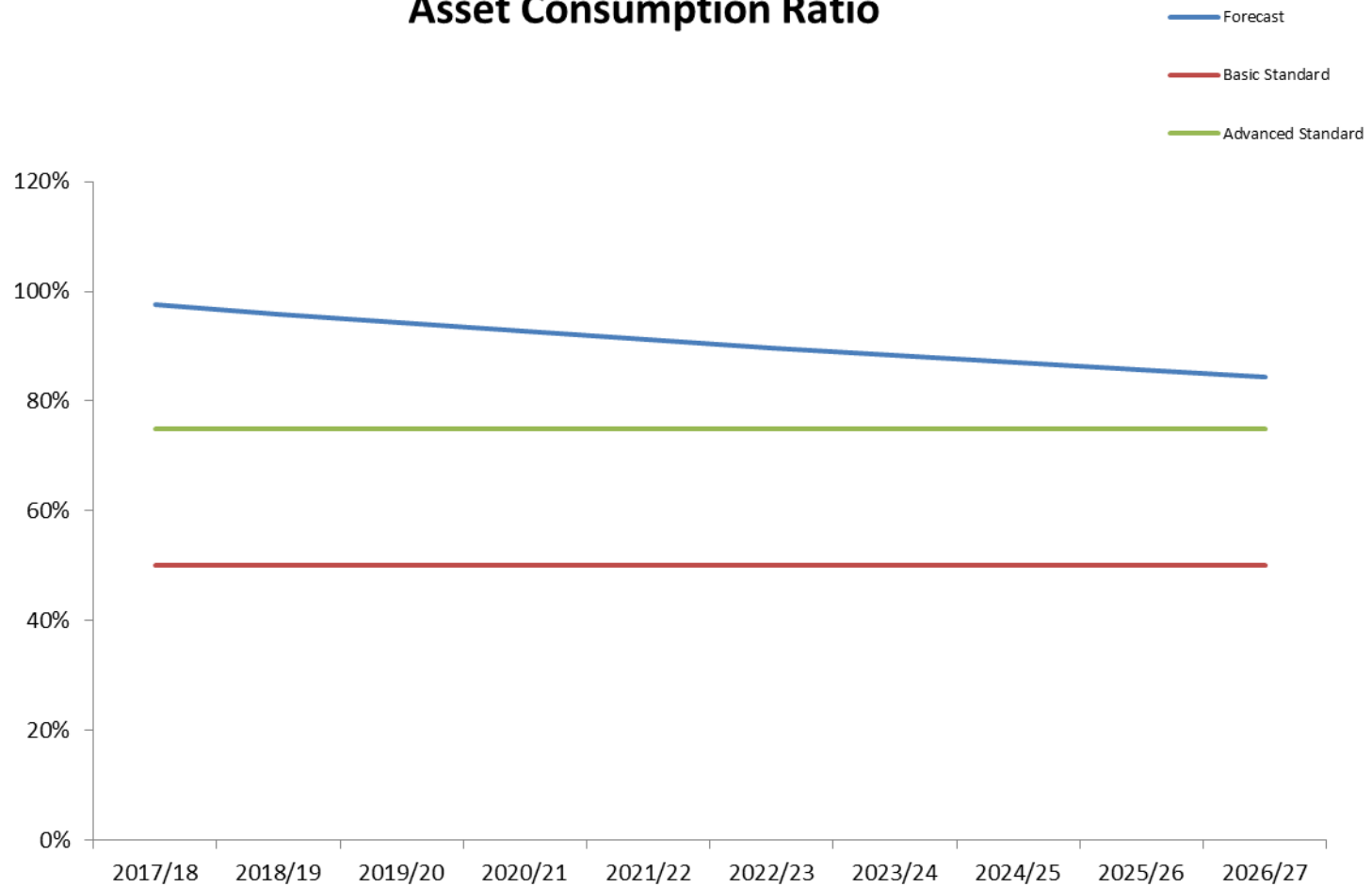




## Shire of Mundaring Long Term Financial Plan Asset Sustainability Ratio



## Shire of Mundaring Long Term Financial Plan Asset Consumption Ratio



## **Attachment 3 – Sensitivity and Scenario Analysis**

Sensitivity analyses have been undertaken of the key assumptions most likely to impact the achievement of the LTFP's financial targets. The key assumptions tested were:

- income: rates revenue, operating grants, fees and charges; and
- expenditure: employment costs, other operating expenses.

This data informs the scenario modelling in the following attachment.

### **A. ADDITIONAL INCOME**

- An additional increase of 1.0% p.a. in rates would provide an additional \$14.9 million in revenue over the life of the plan.
- An extra 1% p.a. received in Fees and Charges would provide an additional \$6.8 million over the life of the plan.
- Extra income would be allocated to asset renewal and maintenance.

### **B. LESS INCOME**

- A reduction of 1.0% p.a. in rates income less than forecast would result in income being reduced by an estimated \$14.1 million over the life of the plan.
- 1% less p.a. received in Fees and Charges would result in a \$6.4 million shortfall over the life of the plan.
- 1% less p.a. received in Operating Grants would result in a \$4 million shortfall over the life of the plan.
- Lower income would result in a reduction of services and/or less asset renewals and maintenance being undertaken.

### **C. LOWER COSTS**

- A 1% p.a. reduction in employee costs than what has been forecast provides an estimated \$19 million in savings over the life of the plan.
- If budget constraints on other operating costs e.g. Materials and Contracts were tightened by a further 1%, it would save an estimated \$9.1 million over the life the plan.

### **D. HIGHER COSTS**

- A 1% p.a. increase in employee costs above what has been anticipated would require an estimated additional \$19 million in funding over the life of the plan.
- If other operating costs rose at 1% p.a. more than forecast, this would amount to an estimated \$7.8 million in extra costs over the life of the plan.

## Attachment 4 – 10 Year Capital Works Program

### Bridges

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
GLEN RD BRIDGE	Timber Bridge - Upgrade guardrails to MRWA standards	0	0	0	0	54,000	0	0	0	0	0
LAKE LESCHENAULTIA	Replace three internal trafficable timber culverts	60,000	0	0	0	0	0	0	0	0	0
RAHNIE ROAD	Guardrails to protect two culverts (staged)	0	0	52,000	53,000	0	0	0	0	0	0
SCOTT ST BRIDGE	Timber Bridge upgrade - bridge #4512	0	52,000	0	0	0	0	0	0	0	0
SEXTON ST	Pedestrian footbridge Keane St to RRHT	0	0	0	0	0	0	0	0	55,000	55,000
WORKS YET TO BE DETERMINED	To be determined from Biannual inspections	0	0	0	0	0	55,000	55,000	55,000	0	0
<b>Total</b>		60,000	52,000	52,000	53,000	54,000	55,000	55,000	55,000	55,000	55,000

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Administration Building	Airconditioning system replacement	124,000	0	0	0	0	0	0	0	0	0
Administration Building	External paint	0	0	12,850	0	0	0	0	0	0	12,850
Administration Building	Internal paint	0	0	25,800	0	0	0	0	0	25,800	0
Administration Building	Repl carpets	0	0	62,000	0	0	0	0	0	0	0
Administration Building	Repl elec doors	0	0	0	35,300	0	0	0	0	0	0
Administration Building	Repl flouro tubes	0	0	0	0	0	0	6,200	0	0	0
Bailup Park Equestrian Centre	Internal and external paint	0	8,000	0	0	0	0	0	0	3,000	5,000
Bilgoman Pool	External paint	5,000	0	10,000	0	0	0	0	16,000	0	5,000
Bilgoman Pool	Internal paint	0	1,000	0	0	0	0	0	0	15,000	0
Bilgoman Pool	Paint equipment	0	0	0	0	0	0	4,000	0	0	0
Bilgoman Pool	Paving/slabs	1,000	1,000	1,000	4,000	0	0	2,000	0	0	1,000
Bilgoman Pool	Plumbing Fixture Repairs and Upgrades	2,000	1,000	0	0	0	0	5,000	0	0	2,000
Bilgoman Pool	Recover shades	5,000	0	0	12,000	0	0	5,000	0	5,000	5,000
Bilgoman Pool	Repair scum gutter	0	0	2,000	0	0	0	0	0	0	0
Bilgoman Pool	Replace changeroom benches	2,700	5,000	5,000	0	0	0	0	0	0	2,700
Bilgoman Pool	Replace cisterns	0	0	0	0	0	0	0	0	10,000	0
Bilgoman Pool	Replace fencing	0	0	0	0	16,000	0	0	0	0	0
Bilgoman Pool	Replace roller doors	0	0	0	0	0	16,000	0	0	0	0
Boya Community Centre	External and Internal paint	0	0	0	0	0	0	30,600	0	8,150	0
Boya Community Centre	Pump septic	0	0	0	0	0	0	0	0	0	3,700
Boya/Helena Valley Changerooms	Internal and external paint	0	0	0	0	0	0	10,100	0	0	0
Boya/Helena Valley Changerooms	Replace HWU	0	3,700	0	0	0	0	0	0	0	0
Boya/Helena Valley Changerooms	Replace main roof	0	0	0	30,000	0	0	0	0	0	0
Boya/Helena Valley Changerooms	Replace verandah	0	0	0	0	0	0	0	0	28,400	0
Brown Park Community Centre	External paint	0	0	0	16,500	0	0	0	0	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Brown Park Community Centre	Internal paint	0	12,350	0	0	0	0	0	0	12,350	0
Brown Park Community Centre	Replace airconditioning	0	0	0	0	0	0	0	91,800	0	0
Brown Park Community Centre	Replace carpets	6,000	0	0	0	0	0	25,100	0	0	0
Brown Park Community Centre	Replace HWUnit	0	0	0	3,150	0	0	3,150	0	0	0
Brown Park Community Centre	Replace roof	0	0	0	0	0	0	0	0	0	97,200
Brown Park Rugby Club	External paint	0	0	0	8,350	0	0	0	0	0	0
Brown Park Rugby Club	Internal paint	0	0	5,400	0	0	0	0	0	0	5,400
Brown Park Rugby Club	Replace roof	0	0	0	0	0	0	0	0	24,600	0
Brown Park Youth Centre	External paint	12,000	0	0	0	0	0	8,600	0	0	0
Brown Park Youth Centre	Internal paint	11,000	0	0	0	0	0	11,000	0	0	0
Bruce Douglas Pavilion	External paint	5,300	0	0	0	0	5,300	0	0	0	0
Bruce Douglas Pavilion	Internal paint	0	6,650	0	0	0	0	0	0	0	0
Bruce Douglas Pavilion	Replace changeroom ceiling and lights	0	25,000	0	0	0	0	0	0	0	0
Chidlow Green Public Toilets	Internal and external paint	0	0	0	4,100	0	0	0	0	0	0
Chidlow Green Public Toilets	Pump Septics	0	0	0	0	0	0	0	0	1,850	0
Chidlow Green Public Toilets	Replace cisterns	1,250	0	0	0	0	0	0	0	0	0
Chidlow Health Clinic	Internal and external paint	0	6,750	0	0	0	0	6,750	0	0	0
Chidlow Playgroup	External paint	0	2,850	0	0	0	0	0	0	3,000	0
Chidlow Playgroup	Floor coverings	0	0	0	8,150	0	0	0	0	0	0
Chidlow Playgroup	Internal paint	0	4,800	0	0	0	0	5,000	0	0	0
Chidlow Playgroup	Replace gutters	0	0	0	0	0	0	0	0	0	5,900
Chidlow Recreation Pavilion	External paint	0	0	0	0	0	0	0	0	9,300	0
Chidlow Recreation Pavilion	Internal paint	0	0	7,950	0	0	0	0	0	0	7,950
Chidlow Recreation Pavilion	Pump septic	0	0	0	0	0	0	0	1,850	0	0
Chidlow Recreation Pavilion	Strip & reseal floor	0	0	0	0	0	0	0	12,200	0	0
Children Services Office Midvale	External paint	5,200	0	0	0	0	0	0	0	5,200	0
Children Services Office Midvale	Internal paint	0	0	9,400	0	0	0	0	9,400	0	0
Darlington Hall	External paint	12,000	0	0	0	0	0	0	12,000	0	0
Darlington Hall	Internal paint	0	0	0	11,000	0	0	0	0	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Darlington Hall	Pump septic	0	0	0	0	0	0	0	0	0	1,850
Darlington Hall	Repl toilets roof	0	0	20,200	0	0	0	0	0	0	0
Darlington Hall	Replace lesser hall floor	0	0	0	0	25,000	0	0	0	0	0
Darlington Hall	Replace main flr	0	0	0	0	50,000	0	0	0	0	0
Darlington Oval Changerooms	External paint	7,750	0	0	0	0	0	0	7,750	0	0
Darlington Oval Changerooms	Internal paint	0	0	5,400	0	0	0	0	0	0	5,400
Darlington Playgroup	External paint	0	0	0	4,100	0	0	0	0	0	0
Darlington Playgroup	Internal paint	0	0	6,650	0	0	0	0	6,650	0	6,650
Darlington Playgroup	Replace roof	0	0	0	0	0	0	0	24,300	0	0
Darlington Playgroup	Seal roof tiles	0	0	10,000	0	0	0	0	0	0	0
Darlington Public Toilets	Internal paint	0	0	0	0	5,300	0	0	0	0	0
Darlington Scouts	External paint	0	0	0	0	10,000	0	0	0	0	0
Glen Forrest Hall	External paint	0	0	0	0	4,100	0	0	0	0	0
Glen Forrest Hall	Internal paint	5,300	0	0	0	0	0	0	5,300	0	0
Glen Forrest Hall	Replace HWU	0	0	0	0	2,550	0	0	0	0	0
Glen Forrest Hall	Septic System	1,000	0	0	0	0	0	0	0	0	0
Glen Forrest Health Clinic	Paint internal and external	0	0	0	7,050	0	0	0	0	0	0
Glen Forrest Health Clinic	Replace HWU	0	0	0	0	0	1,850	0	0	0	0
Glen Forrest Oval Changerooms	External paint	0	0	4,200	0	0	0	0	0	4,200	0
Glen Forrest Oval Changerooms	Internal paint	0	0	0	0	3,100	0	0	0	0	0
Glen Forrest Oval Changerooms	Replace verandah	0	0	0	0	29,000	0	0	0	0	0
Glen Forrest Oval Public Toilets	Internal and external paint	0	0	0	0	0	4,100	0	0	0	0
Glen Forrest Playgroup	External paint	0	0	0	3,800	0	0	0	0	0	0
Glen Forrest Playgroup	Floor coverings	0	4,700	0	0	0	0	0	0	0	0
Glen Forrest Playgroup	Internal paint	0	0	0	5,300	0	0	0	0	0	0
Glen Forrest Playgroup	Timber repairs	0	0	0	0	0	0	0	0	0	12,200
Glen Forrest Sporting Club	External paint	0	0	0	10,000	0	0	0	0	0	0
Glen Forrest Sporting Club	Internal paint	0	0	0	0	0	10,000	0	0	0	0
Glen Forrest Station Masters House	Int & ext paint	0	0	16,000	0	0	0	0	0	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Harry Riseborough Oval Pavilion	External paint	0	0	0	0	0	0	10,700	0	0	0
Harry Riseborough Oval Pavilion	Internal paint	0	0	0	7,250	0	0	0	0	0	0
Harry Riseborough Oval Pavilion	Pump septic	0	0	1,850	0	0	0	0	0	0	1,850
Harry Riseborough Oval Pavilion	Replace HWU	2,650	0	0	0	0	0	0	0	0	0
Hub of the Hills	External paint	4,500	0	0	0	0	0	0	4,500	0	0
Hub of the Hills	Internal paint	0	0	13,050	0	0	0	0	0	0	13,050
Hub of the Hills	Replace gas stoves	0	25,500	0	0	0	0	0	0	0	0
Hub of the Hills	Replace hot water units	0	0	0	0	3,850	0	0	0	0	0
KSP writers centre	External paint	0	10,000	0	0	0	0	0	0	0	10,000
KSP writers centre	Internal paint	0	0	0	0	0	8,000	0	0	0	0
KSP writers centre	Timber repairs	6,000	0	0	0	0	0	0	0	0	0
Lake Leschenaultia Buildings	External paint	0	0	5,350	0	0	0	0	0	5,350	0
Lake Leschenaultia Buildings	Internal paint	3,000	0	0	0	0	0	0	0	0	6,000
Lake Leschenaultia Buildings	Replace septic leach drains	0	0	0	0	0	0	25,500	0	0	0
Little Possums Creche	External paint	3,400	0	0	0	0	0	0	3,400	0	0
Little Possums Creche	Internal paint	0	0	0	6,950	0	0	0	0	6,950	0
Mahogany Creek Public Toilets	Int & ext paint	0	0	0	0	5,200	0	0	0	0	0
Marloo Theatre	External paint	5,000	0	0	0	0	0	0	0	0	0
Marloo Theatre	Replace building stumps	5,000	0	0	0	0	0	0	0	0	0
Marloo Theatre	Replace part roof	0	0	0	0	0	15,000	0	0	0	0
Midvale Childcare Centre	External paint	0	0	0	6,000	0	0	0	0	0	0
Midvale Childcare Centre	Internal paint	0	10,000	0	0	0	0	0	0	10,000	0
Midvale Childcare Centre	Replace floor coverings	0	0	0	0	0	17,200	0	0	0	0
MJ Morgan Park Public Toilets	External paint	0	2,200	0	0	0	0	0	0	2,200	0
MJ Morgan Park Public Toilets	Internal paint	0	4,100	0	0	0	0	0	0	4,100	0
Mt Helena Aquatic Centre (if retained)	Changeroom bench replacement	1,000	0	0	0	0	0	0	0	0	1,000
Mt Helena Aquatic Centre (if retained)	Concrete and drain repairs	0	0	0	0	0	16,000	0	0	0	0
Mt Helena Aquatic Centre (if retained)	Fencing repairs	0	0	0	6,000	0	0	0	0	0	0
Mt Helena Aquatic Centre (if retained)	Internal and external paint	0	7,000	0	0	0	0	0	7,000	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Mt Helena Aquatic Centre (if retained)	Paving repairs	0	0	5,000	0	0	0	0	0	0	0
Mt Helena Aquatic Centre (if retained)	Plumbing Repairs	5,000	5,000	0	0	0	0	5,000	0	0	5,000
Mt Helena Aquatic Centre (if retained)	Pool paint	5,000	0	0	0	0	0	5,000	0	0	5,000
Mt Helena Aquatic Centre (if retained)	Recover shelters	0	0	0	0	0	0	0	0	6,400	0
Mt Helena Aquatic Centre (if retained)	Replace roller doors	0	0	0	0	10,000	0	0	0	0	0
Mt Helena Hills Support Group	External paint	15,000	0	0	0	0	0	0	13,900	0	0
Mt Helena Hills Support Group	Timber repairs	0	0	12,450	0	0	0	0	0	0	0
Mt Helena Oval Changerooms	External paint	0	0	0	6,850	0	0	0	0	0	0
Mt Helena Oval Changerooms	Internal paint	0	0	0	8,150	0	0	0	0	0	0
Mt Helena Playgroup	External paint	0	0	0	3,300	0	0	0	0	0	0
Mt Helena Playgroup	Floorcoverings	0	0	0	0	0	4,900	0	0	0	0
Mt Helena Playgroup	Internal paint	0	0	0	6,800	0	0	0	0	6,850	0
Mt Helena Playgroup	Replace HWU	1,850	0	0	0	0	0	0	0	0	0
Mt Helena Public Toilets	Int & ext paint	0	0	3,300	0	0	0	0	0	0	0
Mt Helena Public Toilets	pump septic	0	0	0	0	0	0	0	0	0	1,800
Mt Helena Recreation Centre	Floor seal	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Mt Helena Scouts (Jar-ree)	External Paint	0	0	0	0	0	0	0	5,000	0	0
Mt Helena Scouts (Jar-ree)	Floor reseal	0	10,000	0	0	0	0	0	0	0	0
Mt Helena Scouts (Jar-ree)	Internal paint	5,000	0	0	0	0	10,000	0	0	0	0
Mt Helena Scouts (Jar-ree)	Replace roof	0	0	0	0	0	0	0	0	0	36,300
Mundaring CWA	Internal paint	0	0	1,450	0	0	0	0	0	0	1,450
Mundaring CWA	Replace drains	0	0	0	0	3,050	0	0	0	0	0
Mundaring CWA	Replace roof	0	9,400	0	0	0	0	0	0	0	0
Mundaring CWA Public Toilets	Int / Ext paint	0	0	0	1,400	0	0	0	0	0	0
Mundaring Hall	External paint	0	0	0	12,250	0	0	0	0	0	0
Mundaring Hall	Internal paint	0	12,250	0	0	0	0	0	12,250	0	0
Mundaring Hall	Replace carpet	0	0	5,900	0	0	0	0	0	0	0
Mundaring Hall	Replace roof	0	81,600	0	0	0	0	0	0	0	0
Mundaring Hall	Replace windows	15,000	15,000	0	0	0	0	0	0	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Mundaring Hall	Repoint brickwork	12,450	0	0	0	0	0	0	0	0	0
Mundaring Hardcourt Buildings	Paint kiosk external	0	0	4,100	0	0	0	0	0	0	4,100
Mundaring Hardcourt Buildings	Paint kiosk internal	5,200	0	0	0	0	0	0	0	0	5,200
Mundaring Hardcourt Buildings	Septic pumps	0	0	0	0	0	0	0	3,700	0	0
Mundaring Health Clinic	External paint	0	0	0	0	4,100	0	0	0	0	0
Mundaring Health Clinic	Internal paint	0	0	0	4,200	0	0	0	0	0	0
Mundaring Health Clinic	Upgrade toilet	0	0	2,250	0	0	0	0	0	0	0
Mundaring Library	Airconditioning replacement	0	0	0	8,750	0	0	0	0	0	0
Mundaring Library	External paint	0	0	0	6,400	0	0	0	0	0	0
Mundaring Library	Internal paint	0	0	5,900	0	0	0	0	0	0	5,900
Mundaring Old School (Tourism Association)	External paint	0	0	0	0	0	0	9,100	0	0	0
Mundaring Old School (Tourism Association)	Internal paint	0	0	8,350	0	0	0	0	0	0	8,350
Mundaring Park Public Toilets	Int & ext paint	0	0	0	4,000	0	0	0	0	0	0
Mundaring Park Public Toilets	New cisterns etc	2,300	0	0		0	0	0	0	0	0
Mundaring Park Public Toilets	Pump septic	0	0	0	0	0	0	0	0	1,850	0
Mundaring Recreation Ground Pavilion	External paint	0	0	0	7,950	0	0	0	0	7,950	0
Mundaring Recreation Ground Pavilion	Internal paint	0	0	12,850		0	0	0	0	0	12,850
Mundaring Recreation Ground Pavilion	Replace 1/2 roof	0	0	0	12,500	0	0	0	0	0	0
Mundaring Recreation Ground Pavilion	Replace HWU's	0	0	0	5,000	0	0	0	0	0	0
Mundaring Recreation Ground Stadium	Internal and External Paint	0	0	0	0	0	0	50,000	0	0	0
Mundaring Recreation Ground Stadium	Reseal Floors	0	0	0	0	20,000	0	0	0	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Mundaring Sharing (Craigie House)	External paint	0	0	0	10,700	0	0	0	0	0	0
Mundaring Sharing (Craigie House)	Floor coverings	0	0	9,900	0	0	0	0	0	0	0
Mundaring Sharing (Craigie House)	Internal paint	0	0	8,700	0	0	0	0	0	8,700	0
Mundaring Sporting Club	External paint	0	0	0	0	10,000	0	0	0	0	0
Mundaring Sporting Club	Internal paint	0	0	0	0	0	0	10,000	0	0	0
Mundaring Station Masters House	External paint	8,200	0	0	0	0	0	0	8,000	0	0
Mundaring Station Masters House	Internal paint	7,800	0	0	0	0	0	0	7,600	0	0
Mundaring Station Masters House	Pump septic	0	1,850	0	0	0	0	0	0	0	0
Mundaring Station Masters House	Verandah repair	6,300	0	0	0	0	0	6,300	0	0	0
Mundaring Toy Library	External paint	0	0	0	0	1,450	0	0	0	0	0
Mundaring Toy Library	Internal paint	0	0	0	2,750	0	0	0	0	0	0
Mundaring Weir Hall	Brickwork repairs	0	0	0	3,000	0	0	3,000	0	0	3,000
Mundaring Weir Hall	Ext timber repairs	0	3,500	0	0	0	0	0	0	3,500	0
Mundaring Weir Hall	Int & ext paint	0	0	0	0	11,000	0	0	0	0	0
Octagonal Hall (Glen Forrest)	Brickwork repairs	0	0	0	0	0	0	5,000	0	0	0
Octagonal Hall (Glen Forrest)	External paint	0	0	0	4,000	0	0	0	0	0	0
Octagonal Hall (Glen Forrest)	Internal paint	0	0	5,300	0	0	0	0	0	0	5,300
Operations Centre	Internal and external paint	0	0	19,300	0	0	0	0	0	19,300	0
Operations Centre	Pump septic	0	0	0	0	2,600	0	0	0	0	0
Operations Centre	Replace hot water unit	0	0	6,300	0	0	0	0	0	0	0
Operations Centre	Replace shade sails	0	0	0	6,200	0	0	0	0	0	6,200
Parkerville Equestrian Centre	Internal and external paint	0	8,000	0	0	0	0	0	0	3,000	5,000
Parkerville Guides (Old School)	Carpentry repairs	0	0	3,800	0	0	0	3,800	0	0	0
Parkerville Guides (Old School)	External paint	0	11,100	0	0	0	0	0	0	11,100	0
Parkerville Guides (Old School)	Internal paint	0	10,900	0	0	0	0	0	0	0	10,900
Parkerville Guides (Old School)	Restump building	0	0	0	27,200	0	0	0	0	0	0
Parkerville Guides (Old School)	Roof replace	0	0	0	0	0	0	0	20,000	0	0
Parkerville Hall	External paint	5,800	0	0	0	0	5,800	0	0	0	0
Parkerville Hall	Internal paint	0	10,900	0	0	0	0	0	0	10,700	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Parkerville Oval Changerooms/Shelter	External paint	0	0	7,750	0	0	0	0	0	7,750	7,750
Parkerville Oval Changerooms/Shelter	Internal paint	0	0	0	6,650	0	0	0	0	0	0
Parkerville Oval Changerooms/Shelter	Replace HWU's	0	0	3,650	0	0	0	0	0	0	0
Parkerville Oval Pavilion	External paint	0	0	0	0	4,000	0	0	0	0	0
Parkerville Oval Pavilion	Internal paint	0	0	0	2,650	0	0	0	0	0	0
Parkerville Oval Pavilion	Replace HWU	1,950	0	0	0	0	0	0	0	0	0
Parkerville Oval Pavilion	Reseal floor	0	0	0	6,650	0	0	0	0	0	0
Parkerville Playgroup	External paint	0	3,700	0	0	0	0	0	0	3,700	0
Parkerville Playgroup	Gutters & RWPs	0	0	0	5,900	0	0	0	0	0	0
Parkerville Playgroup	Internal paint	0	0	5,300	0	0	0	0	5,300	0	5,300
Sawyers Valley Oval Changerooms	External paint	0	6,400	0	0	0	0	0	0	0	6,400
Sawyers Valley Oval Changerooms	Internal paint	0	4,300	0	0	0	0	0	0	4,300	0
Sawyers Valley Oval Changerooms	Replace HWU's	0	0	3,700	0	0	0	0	0	0	0
Sawyers Valley Oval Hall	External paint	0	0	3,000	0	0	0	0	0	0	3,000
Sawyers Valley Oval Hall	Internal paint	0	0	4,200	0	0	0	0	0	0	4,200
Sawyers Valley Oval Public Toilets	Int & external paint	0	0	0	0	0	0	4,000	0	0	0
Sawyers Valley Oval Public Toilets	Pump septics	0	0	0	0	0	0	0	0	0	1,800
Shire Dog Pound	External paint	0	0	0	2,250	0	0	0	0	0	0
Shire Dog Pound	Internal paint	0	0	2,650	0	0	0	0	0	0	2,650
Shire Dog Pound	Pump septics	0	0	0	1,850	0	0	0	0	1,850	0
Stoneville Hall	External paint	0	0	2,150	0	0	0	0	0	0	2,150
Stoneville Hall	Internal paint	5,300	0	0	0	0	0	5,300	0	0	0
Stoneville Playgroup	External paint	0	0	0	3,450	0	0	0	0	0	0
Stoneville Playgroup	Internal paint	0	0	5,300	0	0	0	0	0	5,300	0
Stoneville Playgroup	Replace floor coverings	0	0	0	0	0	0	5,900	0	0	0

## Building Preventative Maintenance

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Swan View Health Clinic	Internal and external paint	0	0	0	5,650	0	0	0	0	0	0
Swan View Health Clinic	Upgrade toilet	2,250	0	0	0	0	0	0	0	0	0
Swan View Playgroup (Gladstone Ave)	External paint	0	0	0	4,100	0	0	0	0	0	0
Swan View Playgroup (Gladstone Ave)	Internal paint	0	0	4,100	0	0	0	0	0	0	4,100
Wooroloo Hall	Exterior Paint	0	0	0	10,200	0	0	0	0	0	0
Wooroloo Hall	Internal paint	0	0	0	0	0	12,250	0	0	0	0
Wooroloo Hall	Replace roof	0	60,000	0	0	0	0	0	0	0	0
Wooroloo Hall	Replace septic	0	0	0	0	25,000	0	0	0	0	0
Wooroloo Public Toilets	Int & ext paint	0	0	0	3,000	0	0	0	0	0	0
<b>Total</b>		345,850	399,900	385,150	387,150	249,700	130,800	275,500	282,300	291,100	369,800

## Drainage

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
CHIDLOW NORTH CATCHMENT	Drainage Upgrades	0	0	0	0	0	0	0	300,000	0	0
CHRISTMAS TREE CREEK CATCHMENT	Drainage upgrades	0	0	0	50,000	300,000	0	0	0	0	0
CONRADI PLACE	Improve drainage	30,000	0	0	0	0	0	0	0	0	0
FLOOD MITIGATION WORKS	Improve drainage systems that failed during storms	0	0	0	0	0	0	0	0	0	300,000
GOODCHILD PLACE PAW	Replace collapsed asbestos fibre pipe through to Katharine St	150,000	0	0	0	0	0	0	0	0	0
HELENA VALLEY ROAD	Install 72m 300mm piped system north side from Hse 3595 to 3645 opp. school	60,000	0	0	0	0	0	0	0	0	0
HOVEA CREEK CATCHMENT	Drainage Upgrades	0	0	0	0	0	0	300,000	0	0	0
JANE BROOK CATCHMENT	Upgrade Drainage	0	0	0	0	0	0	0	0	300,000	0
KATHARINE STREET (NEAR ELDER W	Replace rusted steel spiral pipe	0	200,000	0	0	0	0	0	0	0	0
LAKE VIEW ROAD CHIDLOW	Kerb west side and pipe east side between Bramwell Loop sout	35,000	0	0	0	0	0	0	0	0	0
OLD YORK RD / WARD AVE	Improve drainage	0	0	0	250,000	0	0	0	0	0	0
ROSEDALE ROAD	Improve drainage in front of shops near Northcote St	25,000	0	0	0	0	0	0	0	0	0
SAW DRIVE	Improve drainage	0	65,000	0	0	0	0	0	0	0	0
SUSANNAH BROOK CATCHMENT	Drainage Upgrades	0	0	0	0	0	300,000	0	0	0	0
WALKER STREET	Improve drainage	0	0	300,000	0	0	0	0	0	0	0
WOOLOOMOOLOO ROAD, GREENMOUNT	Strip widen and kerb both sides to 5m from Woodbridge to End (total 315m)	0	35,000	0	0	0	0	0	0	0	0
<b>Total</b>		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000

## Footpaths

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
AMHERST RD	Concrete shared path Buckingham Rd to Brown Park 240m*2.0m	0	0	0	0	0	0	56,000	0	0	0
ARUNDLE AVE	Concrete shared path in PAW from Arundle Ave to Highway	22,000	0	0	0	0	0	0	0	0	0
ARUNDLE AVE	Concrete shared path Woolowra Rd to PAW (east) 270m*2.0m	45,000	0	0	0	0	0	0	0	0	0
AYRES RD	Concrete shared path Richardson Rd to Hawke St 400m*2.0m	0	0	0	0	74,000	0	0	0	0	0
BILGOMAN RD	Concrete shared path William Rd to Ferguson Rd 270m*2.0m	0	0	0	0	0	0	0	0	0	48,000
BLADON Way	Concrete shared path Morrison Rd to Viveash Rd 480m*2.0m	0	0	0	0	0	0	0	0	58,000	0
CARA RD	Concrete shared path Bullarra Rd to Woolowra Rd 430m*2.0m	0	0	118,000	0	0	0	0	0	0	0
CHURCHILL DR	Concrete footpath Talbot Rd to Chartwell Wy 135m*2.0m	0	0	0	0	0	0	23,000	0	0	0
CLAYTON RD	Concrete shared path Leawood Cr to Approach Rd 730m*2.0m	0	0	0	0	0	80,000	0	0	0	0
COOK ST	Concrete shared path Chidlow St to Packer St 420m*2.0m	0	0	0	0	0	0	76,000	0	0	0
COOLGARDIE ST	Concrete shared path Reddy Ave to the Bowling Club 400m*2.0m	0	0	0	0	0	0	0	71,000	0	0
COPPIN RD	Concrete shared path Great Eastern Highway to Jacoby St 450m*2.0m	0	0	0	0	0	0	0	75,000	0	0
COPPIN RD	Extend gravel path to Mucciarone Lane	0	0	0	0	0	0	70,000	0	0	0
DARLINGTON RD	Concrete footpath Oxley Road to Great Eastern Highway 450m*1.2m	0	0	0	0	0	0	0	0	92,500	0
DIBBLE ST	Concrete shared path Ealy St to Princess St 160m*2.0m	0	0	0	0	0	35,000	0	0	0	0
EAGLE ST	Concrete shared path Walker St to Heritage Trail 420m*2.0m	0	0	0	0	0	0	0	0	77,000	0
GILL ST MUNDARING	Concrete Shared Path Hartung St to Gill Ln 150m*2.0m	0	0	0	0	0	0	0	0	0	54,000
GLEN RD	Replace bitumen path with brown concrete 250m*2.0m Brook Rd to Amherst Ave	0	0	0	40,000	0	0	0	0	0	0
GREENMOUNT RISE	Concrete footpath #14 east 200m*1.5m	0	0	0	0	0	0	0	0	32,500	0
HARDEY RD	Concrete footpath (East side) Glen Forrest Dr to Moray Rd 370m*1.5m	0	0	0	0	0	0	0	50,000	0	0
HAWKE ST	Concrete shared path Bentley St to Ayres Rd 120m*2.0m	0	0	0	0	32,000	0	0	0	0	0
HOMESTEAD RD	Concrete shared path Strettle Rd to Gt Eastern Highway 700m*2.0m	0	0	0	0	0	145,000	0	0	0	0
JACOBY STREET	Construction compacted gravel path (150 metres) and sealed aprons	8,000	0	0	0	0	0	0	0	0	0
JAMES ST	Concrete shared path PAW to Tunnel Rd 220m*1.8m	0	0	0	0	0	0	0	0	0	38,000
KILBURN ROAD	Concrete shared path Roland Rd to Granite Rd 1020m*2.2m south side (staged)	0	0	0	180,000	0	0	0	0	0	0

## Footpaths

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
KINGSWOOD ST	Concrete shared path Packer St to existing before Chidlow St 220m*2.0m	0	44,000	0	0	0	0	0	0	0	0
MOIR PLACE PAW	Install 80m * 2.0m concrete footpath between Moir PI and Salisbury Rd West	0	0	0	16,000	0	0	0	0	0	0
PARKER ROAD	Concrete Footpath Seaborne St to School 600m*2.0m (staged)	0	0	0	0	0	0	0	0	0	120,000
PAW	Concrete shared path Glen Rd to Glebe Rd 150m*2.0m	0	0	0	0	0	0	18,000	0	0	0
PRINCESS RD	Concrete shared path Cook St to Dibble St 600m*2.0m	0	0	0	0	70,000	0	0	0	0	0
R.O.W.	Concrete shared path Byfield Rd to Hotel 70m*2.0m	0	0	0	0	0	0	0	12,000	0	0
RESERVOIR RD	Concrete path north end of road to Rosedale Rd 120*2.0m	0	0	0	0	0	0	17,000	0	0	0
RIDGE HILL RD	Concrete shared path Helena Valley Rd to Maguire Rd 200m*2.0m	0	0	0	0	0	0	0	26,000	0	0
RILEY ROAD	Concrete shared path Brooking Rd to Windoo Rd 20m*2.0m subject to Brooking Rd upgrade	0	0	0	0	0	0	0	26,000	0	0
SALISBURY ROAD WEST	Install 130m * 1.5m concrete footpath North side - Beaconsfield Ave to Roe Hwy PSP	0	0	0	24,000	0	0	0	0	0	0
SEALY RD	Concrete path Tillbrook St to Smith St 200m*2.0m	0	0	45,000	0	0	0	0	0	0	0
SMITH ST	Concrete path Sealy Rd to Primary School 420m*2.0m	0	0	97,000	0	0	0	0	0	0	0
THOMAS RD	Concrete shared path Hardey Rd to Bailey Rd 1200m*2.0m (staged)	151,000	0	0	0	0	0	0	0	0	0
TILLBROOK ST	Concrete path Burkinshaw Rd to Sealy Rd 500m*2.0m (staged)	0	0	0	0	84,000	0	0	0	0	0
VISTA PDE	Concrete Path Kilburn Rd to Dodington PI 600m*2.1m	0	102,000	0	0	0	0	0	0	0	0
WANDU RD	Concrete shared path Swan View Rd to Sunset Hill Rd 560m*2.0m	0	114,000	0	0	0	0	0	0	0	0
WILLCOX ST	Gravel coloured concrete path Old Northam Rd to Hensman Rd (unmade) 200m*2.0m	34,000	0	0	0	0	0	0	0	0	0
<b>Total</b>		260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000

## Furniture and Computers

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
ART ACQUISITIONS	new art	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
BILGOMAN POOL	Replace first aid equipment	0	0	20,000	0	0	0	0	0	0	0
BILGOMAN POOL	Replace pool cleaner	0	15,000	0	0	0	0	0	0	15,000	0
BILGOMAN POOL	Replace real mower	0	10,000	0	0	0	0	0	0	0	0
BILGOMAN POOL	Replace water quality photometer	0	0	10,000	0	0	0	0	0	0	0
BROWN PARK CCTV	Grant funded	17,000	0	0	0	0	0	0	0	0	0
MIDVALE EARLY CHILDHOOD	Furniture purchases funded through Children Services Reserve	30,000	5,000	10,000	5,000	5,000	10,000	5,000	20,000	5,000	5,000
<b>Total</b>		59,000	42,000	52,000	17,000	17,000	22,000	17,000	32,000	32,000	17,000

## Horticultural Works

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
BLACKBOY HILL	paving/rock work/stones/trees	25,000	0	0	0	0	0	0	0	0	25,000
COMMUNITY BUILDING GARDENS	Rejuvenate gardens at existing shire facilities	0	0	0	0	8,000	6,000	0	22,000	0	22,000
ELSIE AUSTIN OVAL SURROUNDS	Upgrade	0	0	0	19,000	0	0	0	0	0	0
GLEN FORREST HALL	Install landscaping	0	20,000	0	0	0	0	0	0	0	0
HERITAGE TRAIL	Weed control works between Balfour road and SwanView Station	10,000	0	10,000	0	0	0	0	0	0	0
MAHOGANY CREEK HALL	Upgrade gardens around hall	0	0	5,000	0	0	0	0	0	0	0
MORRISON ROAD	Upgrade gardens areas	0	27,000	0	0	0	0	0	0	0	0
MUNDARING CEMETERY	Garden upgrades	10,000	0	0	0	0	5,000	0	0	0	0
MUNDARING SCULPTURE PARK	Repair Amphitheatre lawn area and gardens	0	0	0	0	42,000	0	0	0	0	0
MUNDARING TOWN CENTRE	Install trees on Great Eastern Hwy verges, Mundaring Weir Road and Craig Street	0	0	35,000	0	0	0	50,000	25,000	50,000	0
MUNDARING TOWN CENTRE	Upgrade gardens at war memorial, tourism building, arts centre	0	0	0	0	0	36,000	0	0	0	0
ROUNDBABOUTS	Upgrade garden areas	0	3,000	0	3,000	0	3,000	0	3,000	0	3,000
SAWYERS VALLEY TOWNSITE	Upgrade gardens and trees	0	0	0	28,000	0	0	0	0	0	0
STONEVILLE COMMUNITY CENTRE	Upgrade gardens	5,000	0	0	0	0	0	0	0	0	0
<b>Total</b>		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

## Major Buildings

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
BROZ PARK	New toilet block subject to Recreational Needs review	0	0	250,000	0	0	0	0	0	0	0
GLEN FORREST OVAL	Replace toilet block	150,000	0	0	0	0	0	0	0	0	0
MUNDARING CIVIC PRECINCT BUILDINGS	New facilities and redevelopment of various existing buildings	0	0	0	0	0	0	0	0	500,000	9,000,000
MUNDARING LIBRARY	Build new library	0	0	0	0	0	400,000	4,000,000	4,000,000	0	0
MUNDARING ARENA	Tiered seating and finishings	300,000	0	0	0	0	0	0	0	0	0
SAWYERS VALLEY OVAL	Replace toilet block	170,000	0	0	0	0	0	0	0	0	0
<b>Total</b>		620,000	0	250,000	0	0	400,000	4,000,000	4,000,000	500,000	9,000,000

## Minor Building

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
BILGOMAN POOL	Modernise and refit changerooms	0	50,000	0	0	0	250,000	0	0	0	0
BILGOMAN POOL	Modernise and refurbish kiosk and office areas	0	0	0	0	0	0	0	300,000	0	0
BROWN PARK COMMUNITY CENTRE	Refurbish office area	15,000	0	0	0	0	0	0	0	0	0
BROWN PARK COMMUNITY CENTRE	Upgrade changerooms	20,000	0	0	0	0	0	0	0	0	0
BRUCE DOUGLAS PAVILION	Extension to verandah (seek 1/3 funds from CSRRF)	0	0	0	90,000	0	0	0	0	0	0
BUILDING SWIPE CARDS	Improve security and access to hired facilities	0	40,000	0	40,000	0	0	0	0	0	0
DARLINGTON HALL ACCESSIBILITY	Additional funds to enable works to be tendered	150,000	0	0	0	0	0	0	0	0	0
DISABILITY ACCESS WORKS	Works to achieve the Disability Access Programme	0	50,000	300,000	50,000	300,000	50,000	275,000	50,000	350,000	50,000
FUTURE WORKS	To be determined	0	0	0	60,000	25,000	25,000	75,000	0	0	300,000
GLEN FORREST HALL	Upgrade drainage surrounding building	21,000	0	0	0	0	0	0	0	0	0
MUNDARING HALL	Install air conditioning	36,000	0	0	0	0	0	0	0	0	0
MUNDARING RECREATION GROUND	Extend pergola shelter over seating of pavilion	0	0	0	90,000	0	0	0	0	0	0
OPERATIONS CENTRE	Construct a truck bay shelter	0	70,000	0	0	0	0	0	0	0	0
OPERATIONS CENTRE	Construct cricket net racking	15,000	0	0	0	0	0	0	0	0	0
PARKERVILLE HALL	Refurbish kitchen	0	20,000	0	0	0	0	0	0	0	0
<b>Total</b>		257,000	230,000	300,000	330,000	325,000	325,000	350,000	350,000	350,000	350,000

## Plant and Equipment

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
00 MDG	Replace John Deere mower	0	10,050	0	0	0	0	10,304	0	0	0
000 MDG	Replace forklift	0	33,000	0	0	0	0	0	0	0	0
001 MDG	Replace Komatsu grader	0	0	0	0	0	0	319,417	0	0	0
003 MDG	Replace front end loader	0	0	0	0	0	0	0	275,969	0	0
005 MDG	Replace Bomag Road Roller	180,000	0	0	0	0	0	0	0	0	0
007 MDG	Replace Dynapac Vibrating Rooler	0	0	176,754	0	0	0	0	0	0	0
008 MDG	Replace Volvo BL71 Backhoe	0	0	0	0	145,882	0	0	0	0	0
009 MDG	Replace Toyota skidsteer machine	60,000	0	0	0	0	61,515	0	0	0	0
01 MDG	Replace Community Safety Vehicle	0	0	41,916	0	0	0	42,761	0	0	0
010 MDG	Replace Komatsu Backhoe	0	0	129,788	0	0	0	0	0	0	0
011 MDG	Replace 5T excavator	0	0	0	0	0	0	87,582	0	0	0
012 MDG	Replace Kubota tractor	0	46,230	0	0	0	0	0	0	0	0
013 MDG	Replace Kubota tractor	0	0	68,682	0	0	0	0	0	0	71,122
014 MDG	Replace Kubota front deck mower	28,000	0	0	0	28,564	0	0	0	29,140	0
015 MDG	Replace Ammann twin drum roller	0	40,200	0	0	0	0	0	0	0	0
016 MDG	Replace squirrel cherry picker	0	0	0	0	51,518	0	0	0	0	52,818
017 MDG	Replace spray unit	22,500	0	0	0	0	0	0	0	0	0
018 MDG	Replace Transfer Station loader	215,000	0	0	0	0	0	0	0	0	0
019 MDG	Replace transfer station loader	0	216,075	0	0	0	0	0	0	0	0
02 MDG	Replace Community Safety Ranger vehicle	0	41,500	0	0	0	42,336	0	0	0	43,405
020 MDG	Replace Volvo front end loader	0	0	0	0	168,325	0	0	0	0	0
021 MDG	Replace workshop vehicle	0	32,663	0	0	0	0	33,487	0	0	0
022 MDG	Replace Parks utility	32,500	0	0	32,990	0	0	33,487	0	0	33,992
023 MDG	Replace Horticultural team utility	0	32,663	0	0	0	0	33,487	0	0	0
026 MDG	Replace 14T tip truck	0	0	0	0	0	220,942	0	0	0	0
027 MDG	Replace 14T truck	0	148,740	0	0	0	0	0	0	0	0
028 MDG	Replace Hino 14T tip truck	0	0	217,660	0	0	0	0	0	224,272	0
029 MDG	Replace 14T truck	0	0	217,660	0	0	0	0	0	0	0
03 MDG	Replace Community Safety Ranger vehicle	0	0	0	0	42,336	0	0	0	0	43,405
030 MDG	Replace 3T flat bed truck	0	72,863	0	0	0	0	74,702	0	0	0
031 MDG	Replace Mitsubishi 2T truck	0	0	0	0	56,618	0	0	0	0	0
032 MDG	Replace Mitsubishi 8T tip truck	0	144,720	0	0	0	0	0	0	0	150,611

## Plant and Equipment

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
033 MDG	Replace Hino 8T tip truck	0	0	0	0	146,902	0	0	0	0	0
034 MDG	Replace 8T 3way tip truck	148,000	0	0	0	0	0	0	0	0	154,795
035 MDG	Replace Hino 8T tip truck	0	0	0	0	0	147,636	0	0	0	0
036 MDG	Replace Hino 8T truck	0	0	0	0	0	192,747	0	0	0	0
037 MDG	Replace 8T tip truck	0	0	0	0	0	0	0	154,294	0	0
038 MDG	Replace dual cab 3T truck	0	0	0	0	0	68,692	0	0	0	0
039 MDG	Replace Hino 4T truck	0	0	0	0	0	0	0	79,736	0	0
04 MDG	Replace Community Safety Ranger vehicle	0	41,708	0	0	42,336	0	0	42,974	0	0
040 MDG	Replace Fuso 4T truck	0	0	0	0	0	0	71,096	0	0	0
041 MDG	Replace Mitsubishi 6T truck	0	96,983	0	0	0	0	0	99,929	0	0
042 MDG	Replace Mitsubishi 3T truck	0	0	0	68,010	0	0	0	0	0	0
043 MDG	Replace road sweeper	0	0	353,509	0	0	0	360,632	0	0	0
044 MDG	Replace hooklift truck	0	0	0	0	224,433	0	0	0	0	0
045 MDG	Replace 7T truck	0	95,978	0	0	0	0	0	0	0	0
046 MDG	Replace 8T 3way tipper truck	0	144,720	0	0	0	0	0	0	0	150,611
047 MDG	Replace 4T street tree truck	0	0	0	0	95,384	0	0	0	0	97,793
048 MDG	Replace 4T street tree truck	0	0	0	0	95,384	0	0	0	0	97,793
05 MDG	Replace Co-ordinator Community Safety vehicle	0	0	31,658	0	0	0	0	32,619	0	0
054 MDG	Replace Tree Management Supervisor vehicle	0	32,663	0	0	33,155	0	0	33,655	0	0
055 MDG	Replace Parks ovals maintenance utility	30,100	0	0	30,554	0	0	31,014	0	0	31,482
056 MDG	Replace reticulation utility	0	0	0	0	29,074	0	0	0	0	29,808
057 MDG	Replace Co-ordinator Civil Works utility	0	37,688	0	0	0	0	38,639	0	0	0
058 MDG	Replace Supervisor parks utility	30,100	0	0	0	0	30,860	0	0	0	0
059 MDG	Replace Coordinator Parks Services utility	0	0	0	30,554	0	0	0	0	31,325	0
060 MDG	Replace Bigoman Pool utility	0	0	30,402	0	0	0	0	31,169	0	0
061 MDG	Replace Construction Supervisor vehicle	0	0	37,876	0	0	0	38,639	0	0	0
062 MDG	Replace Works Supervisor vehicle	0	37,688	0	0	38,256	0	0	38,832	0	0
063 MDG	Replace reticulation vehicle	30,100	0	0	30,554	0	0	31,014	0	0	31,482
064 MDG	Replace Supervisor Maintenance vehicle	35,100	0	35,452	0	35,807	0	36,166	0	36,529	0

## Plant and Equipment

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
065 MDG	Replace Co-ordinator waste and fleet utility	0	30,301	0	30,605	0	30,911	0	31,221	0	31,534
066 MDG	Replace Lake tractor	0	0	69,187	0	0	0	0	0	0	0
067 MDG	Replace Lake utility	32,500	0	0	0	0	33,321	0	0	0	0
068 MDG	Replace Lake utility	0	0	0	31,325	0	0	0	0	32,600	0
069 MDG	Replace fire protection officer vehicle	0	0	45,451	0	0	0	46,367	0	0	0
070 MDG	Replace Supervisor Environment and Horticulture vehicle	35,100	0	0	0	35,807	0	0	0	36,529	0
075 MDG	Replace fire inspection officer vehicle	0	38,693	0	0	0	0	39,670	0	0	0
076 MDG	Replace Lake trailer	0	0	0	0	0	0	6,697	0	0	0
082 MDG	Replace fire protection officer vehicle	0	0	38,886	0	0	0	0	39,868	0	0
800 MDG	Replace Chief Executive Officer vehicle	0	47,738	0	0	48,457	0	0	49,188	0	0
801 MDG	Replace Director Strategic and Community Services vehicle	44,500	0	0	0	0	45,624	0	0	0	0
802 MDG	Replace Director Infrastructure Services vehicle	0	44,723	0	0	0	45,624	0	0	0	46,543
803 MDG	Replace Director Statutory Services vehicle	0	0	39,290	0	0	0	40,082	0	0	0
804 MDG	Replace Director Corporate Services vehicle	0	44,723	0	0	45,397	0	0	46,081	0	0
805 MDG	Replace Children Services vehicle	0	37,989	0	0	0	38,754	0	0	0	39,535
806 MDG	Replace children services vehicle	0	0	0	0	38,562	0	0	0	0	39,535
807 MDG	Replace Co-ordinator Statutory Planning vehicle	0	0	0	0	30,707	0	0	0	0	31,482
808 MDG	Replace Manager Building Services vehicle	0	0	0	0	37,235	0	0	0	0	38,176
809 MDG	Replace Manager Design Service vehicle	36,500	0	0	37,050	0	0	37,609	0	0	38,176
810 MDG	Replace Manager Human Resources vehicle	0	0	36,866	0	0	0	0	37,797	0	0
811 MDG	Replace Manager Recreation Services vehicle	0	0	38,179	0	0	0	38,948	0	0	0
812 MDG	Replace Manager Planning Services vehicle	0	0	0	32,990	0	0	0	33,655	0	0
813 MDG	Replace Manager Information Technology Service vehicle	36,500	0	0	37,050	0	0	37,609	0	0	38,176
814 MDG	Replace Manager Operations vehicle	0	0	32,826	0	0	33,321	0	0	33,823	0
815 MDG	Replace Manager Libraries and Community Engagement car	0	0	0	31,975	0	0	0	32,619	0	0
816 MDG	Replace Chief Bushfire Control officer vehicle	0	0	0	48,216	0	0	0	49,188	0	0

## Plant and Equipment

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
817 MDG	Replace Building Maintenance officer vehicle	0	0	32,826	0	0	0	0	33,655	0	0
818 MDG	Replace Manager Health and Community Safety vehicle	0	0	32,826	0	0	0	33,487	0	0	0
819 MDG	Replace Manager Children Services vehicle	0	37,989	0	0	0	0	38,948	0	0	0
820 MDG	Replace Senior Building Surveyor vehicle	0	32,663	0	0	33,155	0	0	33,655	0	0
821 MDG	Replace Coordinator Infrastructure Development vehicle	0	30,251	0	0	30,707	0	0	31,169	0	0
822 MDG	Replace Coordinator Infrastructure Design vehicle	0	0	0	32,990	0	0	0	33,655	0	0
823 MDG	Replace Health Service Coordinator vehicle	0	0	32,826	0	0	33,321	0	0	33,823	0
824 MDG	Replace Environmental Landcare team vehicle	0	0	38,886	0	0	0	0	39,868	0	0
825 MDG	Replace Coordinator Environment and Sustainability utility	30,100	0	0	0	0	30,860	0	0	0	0
826 MDG	Replace Manager Building Assets vehicle	0	0	0	0	37,235	0	0	0	0	38,176
827 MDG	Replace Children Services vehicle	0	37,989	0	0	0	0	38,948	0	0	0
828 MDG	Replace Manager Finance and Governance vehicle	0	36,683	0	0	0	0	37,609	0	0	0
829 MDG	Relace Graffiti and Building maintenance officer vehicle	0	40,200	0	0	0	0	41,215	0	0	0
831 MDG	Replace Children Services vehicle	0	0	38,179	0	0	0	0	39,143	0	0
857 MDG	Replace trailer	0	0	0	0	0	0	6,697	0	0	0
859 MDG	Replace tandem trailer	0	0	0	0	0	0	0	0	22,896	0
860 MDG	Replace tandem trailer	0	0	0	0	7,141	0	0	0	0	0
862 MDG	Replace tandem trailer (rid eon mower)	0	0	0	0	0	0	0	10,873	0	0
863 MDG	Replace sign trailer	0	4,523	0	0	0	0	0	0	0	0
864 MDG	Replace tandem trailer	0	0	0	0	0	0	0	0	23,416	0
865 MDG	Replace horse float	0	0	0	0	0	12,303	0	0	0	0
866 MDG	Replace woodchipper	0	79,395	0	0	0	0	0	81,807	0	0
867 MDG	Replace Low loader float	0	0	0	57,352	0	0	0	0	0	0
869 MDG	Replace trailer	0	0	0	0	0	0	6,697	0	0	0
875 MDG	Replace trailer (graffiti)	0	0	0	0	22,953	0	0	0	23,416	0
876 MDG	Replace Chipper	0	0	0	0	86,203	0	0	0	0	88,739
877 MDG	Replace trailer (street tree)	0	0	0	0	0	0	0	0	0	10,982

## Plant and Equipment

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
FLAIL MOWER	Replace Berti flail mower	0	0	0	0	0	0	11,334	0	0	0
GENERATOR	Replace Transfer Station generator	10,500	0	0	0	0	10,765	0	0	0	0
MINOR SUNDRY ASSET PURCHASES	Replacement of chainsaws, blowers, compactors, etc	30,000	30,150	30,301	30,452	30,605	30,758	30,911	31,066	31,221	31,377
MOWER	Replace Toro RakoVac mower	0	0	0	0	56,618	0	0	0	0	58,048
MULCHING MOWER	Replcae Sepi mulching mower	0	0	0	0	0	0	0	16,568	0	0
ROAD BROOM	Replace Sewell road broom	0	0	0	0	11,732	0	0	0	0	0
ROCKBREAKER	Replace Cat rockbreaker machine	12,500	0	0	0	0	0	0	0	0	13,074
CHILDREN SERVICES	New Hiace 12 seaterrequired for new program	50,000									
VOLUNTEER BUSH FIRE BRIGADE PLANT	Plant funded by ESL	902,000	632,000	0	362,000	0	0	0	0	0	0
<b>Total</b>		1,981,600	2,512,142	1,847,886	924,667	1,786,488	1,110,290	1,735,255	1,460,253	558,990	1,532,670

## Reserves

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
ARTESIAN WATER RETIC LINE	Replace asbsestos line that runs from Midvale to Swan View	40,000	0	40,000	0	0	0	0	0	0	0
BILGOMAN POOL	Artificial turf	21,000	0	0	0	0	0	0	0	0	0
BILGOMAN POOL	Install water play area	0	0	0	0	400,000	0	0	0	0	0
BILGOMAN POOL	Replace grandstand	0	0	0	0	150,000	0	0	0	0	0
BROWN PARK	Replace concrete water tanks	0	0	90,000	0	0	0	0	0	0	0
BROWN PARK	Install accessible water fountains, seat with shelter and BBQ	0	0	0	0	0	0	35,000	0	0	0
BROZ PARK	Additional play equipment	40,000	0	0	0	0	0	0	0	0	0
CEMETERY WORKS	Staged upgrading of cemetery sites	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CHIDLOW OVAL	Relocate cricket practise wickets	0	0	0	0	0	55,000	0	0	0	0
CHIDLOW TENNIS	Remove tennis courts	0	0	0	25,000	0	0	0	0	0	0
COLLIER PARK	Replace water storage tank roof	0	0	9,000	0	0	0	0	0	0	0
DARLINGTON OVAL	Install wooden seats on northern side of oval	0	0	0	10,000	0	0	0	0	0	0
DARLINGTON OVAL	Replace perimeter bollards	0	0	0	8,500	0	0	0	0	0	0
DARLINGTON PARK	Upgrade reticulation for area between hall and playground	0	10,000	0	0	0	0	0	0	0	0
DARLINGTON SKATE PARK	Upgrade skate park	0	0	0	0	0	40,000	0	0	0	0
DARLINGTON TENNIS	Resurface 4 courts	0	0	0	0	42,000	0	0	0	0	0
ELSIE AUSTIN OVAL	Install shotput	2,000	0	0	0	0	0	0	0	0	0
ENSIGN DRIVE POS	Recontour for better utilisation	0	0	0	30,000	0	0	0	0	0	0
GLEN FORREST OVAL	Replace playground equipment, grass, paths, carpark edge	0	0	0	0	87,000	0	0	0	0	0
GLEN FORREST TENNIS	Resurface court 6	11,000	0	0	0	0	0	0	0	0	0
GLEN FORREST TENNIS	Resurface courts 1,2,3	0	0	0	0	0	0	30,000	0	0	0
GLEN FORREST TENNIS	Resurface courts 4 and 5	0	0	21,000	0	0	0	0	0	0	0
HELENA VALLEY / BOYA TENNIS	Resurface 2 courts	0	0	21,000	0	0	0	0	0	0	21,000
HELENA VALLEY ROAD	Upgrade reticulation systems	0	0	0	0	0	30,000	0	0	0	0
HERITAGE TRAIL	Fire Access connection to Lots 82 and 87 Falls Road Hovea	0	0	0	0	0	0	0	0	0	15,000
HERITAGE TRAIL CHIDLOW	Install seat	2,000	0	0	0	0	0	0	0	0	0
HERITAGE TRAIL DARLINGTON	Install seat near Mofflin Road exit	2,000	0	0	0	0	0	0	0	0	0
HERITAGE TRAIL SAWYERS VALLEY	Install information board on heritage trail	12,000	0	0	0	0	0	0	0	0	0
HERITAGE TRAIL SWAN VIEW	Install seat	2,000	0	0	0	0	0	0	0	0	0

## Reserves

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
HERITAGE TRAILS	Staged upgrading of Heritage trails	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
LAKE LESCHENAULTIA	Electrical safety work on poles	0	4,500	0	0	0	0	0	0	0	0
LAKE LESCHENAULTIA	Install shade structure over playground	0	0	0	0	0	40,000	0	0	0	0
LAKE LESCHENAULTIA	Pave around BBQs	8,000	0	0	0	0	0	0	0	0	0
MAHOGANY CREEK TENNIS	Remove courts	0	0	25,000	0	0	0	0	0	0	0
MORGAN JOHN MORGAN RESERVE	Construct a skate park (seek external grant)	0	0	0	80,000	0	0	0	0	0	0
MT HELENA AQUATIC CENTRE	Pool painting	0	5,000	0	0	0	0	5,000	0	0	0
MT HELENA OVAL	Replace water storage tank roof	0	0	9,000	0	0	0	0	0	0	0
MT HELENA SKATE PARK	Upgrade skate park	0	0	40,000	0	0	0	0	0	0	0
MT HELENA TENNIS	Resurface courts 1&2	0	0	0	0	0	0	21,000	0	0	0
MT HELENA TENNIS	Resurface courts 3 & 4	0	0	0	21,000	0	0	0	0	0	0
MUNDARING HARDCOURTS	Resurface courts (half) and fix basketball pole locations	0	100,000	0	100,000	0	0	0	0	0	100,000
MUNDARING HARDCOURTS	Upgrade sport fixtures	0	0	1,500	0	5,000	10,000	0	0	0	0
MUNDARING OVAL	Upgrade flood lighting to match std (seek CSRRF)	0	400,000	0	0	0	0	0	0	0	0
MUNDARING OVAL	Upgrade reticulation system	0	0	0	0	0	60,000	0	0	0	0
MUNDARING SKATE PARK	Upgrade skate park - location to be confirmed by Mundaring Town Centre Strategy	0	0	0	0	0	0	150,000	0	0	0
MUNDARING TENNIS	Resurface six courts	0	0	0	0	0	70,000	0	0	0	0
MUNDARING TENNIS	Tree root repairs to tennis courts	19,500	0	0	0	0	0	0	0	0	0
MUNDARING TENNIS	Upgrade Mundaring tennis court lighting (seek CSRRF)	0	200,000	0	0	0	0	0	0	0	0
NOBLEWOOD ESTATE	play equipment upgrade	0	0	0	25,000	0	0	0	0	0	0
NOBLEWOOD ESTATE	Upgrade reticulation and portion of carpark	0	0	0	15,000	0	0	0	0	0	0
PARK FURNITURE	Modernisation and replacement program for park furniture and play equipment	0	0	0	0	0	0	54,000	305,000	305,000	169,000
PARKERVILLE OVAL	Outdoor exercise equipment	0	0	0	0	0	30,000	0	0	0	0
PARKERVILLE OVAL	Upgrade playground	0	0	36,000	0	0	0	0	0	0	0
PIONEER PARK	Install flying fox	0	0	0	0	0	0	40,000	0	0	0
SALISBURY PARK	Replace water storage tank roof	0	0	11,000	0	0	0	0	0	0	0

## Reserves

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
SAWYERS VALLEY OVAL	BBQ, park furniture, bins, ground levelling and fence to pub side	52,000	0	0	0	0	0	0	0	0	0
SAWYERS VALLEY OVAL	Replace play equipment	30,000	0	0	0	0	0	0	0	0	0
SAWYERS VALLEY OVAL	Upgrade reticulation	39,500	0	0	0	0	0	0	0	0	0
TENNIS COURT UPGRADES	Surface replacement and infrastructure upgrade program	0	0	0	0	0	0	0	30,000	30,000	30,000
WASTE TRANSFER STATIONS	Staged upgrading of Waste Transfer Stations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
WICKETS	Synthetic turf wicket replacement program	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total</b>		327,000	765,500	349,500	360,500	730,000	381,000	381,000	381,000	381,000	381,000

## Road Reconstruction

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
BENTLEY PLACE	Reconstruct and widen road	300,000	0	0	0	0	0	0	0	0	0
BOYA OVAL CARPARK	Seal gravel carpark off Scott Street	100,000	0	0	0	0	0	0	0	0	0
BROOKING RD	New road Owen Rd to Richardson Rd (seeking MRRG funds)	0	1,315,000	0	0	0	0	0	0	0	0
ELLIOTT RD	Reconstruct drain, prime and asphalt selected sections.	0	685,858	730,858	0	0	0	0	0	0	0
GLEN ROAD	Reconstruct Darlington Rd to Leithdale Road - 330 metres	0	0	0	750,858	0	0	0	0	0	0
GLEN ROAD	Reconstruct Maslin Rd to Victor Rd 250 metres	0	0	0	0	0	310,000	0	0	0	0
GRANCEY AVE	Reconstruct, kerb, drain and asphalt - 350 metres	0	0	0	0	0	480,858	0	0	0	0
IRON ROAD	Construct turnaround (Trust funds)	9,750	0	0	0	0	0	0	0	0	0
JACOBY STREET	Upgrade and resurface between Nicho St and Mundaring Weir Rd	0	0	0	0	0	0	0	830,858	0	0
MORGAN JOHN MORGAN RESERVE	Seal gravel car park	130,000	0	0	0	0	0	0	0	0	0
MORRISON ROAD	Resurface, drainage Roe Highway to Farrall Road	0	0	0	0	0	0	0	0	521,858	0
MUNDARING CIVIC PRECINCT ROW	Retain, widen and seal laneway Craig St, Fenton , Jacoby St, Mundaring Weir Rd	0	0	0	0	0	0	0	0	329,000	0
RAILWAY PARADE	Rekerb, drainage and resurface 250 metres from Hardy Rd	150,858	0	0	0	0	0	0	0	0	0
STONEVILLE ROAD	Resurface Traylen Rd to Mulumba Rd	0	0	0	0	0	0	0	0	0	870,858
SWAN VIEW ROAD	Rekerb, drain and resurface Morrison Rd to Old York Rd - 1500m	0	0	0	0	0	0	810,858	0	0	0
THOMAS ST CHIDLOW	Rehabilitate, drain and kerb Elliott Rd to Old Northam Rd 1110m*7.4m (staged)	0	0	0	0	770,858	0	0	0	0	0
<b>Total</b>		690,608	2,000,858	730,858	750,858	770,858	790,858	810,858	830,858	850,858	870,858

## Road Rehabilitation

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
CRACK SEALING AND ROAD REPAIRS	Preventative Maintenance	58,000	60,282	62,090	63,953	65,872	67,850	67,850	67,850	67,850	67,850
KATHERINE STREET (17/18 MRRG)	Noel St to Samson St (Grant of \$75,933)	113,900	0	0	0	0	0	0	0	0	0
ROAD RESURFACING AND PREPARATION	Road renewal including preparation works	952,033	1,175,302	1,179,819	1,203,222	1,228,098	1,252,950	1,252,950	1,252,950	1,252,950	1,252,950
SHOULDER IMPROVEMENTS	Preventative Maintenance	58,000	60,516	81,091	83,525	86,030	88,600	88,600	88,600	88,600	88,600
<b>Total</b>		1,181,933	1,296,100	1,323,000	1,350,700	1,380,000	1,409,400	1,409,400	1,409,400	1,409,400	1,409,400

## Seal Gravel Roads

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
ALLEN ROAD	Seal gravel road	0	0	0	0	264,000	0	0	0	0	0
BALLOT ROAD	Seal gravel road	0	110,000	0	0	0	0	0	0	0	0
CLEAVER STREET	Seal gravel road	232,000	0	0	0	0	0	0	0	0	0
DARKAN STREET	Seal gravel road	0	0	0	0	0	0	0	0	280,000	0
HONEYEATER GLADE	Seal gravel road	0	0	0	0	0	0	0	0	0	80,000
JASON STREET	Seal gravel road	0	0	248,000	0	0	0	0	0	0	0
McCALLUM ROAD	Seal gravel road	0	0	0	0	0	0	280,000	200,000	0	0
MEREBIN / IRYMPLE RDS	Seal gravel road	0	0	0	0	0	0	0	0	0	200,000
TARRUP STREET	Seal gravel road	0	0	0	0	0	272,000	0	0	0	0
THOMAS ROAD	Seal gravel road	0	0	0	256,000	0	0	0	0	0	0
TOMLINSON ROAD	Seal gravel road	0	130,000	0	0	0	0	0	0	0	0
VERNON AVENUE (WEST)	Seal gravel road	0	0	0	0	0	0	0	80,000	0	0
<b>Total</b>		232,000	240,000	248,000	256,000	264,000	272,000	280,000	280,000	280,000	280,000

## Street Furniture

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
BUS SEAT	Install on Highway near Daleview Close and link path	0	10,000	0	0	0	0	0	0	0	0
BUS SHELTERS	Install new bus shelters	35,000	25,000	35,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>Total</b>		35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000

## Traffic Management

Name	Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
BILGOMAN ROAD	Roundabout at intersection of Marnie Road (Blackspot funding)	390,000	0	0	0	0	0	0	0	0	0
ENTRY STATEMENTS	Upgrade entry statements in Shire	0	45,000	0	0	0	0	0	0	0	0
FIRE ACCESS WORKS	Improve fire access routes	220,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
HERITAGE TRAIL CARPARKS SWANVIEW	Construct and seal Trail Head Carpark in Swan View (subject to review for need)	0	0	0	100,000	0	0	0	0	0	0
HILLTOP ROAD, MAHOGANY CREEK	Construct turnaround facility	0	30,000	0	0	0	0	0	0	0	0
MARNIE ROAD	Rationalise and improve carparking adjacent Glen Forrest oval	0	0	100,000	0	0	0	0	0	0	0
SNOWDEN RD	Construct asphalt cul-de-sac	0	25,000	0	0	0	0	0	0	0	0
THOMAS STREET	Upgrade and rationalise parking opposite Chidlow Inn	0	0	0	0	100,000	0	0	0	0	0
WORKS TO BE DETERMINED	Various traffic enhancements and safety works to be undertaken	0	0	0	0	0	100,000	100,000	100,000	100,000	100,000
<b>Total</b>		610,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

## 6.2 Corporate Business Plan 2017/18 – 2022/23

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<b>File Code</b>	OR.CMA 16
<b>Author</b>	Jan Byers, Organisational Development Officer Megan Griffiths, Director Strategic and Community Services
<b>Senior Officer</b>	Megan Griffiths, Director Strategic and Community Services
<b>Disclosure of Any Interest</b>	Nil

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### SUMMARY

As part of the Integrated Planning and Reporting Framework (IPRF) suite of documents, the draft Corporate Business Plan (CBP) 2017/18 – 2020/21 has been developed.

Council adopted the Strategic Community Plan 2016 – 2026 at the ordinary meeting of Council held on 10 May 2016 (C3.05.16). A desktop review of this plan will be carried out early 2018.

The Corporate Business Plan (CBP) undertakes a process of “activating” the Strategic Community Plan by identifying the priorities and services the Shire will deliver over a four year period. The CBP ensures these priorities and services are resourced and fully integrated into long term financial planning, workforce planning, asset management and annual budgets.

Council participated in eight workshops from February to July 2017 during the development of this iteration of the CBP. During these workshops Councillors expressed a desire to reduce projected rates increases. In order to achieve this outcome, a number of options were developed in relation to reducing or ceasing services and Council sought community feedback regarding these options.

Based on a range of factors including the survey results, impacts, risks, costs and usage, Councillors have provided direction of changes to be made in the CBP, including a reduction or cessation of several services and programs.

This report recommends that Council adopts the Shire of Mundaring Corporate Business Plan 2017/18-2020/21 as at **ATTACHMENT 2**.

### BACKGROUND

Under the *Local Government (Administration) Regulations 1996* (the regulations) and as outlined in the Integrated Planning and Reporting Advisory Standard, all local governments in Western Australia are required to develop and adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP), supported and informed by resourcing and delivery strategies. These plans drive the development of each local government’s annual budget and through a process of continuous improvement, local governments are able to plan for and meet the needs of their communities.

The IPRF is designed to ensure more effective delivery of the local government's strategic intentions, and to provide a process to:

- Ensure community input is explicitly and reliably generated;
- Provide the capacity for location specific planning where appropriate;
- Inform the long term objectives of the local government with these inputs;
- Identify the resourcing required to deliver against the long term objectives; and
- Clearly articulate long term financial implications and strategies.

The CBP is an internal business planning tool that activates the Strategic Community Plan and translates Council priorities into operations within the local government's available resources. The plan details the services, operations and projects that Shire of Mundaring will deliver over the period 1 July 2017 – 30 June 2021, the processes for delivering these and the associated costs.

Other aspects of the IPRF include a Workforce Plan (WFP), the Long Term Financial Plan (LTFP) and Asset Management Plans (AMP). All of these plans have been integrated into and are informed by the CBP. Summaries of the WFP and AMP are included in the CBP. The LTFP is submitted to Council for endorsement as a separate item.

In the process of developing the draft CBP, eight Council workshops were held on 9, 15 and 25 February, 7 March, 27 April, 2 and 17 May, and 6 June 2017 to discuss four-year priorities, review of service levels and assets, key challenges, rates tolerances, community engagement results, risk management, and financial parameters. In line with the community's affordability concerns, which have been expressed in SCP as 'A fiscally responsible Shire that prioritises spending accordingly', Councillors also reflected a desire to put downward pressure on rates as part of the workshop process. The CBP had been drafted to balance and address the direction provided at the workshops.

## **STATUTORY / LEGAL IMPLICATIONS**

Section 5.56 of the *Local Government Act 1995* requires a local government to plan for the future of its district in accordance with any regulations made.

Regulation 19DA of the *Local Government (Administration) Regulations 1996* requires that

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
  - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's

priorities for dealing with the objectives and aspirations of the community in the district; and

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

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

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

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

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

\*Absolute majority required.

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

## **POLICY IMPLICATIONS**

Nil

## **FINANCIAL IMPLICATIONS**

Together with the LTFP, formal adoption of the CBP will outline the detail of how the financial, human, and physical resources of the Shire are applied to the delivery of the services and facilities for the community.

## **STRATEGIC IMPLICATIONS**

The CBP serves to activate the Strategic Community Plan by resourcing operational priorities and activities over the short to medium term.

## **SUSTAINABILITY IMPLICATIONS**

Nil

## RISK IMPLICATIONS

### Compliance Impact

High: The Department of Local Government has released a series of standards against which the IPRF elements, including the CBP, can be measured. The Department has indicated that adoption of the CBP, which is informed by other IPRF documents, meets the basic standard for compliance purposes.

Failure to adopt the CBP and associated documents may be seen by the Department and Minister that the Shire is not engaging the intention of the Integrated Planning and Reporting Framework (IPRF). Where a local government does not comply with legislative requirements the Department will respond on a case by case basis.

## EXTERNAL CONSULTATION

As part of the development of the CBP, Council sought community feedback on a range of options being considered in order to reduce the level of proposed rates increases.

The community engagement was conducted by an independent party and the results were presented to councillors over the course of several workshops. The community participated in both telephone and 'Have Your Say' surveys.

The telephone survey addressed 400 randomly selected people within the Shire of Mundaring to ensure a representative, statistically valid sample. The same questions were provided in a questionnaire and it was made available to all residents (both online and in hard copy) which enable all community members to participate in the engagement. The Shire received 530 responses to this survey method. The results of the community engagement are at **ATTACHMENT 3**.

## COMMENT

The Shire has worked over many months to develop a LTFP and CBP that will reduce the level of rate increases needed to fund the Shire's services and activities whilst ensuring long term financial sustainability of the Shire.

Based on a range of factors including the survey results, impacts, risks, costs and usage, Councillors have provided direction on a range of changes to be included in the CBP. In order to achieve a lower level of rates increases, significant changes will be made to service levels, including the following changes:

Change	Savings
Reduce expenditure on new drainage by 50%	\$300,000 per annum
Reduce expenditure on footpath programs by 50%	\$260.000 per annum

Disposal of Mahogany Creek Hall: Capital cost saving	\$14,500 per annum \$85,000
Discontinue Trek the Trail event	\$45,548 per annum
Cease rebates dog and cat sterilisations	\$8,000 per annum
Cessation of a Tourism Strategy	\$45,000 every 5 years
Cessation of Destination Marketing	\$20,000 per annum
Closure of tennis courts at Chidlow and Mahogany Creek Capital cost saving	\$4,000 per annum \$238,000
Withdraw funding from management of tennis courts at Wooroloo. Courts belong to Department of Education (DE). Courts accessible to the general public with DE permission.	\$2,000 per annum

In addition, the CBP lists that further research and investigation will be conducted during 2017/18 on the following services;

- Commercial activities at Lake Leschenaultia (canoe hire, camping and café); and
- Mt Helena Aquatic and Recreation Centre (partnership with the Department of Education)

The CBP further outlines the services and infrastructure to be delivered over the four year period.

The CBP reflects continued delivery of capital projects, including:

- Completion of Mundaring Arena;
- Glen Forrest and sawyers Valley Oval replacement of toilet blocks;
- New toilet block at Broz Park Helena Valley;
- Disability access upgrades to Darlington Hall;
- Mundaring Tennis Club improved lighting; and
- Mundaring Oval upgrade of lighting.

The CBP reflects Council's commitment to balancing the community's affordability concerns with the community's expectations for continued levels of service and infrastructure.

## VOTING REQUIREMENT

Absolute Majority (section 5.56 of the *Local Government Act 1995*; Section 19DA (6) of the *Local Government (Administration) Regulations 1996*)

## RECOMMENDATION

That Council, by absolute majority, adopts the Shire of Mundaring 2017/18-2021/22 Corporate Business Plan as at **ATTACHMENT 2**.

**Next Report**

## **ATTACHMENT 2**

**Item 6.2**

**117 pages**



# Corporate Business Plan 2017/18 - 2020/21



## Document Control

Revision Number	Revision Date	Position	Brief Description of Change
1	05/07/17	Director Strategic and Community Services	Draft presented to Special Council Meeting held on 19 July 2017

Front cover photograph “Boya Community Centre”, courtesy of David Bayliss, Community Newspapers.

## Contents

Message from the Chief Executive Officer.....	1
Integrated Planning and Reporting Framework .....	2
4 Year Priorities .....	4
4 Year Priorities -Investing in Community Facilities.....	5
How the Shire is governed.....	6
Organisation Chart .....	7
Summary of our Services .....	8
Key Challenges .....	9
Assumptions.....	10
Long Term Financial Profile.....	11
Financial Estimates .....	12
Rate Setting Statement .....	13
Council Decision-Making Criteria.....	14
Items not funded in current CBP.....	15
Summary of Critical Uncertainties .....	17
Efficiency and Effectiveness .....	22
Measures.....	22
Summary of our Workforce Plan.....	25
Summary of Workforce Changes 2017/18-2020/21.....	26
Future consideration.....	27
Strategic areas of focus for the Workforce Plan .....	28
Summary of Asset Management Plans .....	30
Key Asset Management Strategies .....	31
High-level Summary Asset Management Plans -major asset class.....	33
Risk Management.....	36
Appendix A– Four year Corporate Business Plan priorities.....	39
Appendix B Summary of Capital Projects.....	42
Appendix C– Four Year Capital Works Program .....	43
Appendix D– Organisation Chart .....	60
Appendix E–Services .....	61

## Message from the Chief Executive Officer

I am pleased to present Shire of Mundaring's Corporate Business Plan, which outlines the Shire's key initiatives and commitments for the four year period from 2017/18 to 2020/21.

Details of the many community assets provided and maintained by the Shire are included in this Plan; such as parks, roads, halls, footpaths, playgrounds, heritage trails and waste transfer stations. A list of services available to the community, on behalf of the Shire, is also listed in the document.

Reviewed annually, the Plan includes Council's major capital works priorities for the four year period and provides an overview as to how they will be delivered. Projects include:

- Completion of Mundaring Arena – a \$10million state-of-the-art facility comprising indoor courts, allowing for sport to be played all year round.
- Accessibility upgrades at Darlington Hall - \$505,000.
- Darlington Pavilion - \$150,000. The majority of project funding has been obtained through a community led initiative (approximately \$500,000).
- Mundaring Oval Lighting Upgrade– the Shire has committed \$140,000, received Federal funding of \$130,000 and will be seeking State funding to complete the project.
- Replacement toilet blocks in Sawyer's Valley, Glen Forrest and Helena Valley.

A summary of the Shire's workforce plan is also outlined. This includes a decrease of 1.64 full time equivalent staff, forecast to occur from 2017/18.

This Plan reflects Council's desire to transition to a lower rating profile over the longer term. This is in response to community feedback as well as to the more challenging economic climate we face. The Plan reflects Council's recent decisions to reduce some services previously provided, as well as reviewing other services to ensure Council can continue to constrain rate increases to affordable levels while also being able to provide those services most valued by our community.

I thank all involved in the preparation of this Plan. Councillors and staff worked diligently together to ensure community concerns and aspirations were foremost in our thoughts throughout its development.



**Jonathan Throssell**  
**Chief Executive Officer**



## Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework (Framework), through the Strategic Community plan (SCP) assists local governments in establishing the community's vision and priorities and linking them to resourced operational functions.

All of the Shire's corporate plans and strategies link back to the community's vision and strategic themes as outlined in the Shire of Mundaring 2026 Strategic Community Plan. Involved in the development of Integrated Planning and Reporting Framework documents are:

**Community** – participates in a community planning process to determine the major vision or intended big picture directions and also participates in regular reviews of those directions.

**Council** – endorses the Strategic Community Plan resulting from the community planning process, the four year corporate business plan, long term financial plan and annual budget.

**Local government administration** – supports delivery of the Strategic Community Plan through its corporate business planning, which identifies the resources services, operations and projects that the Shire will deliver.



## Strategic Community Plan

The Strategic Community Plan sets the scene for the whole Framework. The Strategic Community Plan *Mundaring 2026* was developed after extensive consultation with the Community in 2015 and 2016. It was adopted by Council in May 2016.

The Vision, Strategic Themes and Objectives of the Plan are outlined below.

### Strategic Community Plan 2016-26 *Strategic Themes and Community Vision*

	<b>Governance</b>	A fiscally responsible Shire that prioritises spending appropriately Transparent, responsive and engaged processes for Shire decision making
	<b>Community</b>	A community that is prepared for bush fires and other natural disasters Residents of all ages, needs and backgrounds re-engaged and supported by their community A strong and localised community spirit A place of vibrant culture and arts Flourishing local business
	<b>Natural Environment</b>	A community that manages water sustainability A place where the environment is well managed A great place to immerse yourself in nature
	<b>Built Environment</b>	A place that is connected, safe and easy to move around Community needs are considered in planning for the future Reliable digital services and power supply

The Corporate Business Plan (CBP) is a key part of the Framework, which establishes mechanisms to review and report on all elements of the integrated strategic planning process.

## 4 Year Priorities

Theme	Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2020/21)
<b>Governance</b>			Public Health Plan	
<b>Community</b>	Review Mt Helena Aquatic and Recreation Centre operations.	Recreation Plan (Inc. skate park & active oval lighting)		
	Outsource commercial operations Lake Leschenaultia			
<b>Natural Environment</b>	Reserves Assessment Strategy (commenced 2016/17)			Wildlife Corridor Strategy review
		Weed Control Strategy Review		
<b>Built Environment</b>	Demolition of Mahogany Creek Hall	Light Industrial Investigation – Sawyers Valley	Watercourse Hierarchy Strategy	
				Limited Rural Strategy for Bailup and Wooroloo
			Review LPS4	
	Cessation of Maintenance to Chidlow and Mahogany Creek Tennis courts		Mahogany Creek Tennis courts - remove courts and replace with grass	Chidlow Tennis Courts- remove courts and replace with grass

Refer to **Appendix A** for more detail on the 4 year priorities.

## 4 Year Priorities -Investing in Community Facilities

Item	Indicative Project Cost	Indicative Shire Allocation	External funding
Construction of Mundaring Arena	\$10,250,000	\$7,100,000	\$3,150,000
Glen Forrest Oval - replace toilet block	\$150,000	\$150,000	Nil
Sawyers Valley Oval - replace toilet block	\$170,000	\$170,000	Nil
Broz Park, Helena Valley - new toilet block	\$250,000	\$250,000	Nil
Mundaring Tennis Club improve lighting	\$200,000	\$50,000	\$150,000
Mundaring Oval upgraded oval lighting	\$400,000	\$140,000	\$260,000
Darlington Hall- upgrade	\$505,000	\$505,000	Nil

Costings above are indicative and subject to detailed feasibility, design and cost analysis prior to separate individual Council decisions.

Refer to **Appendix B** for 10 Year Capital Program Summary and **Appendix C** for 4 Year Capital Program.













## How the Shire is governed

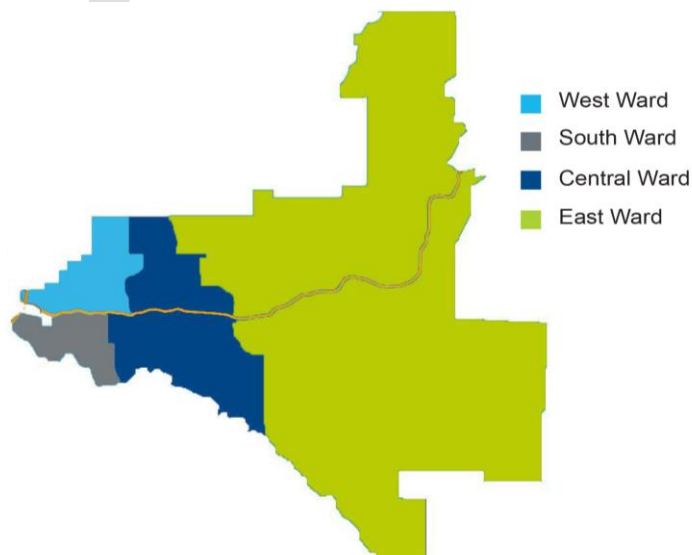
### Council

Under The *Local Government Act 1995* a local government consists of a Council, comprised of elected members, and the administration, consisting of the CEO and employees.

The Shire President and Councillors are the Shire's elected members and form the Council. The Shire is governed by 12 elected members who elect a Shire President.

Council's role is to govern the local government's affairs and be responsible for the performance of the local government's functions. It must oversee the allocation of the local government's finances and resources and determine the local government's policies. Shire of Mundaring consists of four wards: South, West, Central and East.

WEST	SOUTH	CENTRAL	EAST
			
Tony Brennan	David Lavell (Pres)	Doug Jeans	Patrick Bertola (DP)
			
Tony Cuccaro	James Martin	Bob Perks	John Daw
			
Pauline Clark	Trish Cook	Lynn Fisher	Stephen Fox



## Shire Administration

The CEO is the only employee appointed by Council and is therefore ultimately accountable to Council. The role of the CEO includes:

- advising Council in relation to the functions of the local government
- implementing Council decisions
- managing the day-to-day operations of the local government and the services the local government provides for its community.

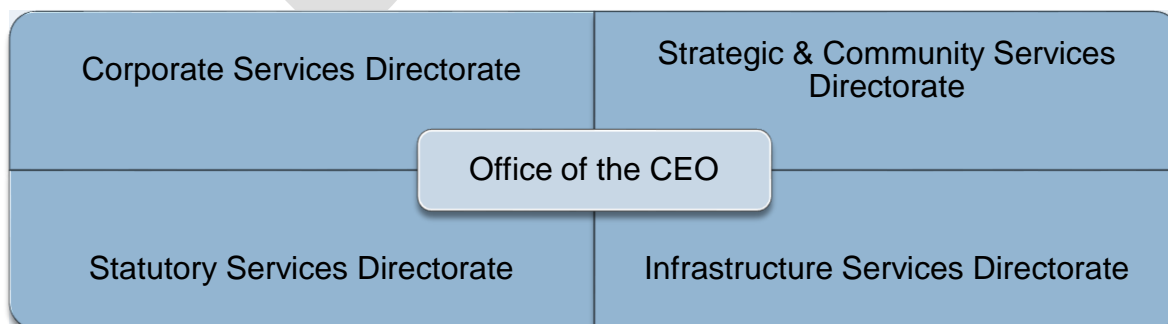
The Shire's four Directors are designated as senior employees. All employees are accountable to the CEO.



The Shire's Executive Leadership Team (left to right) comprises Megan Griffiths, Director Strategic and Community Services; Shane Purdy, Director Infrastructure Services; Jonathan Throssell, Chief Executive Officer; Mark Luzi, Director Statutory Services; and Paul O'Connor, Director Corporate Services.

## Organisation Chart

The following chart shows the high level structure for the Shire of Mundaring. The Organisational Chart is at **Appendix D**.



## **Summary of our Services**

### **Office of the Chief Executive**

Provides strategic planning, overall leadership and management of the organisation in a statutory and structured manner; maintains effective external relationships through regional co-operation and collaboration, lobbying and advocacy; provides support to Council through advising Council in relation to the functions of the local government and through implementing Council decisions.

### **Corporate Services Directorate**

Provides internal services for governance, risk and occupational safety and health, information services, finance, human resources, rates and reception. This includes annual budgeting and financial reporting, staff recruitment and retention, information technology hardware and application development, geographical services, record keeping, compliance, auditing and freedom of information.

### **Strategic and Community Services Directorate**

Responsible for integrated planning and reporting, economic development, communications and marketing functions. Provides vibrant services for people that promotes inclusion, community growth, health and wellbeing. These outcomes for the community are provided through services delivered in libraries, leisure programs activities, community development, youth and senior services, visitor servicing, community grants, family and children services and access to a large range of community facilities including halls and ovals.

### **Statutory Services Directorate**

Shapes the built environment of the Shire and helps build both the economy and community. It does this by providing strategic planning services to guide development; statutory planning services to assess development; environmental and sustainability services to protect our environment, emergency management services including fire mitigation, building and environmental health services to ensure that standards of safety and public health are met.

### **Infrastructure Services Directorate**

Manages the Shire's infrastructure assets, including planning, design, construction, maintenance and disposal and provides the Shire's waste management services. These services are provided effectively and efficiently to improve the quality of life for our community.

A comprehensive list of services can be found at **Appendix E**.

## Key Challenges

In setting the rates, Council aims to address the challenge of being financially sustainable in the long term while continuing to provide services to the community.

The Shire currently (as 30 June 2016) has a Financial Health Indicator of 75 compared to the benchmark of 70 (as per Department of Local Government and Communities). Any proposed changes to rates need to ensure that the Financial Health Indicator remains at the benchmark or above.

Some of the key challenges and factors to consider when establishing the level of rates increases for Shire of Mundaring include:

- Providing infrastructure and services over a large geographical area with dispersed townsites and low population density.
- Low level of rate growth (ie low rate of growth in new rateable properties within the Shire).
- Significant bushfire risk (eg provision of bushfire preparedness and mitigation services; administration support of nine Volunteer Bush Fire Brigades).
- Decreasing General Purpose Financial Assistance Grant from Federal Government (anticipate a reduction of approximately \$500,000 over the next 3 financial years).
- Costs to provide new services (eg Mundaring Arena at \$7million construction costs- Shire contribution- and increased net operating expenses of an estimated average of \$100,000 pa).
- Shifting of responsibility for services and increasing costs and requirements from State Government (eg street lighting costs, requirement to develop public health plan).
- There is a small and limited base of commercial and industrial properties within the Shire. This limits the Shire's capacity to generate rates revenue from commercial and industrial properties rather than residential properties.

## Assumptions

<b>Population growth</b>	<p>Estimated ABS Resident Population 39,994 (2016)</p> <p>The most significant population growth cohort is people over 60 years of age</p>	
<b>Anything in the wider policy or legislative environment</b>	<p>Emergency management legislation</p> <p>Review of <i>Local Government Act 1995</i></p>	
<b>Economic pressure and uncertainty</b>	<p>Cost of living</p> <p>Employment</p> <p>Increasing pressure on all government budgets</p>	<p>Resource sector fluctuations</p> <p>Variations in cost of oil, with impact on transport and trend for greater local-availability of goods and services</p>
<b>Climate change</b>	<p>Pressure on drainage system</p> <p>Focus on bushfire (PPRR-Planning, Preparedness, Response and Recovery)</p>	<p>Pressure on biodiversity</p> <p>Increased energy demand</p> <p>Decreased water availability</p> <p>Trees for shade and reducing carbon footprint</p>
<b>Focus on the environment</b>	<p>Increasing focus, involving public and private land, including road verges</p>	
<b>Online business</b>	<p>Assumed to continuously increase with major impacts for how we and the community do business</p>	
<b>Expectation of community</b>	<p>Improved/more efficient delivery of services at reduced cost</p> <p>Maintenance/improvement of community infrastructure</p>	

## Long Term Financial Profile

Using the 10 year Long Term Financial Plan as an informing strategy, the following framework is the basis for the preparation of the CBP.

### Funding from rates

1. Forecast revenue from rates in 2017/18 is \$27.3 million, which is a 3.95% increase in the budgeted rate yield from 2016/17. The rate yield includes an assumption of 0.5% rates growth. (derived from an estimated increase in the number of rateable properties constructed in the Shire).
2. The remaining three years of the CBP forecast increases in the rate yield of 3.5%, 3.5% and 3.3%.
3. Years five to eight of the LTFP forecasts an increase in the rate yield of 3%.
4. Years nine to ten of the LTFP forecasts an increase in the rate yield of 2.5%.

### Balanced Budget

- Budgets remain in surplus and there are no deficit budgets forecast.

### Liquidity

- Ensures that Reserve funds are fully cash backed, including \$10.9 million in reserves available for community infrastructure projects by year 10 of the LTFP.

### Sustainability

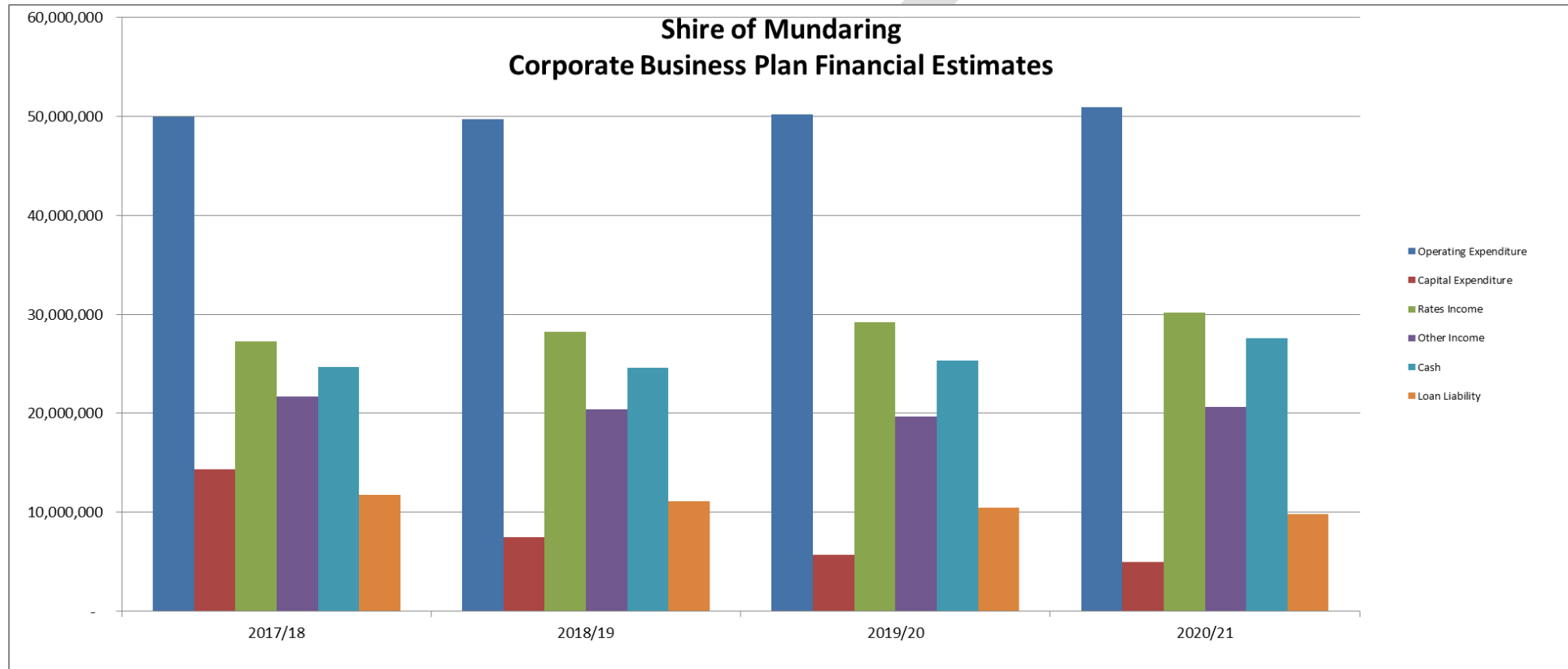
- Ensures that Shire assets are properly maintained and adequate asset replacements are made in terms of the SCP and Asset Management Plans.
- Reviews existing services to ensure they meet community needs.
- Ensures debt service coverage ratio is within or better than the benchmark standard target.
- Addresses the Shire's current situation of a negative operating surplus ratio. This ratio is forecast to improve and become positive in year six (2022/23) of the LTFP.

### Financial Assumptions

Rating base growth	Cash Rate	Inflation	Employee Costs
0.5%	1.50%	2.25% (18/19)	1.6%(17/18)
		2.5% (19/20 and 20/21)	2% (18/19)
			2.25% (19/20)
			2% (20/21)

## Financial Estimates

The chart below shows the forecast income, expenditure, cash balances and loan funding over the four years of the CBP.

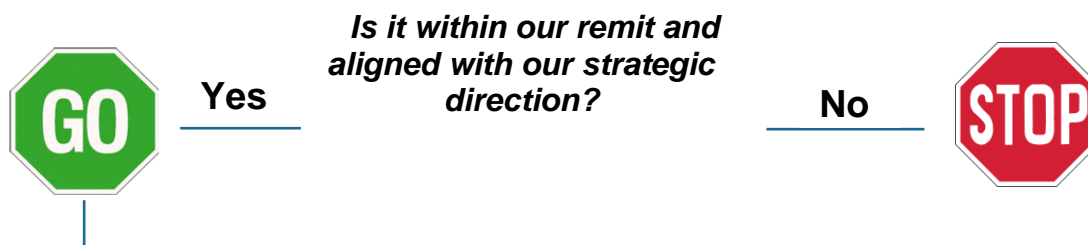


## Rate Setting Statement

	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$
<b>REVENUES</b>				
Rate Levies	27,296,129	28,251,494	29,240,296	30,205,226
Other Revenue	21,698,437	20,429,013	19,657,927	20,665,257
<b>Revenues Sub-total</b>	<b>48,994,566</b>	<b>48,680,507</b>	<b>48,898,223</b>	<b>50,870,483</b>
<b>EXPENSES</b>				
All Operating Expenses	(49,951,519)	(49,689,987)	(50,202,273)	(50,973,774)
<b>Net Operating Profit/(Loss)</b>	<b>(956,953)</b>	<b>(1,009,480)</b>	<b>(1,304,050)</b>	<b>(103,291)</b>
<b>ADJUSTMENT FOR NON CASH ITEMS</b>				
(Profit)/Loss on Asset Disposals	43,700	0	0	0
Depreciation on Assets	8,573,167	8,229,535	7,814,689	7,752,168
<b>Sub-total</b>	<b>8,616,867</b>	<b>8,229,535</b>	<b>7,814,689</b>	<b>7,752,168</b>
<b>INVESTING ACTIVITIES</b>				
Purchase Land and Buildings	(7,491,000)	(180,000)	(300,000)	(330,000)
Infrastructure Assets	(4,713,616)	(4,790,113)	(3,556,433)	(3,686,633)
Purchase Plant and Equipment	(2,106,600)	(2,512,133)	(1,847,884)	(924,666)
Purchase Furniture and Equipment	(24,000)	(17,000)	(22,000)	(17,000)
Proceeds Disposal of Assets	2,709,437	773,369	622,539	199,564
Repayment of Debentures	(577,065)	(605,330)	(635,200)	(666,777)
Proceeds from New Debentures	0	0	0	0
Transfers to Reserves	(6,616,787)	(3,066,250)	(2,964,306)	(3,091,797)
Transfers from Reserves	6,976,732	1,872,213	2,105,946	1,099,501
<b>Net Cash From Investing Activities</b>	<b>(11,842,899)</b>	<b>(8,525,244)</b>	<b>(6,597,338)</b>	<b>(7,417,808)</b>
<b>ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD</b>	<b>6,069,313</b>	<b>1,886,328</b>	<b>581,140</b>	<b>494,441</b>
<b>ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD</b>	<b>1,886,328</b>	<b>581,140</b>	<b>494,441</b>	<b>725,510</b>

## Council Decision-Making Criteria

### Step 1: Getting to maybe



### PROCEED TO STEP 2

### Step 2: Assessment against criterion

Criterion	Considerations
Compliance	Legislative requirements. Consistency with broader legislative and policy framework. Potential impact on Key Performance Indicators in <i>Local Government (Financial Management) Regulations 1996</i>
Capacity	Cost and benefits/ Reallocation of resources/ Non-rates revenue Return on Investment/Implications to LTFFP/ Renewal Life-cycle costs/Capital/Maintenance/ Operations – including workforce implications Other delivery models/Partnerships Ability to attract external funding or increased income
Risks	Compliance/Financial Impact Reputation/Property People (Physical/Psychological) Interruption to service
Community Outcomes	Consistent with vision and priorities expressed in the SCP Community demand, views and feedback Demonstrably supported by the broader community Ability to inform and/or build capacity of community
Fairness	Balancing needs of majority with wants of specific interest groups Balancing current needs with future needs and capacity to pay Balancing across the whole Shire Geographical/demographical/ temporal Addressing disadvantage Intergenerational equity- balancing over time that carries financial burden against who benefits.
Standards	Generally accepted standard Not over-delivering/ above expectations/needs

## Items not funded in current CBP

Through extensive examination of priorities, funding and other relevant factors, the items listed below are not included in this CBP, therefore no funding or resources are allocated.

Strategy	Resource	Description
New drainage	\$300,000 pa	The number of improvements to stormwater systems per year that protect roads from flooding will halve.
New footpaths	\$260,000 pa	The number of new footpaths constructed per year will halve.
Mahogany Creek Hall	\$14,500 pa \$85,000 capital	Close and demolish the hall
Tennis Courts at Mahogany Creek and Chidlow	\$4,000 pa \$238,000 capital	Closure of tennis courts at Mahogany Creek and Chidlow.
Tennis Courts at Wooroloo	\$2000 pa	Cease maintenance contributions to Wooroloo tennis courts owned by Department Education.
Trek the Trail	\$48,548 pa	Cease provision of annual walking/cycling event along Railway Reserves Heritage Trail.
Rebate cat and dog sterilisations	\$8000 pa	Cease providing the rebate

Tourism development	\$45,000 every 5 years	Cease development of Tourism Strategy
Tourism marketing	\$20,000 pa	Cease destination marketing
Services review (including Knowledge Management and Succession Planning)	To be determined	<p>Service review- an in depth analysis of the services provided to the community by the Shire, the cost to deliver those services, the need for the services, identify productivity improvements and financial savings in the delivery of the services and to continue to be financially sustainable. Knowledge Management is a process of capturing, developing and sharing organisational knowledge, ie the knowhow, expertise and market experience. Succession planning is a workforce planning strategy designed to foster and promote the continual development of employees to ensure continuity for leadership and other key positions and to retain technical, organisational and tacit knowledge.</p> <p>A Request for Proposal is to be developed to seek information to scope a future service review, including timelines and estimated costs, to form a business case for the 2018/19 budget deliberations.</p>
Contamination sites	\$15,000	Reduction of site investigations to every second year.
Urban stormwater drainage	\$15,000	Reduction of investigations to every second year.
Economic Development Strategy	\$6000 pa annualised	Cease development of new strategy every five years. Consider development if significant economic (external) changes occur.

## Summary of Critical Uncertainties

These are factors such as funding, new facilities or demand-driven issues that may result in a service level change which is currently unknown. These may also impact on future budget and planning which is not included in this version of the CBP or the budget / Long Term Financial Plan.

Factor	Service Area	Activity	Description	Year	Financial Implications (operating and capital)	Workforce implications
Specific Grants Funding from Federal and State Governments Specific Grants Funding from Federal and State Governments	Parks Reserves, Ovals and Public Open Spaces Parks Reserves, Ovals and Public Open Spaces	Provision of sports oval lighting at Mundaring Oval	The Federal Member for Hasluck has announced a funding commitment for oval lighting at Mundaring Oval of \$130,000. The current preliminary estimate of costs is \$400,000. The project is listed for build in year 2 dependent on CSRRF funding of \$130,000 and a CSRRF application is to be completed for the Mundaring Oval lighting project in Year 1.	Year 1-2	Municipal funds of \$140,000 have been allocated in year two. Higher operating costs for lighting can be expected which will be partially offset in user charges for the lights once installed	Existing Design Services and Operations staff will be used to undertake this project
		Provision of tennis court lighting at Mundaring Tennis Club	The State Government has announced \$150,000 of funding towards tennis court lighting.	Year 2	This project is currently listed for year two.	Nil

Factor	Service Area	Activity	Description	Year	Financial Implications (operating and capital)	Workforce implications
		Provision of sports oval lighting at Chidlow Oval	The Federal Member for Hasluck has announced a funding commitment for oval lighting at Chidlow Oval of \$100,000. The State Government has announced a funding commitment for oval lighting of \$167,000.	Not listed	The capital funding implications on the Shire are unknown. Higher operating costs for lighting can be expected which may be offset in user charges for the lights if installed	Not listed in the current capital programs. Capacity to undertake this work in year one is not possible without deferring other works.
		Darlington Pavilion capital contribution	The State Government has announced \$100,000 of funding towards the Darlington pavilion. This project has commenced and is a Council endorsed project.	Year 1	The building project is community funded with Lotterywest funding assistance. This funding would help offset community contributions.	The project is lead and managed by DaSRA with the Shire having general oversight.
		Upgrade to Darlington Dirt Jumps	The State Government has announced \$25,000 of funding towards the resurfacing of the Darlington dirt jumps	Year 1 or Year 2	Can be added directly to the Shire's operating accounts	Can be supervised by Shire's staff dependent by capacity

Factor	Service Area	Activity	Description	Year	Financial Implications (operating and capital)	Workforce implications
		Upgrade to Elsie Austin Oval Skate Park	The State Government has announced \$100,000 of funding towards the upgrade of the Elsie Austin Oval skate facilities. The funding is granted to the Mt Helena Resident and Ratepayers Association	Not listed	The funds do not require any Shire capital funding at this stage and could be restricted to only grant funding allocated. Higher operating costs for maintenance may occur.	Not listed in the current capital programs. Capacity to undertake this work in Year one is not possible without deferring other works.
		Upgrade to Noblewood Estate play equipment	The State Government has announced \$25,000 of funding towards the upgrade of the play equipment at Noblewood Reserve (Breckler Dve / Leno Crt, Mundaring)	Year 4	The capital budget for year four has proposed funding of \$25,000 and would represent a saving of \$25,000 in year 4.	Currently a budgeted item. If brought forward capacity to project manage would require assessment.
		Upgrade to Parkerville Oval play equipment	The State Government has announced \$25,000 of funding towards the upgrade of play equipment at Parkerville Oval	Year 3	The capital budget for year three has proposed funding of \$36,000. Would represent a saving of \$25,000 in year 3.	Currently a budgeted item. Timing dependent on work capacity

<b>Factor</b>	<b>Service Area</b>	<b>Activity</b>	<b>Description</b>	<b>Year</b>	<b>Financial Implications (operating and capital)</b>	<b>Workforce implications</b>
Specific Grants Funding from Federal and State Governments	Roads, Bridges and Bus Shelters	Installation of two or three bus shelters in Jessica Shaw's electorate	The State Government has announced funding towards the installation of two or three bus shelters in Jessica Shaw's electorate	Year 1	This work would be fully organised and funded by the Department of Transport	The Department of Transport would organise installation
New facilities	Waste Management	Participate in effective regional waste initiatives and landfill operations	The cost to waste service delivery upon implementation of a secondary waste facility and resource recovery park is unknown until further cost analysis is undertaken on final design options.	Year 1-2	The cost of the new facility is currently not finalized and is likely to be a higher cost	Consideration and implementation to be undertaken within existing staffing resources.
Uncertain Demand	Building Services	Process Building Applications	Proposed Stoneville / Parkerville town sites and the urban expansion in Helena Valley	Year 1-4	To be determined	Should the urban expansion continue, and the town sites commence, a decision will need to be made on service delivery times or consideration to increase the number of employees required.

<b>Factor</b>	<b>Service Area</b>	<b>Activity</b>	<b>Description</b>	<b>Year</b>	<b>Financial Implications (operating and capital)</b>	<b>Workforce implications</b>
Uncertain Demand	Statutory Planning	Process Development Applications	Should the proposed Stoneville / Parkerville town sites commence and the urban expansion in Helena Valley continue, a decision will need to be made on service delivery times or consideration to increase the number of employees required.	Year 1-4	To be determined	Should the urban expansion continue, and the town sites commence, a decision will need to be made on service delivery times or consideration to increase the number of employees required.
Pending outcome of outsourcing commercial activities	Recreation and Leisure	Caretaker accommodation at Lake Leschenaultia	Pending outcome of outsourcing the commercial activities at the Lake which will occur in 2017/18, a decision will need to be made whether the Shire provide accommodation for a caretaker. Caretaker required to assist in managing campground and facilities	Year 1-2	Proposed to draw down from Civic Facilities Reserve, rather than municipal funding. This ensures funds only drawn down if the project proceeds	Project management resource would be required.

## Efficiency and Effectiveness

The Shire of Mundaring is constantly looking for ways to improve the efficiency and effectiveness of the services it delivers. A range of measures are in place to measure the effectiveness of delivery against the SCP. These measures are reported to Council and the community on an annual basis.

As part of a commitment to continuous improvement, the Shire has entered into a benchmarking program : “Australasian Local Government Performance Excellence Program ”. Local governments from NSW, SA, QLD and New Zealand participate in the program, including 35 councils from the WA region. The program assists the Shire to compare it’s efficiency with other local governments across a range of service delivery areas and to identify areas the Shire is doing well in, as well as areas for improvement.

The CEO and Executive continue to identify efficiencies and savings which can be implemented without adversely affecting service delivery. This exercise has identified a further \$440,000 (on average per annum) in efficiencies and savings to be implemented from 2017/18 onwards.

## Measures

### How will we know if we are succeeding?

The Shire is committed to monitoring progress towards achieving the community’s vision, “a sense of space, a sense of place”. As part of each two year review process of the SCP, the Shire will report to the community, providing an update on its progress in achieving the objectives articulated in *Mundaring 2026*.

A biennial community survey will be a key input to this report. The Shire is also committed to measuring the quality of its performance in the areas of financial and asset management and will report against legislated measures and the following key measures on an annual basis via the Annual Report.

This section outlines Shire of Mundaring’s approach to measurement of progress and details the key indicators that Council will track. The indicators below have been selected to align with the four priority areas and goals as articulated in the SCP to reflect our progress as a community in achieving the community’s vision.

Many of the outcomes of the SCP can be achieved through co-operative action by a range of stakeholders. As such, some indicators cover areas over which the Council may have little control or influence, but remain appropriate measures of progress towards the community’s vision. The level of Council influence is reflected alongside the indicators and is colour coded as per the table below.

Key: Local Government level of control/ influence:

High	Policy areas that are in direct control of local government
Medium	Issues that local government does not control but can influence
Low	Areas that local government neither controls nor is likely to influence, but are of concern to the community and impact on community well-being

## Key Indicators

Priority Area: 1 Governance		Level of Control
Goals	1.1 A fiscally responsible Shire that prioritises spending appropriately. 1.2 Transparent, responsive and engaged processes for Shire decision making.	
Performance Measure(s)	Asset consumption ratio (%)	H
	Asset sustainability ratio (%)	H
	Asset renewal funding ratio (%)	H
	Operating surplus ratio (%)	H
	Debt service cover ratio (%)	H
	Own source revenue coverage ratio (%)	H
	Current ratio (%)	H
	Operational savings identified/approved to increase organisational efficiency (\$)	H
	Community satisfaction with the leadership of the community (%)	M
	IPRF standard achieved (#)	H

Priority Area: 2 Community		Level of Control
Goals	2.1 A community that is prepared for bush fire and other natural disasters. 2.2 Residents of all ages, needs and backgrounds are engaged and supported by their community. 2.3 A strong and localised community spirit. 2.4 A place of vibrant culture and arts. 2.5 Flourishing local business.	
Performance Measure(s)	Property (fuel load) management plans (%, #)	L
	Hazard reduction burns (#)	H
	Residents with emergency plans (%)	L
	Usage of community venues and facilities (libraries/halls/parks/memorials)	M
	Community satisfaction with services & facilities (%),	M
	Resident satisfaction with SoM as a place to live (%)	M

	Participation in community events, cultural activities, intergenerational activities (#)	M
	Funding provided to community groups (\$, %)	H
	Public art – investment/maintenance/insurance (\$)	H
	Art/workshops/culture exhibitions (#, \$)	M
	Business occupancy rates (town/village centres and commercial properties) (#)	L

Priority Area: 3 Natural Environment		Level of Control
Goals	3.1 A community that manages water sustainably. 3.2 A place where the environment is well managed. 3.3 A great place to immerse yourself in nature.	
Performance Measure(s)	Water consumption (%)	L
	Water saving devices in SoM facilities (#)	H
	Waste diverted to landfill (#, %)	M
	Reserve inspections (#) Natural reserves, Road reserves, parks and ovals	H
	Weeds management (#, \$, %)	H
	Shire and friends groups management and conservation of bush reserves and verges (#)	M
	Energy consumption (%)	L
	Nature based tourism activities (#)	L

Priority Area: 4 Built Environment		Level of Control
Goals	4.1 A place that is connected, safe and easy to move around. 4.2 Community needs are considered in planning for the future. 4.3 Reliable digital services and power supply.	
Performance Measure(s)	Maintenance of roads (#, \$)	H
	Maintenance of footpaths (#, \$)	H
	Recorded traffic crashes in district (#)	L
Performance Measure(s)	Building applications, occupancy permits, development applications and sub-division referrals processed and determined within the certified timeframes (#, %)	M
	Lobbying and advocating for reliable digital services and power supply (#)	L

## **Summary of our Workforce Plan**

The Workforce Plan addresses the human resourcing requirements necessary to deliver services to the community in accordance with the Strategic Community Plan with immediate focus on the priorities identified for the period 2017/18 – 2020/21. It takes account of the internal and external factors impacting the workforce as well as the workforce implications of the strategic priorities identified by Council.

This includes having in place a fit for purpose structure and effective business processes; as well as ensuring we have a flexible, proficient and adaptable workforce focussing on providing value for money services that meet the needs and aspirations of the community.

### **Key Workforce Trends**

- We have an ageing workforce.
- Competition in the labour market is continuing.
- There are specific pressures in some skill areas.
- We are facing new legislative requirements with workforce implications.
- There is continuing focus on sustainability, efficiency and effectiveness in local government driving the need for a flexible, skilled and committed workforce.
- Technology is changing the world of work.
- There is continuing attention on workplace programs to promote healthier lifestyles, mental health and wellbeing.

### **Workforce gaps, issues and risks**

- Changes in the workforce will be required to deliver Council priorities while maintaining existing services.
- Workforce implications of service changes that require reduction in FTE will also need to be considered and planned for.
- Strategies will be required to ensure continued workforce supply for identified critical positions or key groups and to ensure continued supply of critical skills and capabilities.
- Workforce diversity gaps and challenges will need to be addressed.

### **Workforce Changes**

The approved number of permanent Full Time Equivalent Employees (FTEs) for 2016/17 was 210.18 (as per the CBP 2016/17), including 1.2 FTE contracted positions. This figure includes 37.2 FTEs delivering community services that are funded through grants and service fees.

Council resolved (C12.01.17) to accept a grant of \$456,000 per annum over the period 1 April 2017 to 30 June 2022 from Department of Local Government and Communities for the provision of Parenting Services – Perth North East. As part of the funding an additional 3.6 Full Time Equivalent staff have been engaged. This brings the approved permanent FTE for 2016/17 to 212.58, with 40.8 FTEs funded through grants and service fees.

To deliver services and priorities listed in the CBP, the following workforce changes will occur. This will result in a net decrease of 1.64 permanent FTE staff in 2017/18. This results in an organisational structure of 210.94 permanent FTEs, which includes 40 grant and fee funded FTE positions.

## Summary of Workforce Changes 2017/18-2020/21

### Year 1 - 2017/18

<b>Permanent FTE change</b>	<b>FTE #</b>	<b>Comments</b>
Decrease	1	Governance Assistant
Decrease	1	Bush Care Coordinator
Decrease	0.8	Parent Adolescent Counsellor- grant funded
Decrease	0.84	Library Shelves and cleaner
Increase	1	Planning Compliance Officer
Increase	1	Mundaring Arena (new service) 1 FTE [plus casuals]
<b>Net change for Yr. 1</b>	<b>1.64 FTE decrease</b>	

<b>FTE change</b>	<b>FTE #</b>	<b>Comments</b>
<b>Year 2 - 2018/19</b>	<b>NIL</b>	
<b>Year 3 - 2019/20</b>	<b>NIL</b>	
<b>Year 4 - 2020/21</b>	<b>NIL</b>	

## **Future consideration**

The following have been identified as areas that may require development of business case for further consideration in the period from 2021/22 onwards (ie outside of the 4 years of this CBP).

### Vegetation and Weed Control Crew

The Shire has responsibility for managing a range of vegetated areas in parks, reserves and verges. While parks, ovals and bushland areas have some staff and resources dedicated to their care there has been limited capacity to manage weeds and vegetation on verges. Both the conservation value of roadside vegetation, and the need for additional resources for weed management, have been recognised in the Shire's Roadside Conservation Strategy. In addition, residents are increasingly expressing concern about the appearance and potential bushfire risk from weeds within road reserves. To manage the demands of these operations efficiently, consideration for a new Vegetation and Weed Control Crew of two employees will be considered in future years.

### Property Officer

As was previously identified (2015/16), work associated with managing the Shire's property portfolio is substantial. It is proposed that further consideration be given to recruiting a Property Officer in future years to provide day to day support and management of the investment and property portfolio, conveyancing and Shire lease arrangements. This would reduce demands on the Strategic and Community Service, Statutory Services and Governance Services.

### Emergency Preparedness Officer

Following recommendations from the 2014 Parkerville, Stoneville and Mt Helena Bushfire Recovery project, the Shire successfully applied funding for an Emergency Preparedness Officer Pilot Project in 2016/17. The pilot project recommended that longer term consideration be given to having an Emergency Preparedness Officer position in place in order : to target communities within the Shire to have a greater awareness of risk and to be enabled to prepare for and to have increased resilience to cope with the impacts of emergencies; for sustainable volunteer and community networks to be developed and enhanced to meet the specific preparedness needs of target communities and to support ongoing preparedness activities in those communities; and for strong partnerships to be established between local and state government, non-government and community to share responsibility in building community resilience.

## Strategic areas of focus for the Workforce Plan

The Strategic Community Plan sets out the community's vision and Council's priorities. The Workforce Plan aims to enhance the Shire's capacity to achieve the outcomes of the SCP through effective utilisation of its employees. To achieve this, five key areas of focus have been identified as follows:



## **Organisational resilience and sustainability**

### **Outcomes**

- Our organisational structure is “fit for purpose”.
- Our workforce is flexibly deployed to meet priority service demands.
- “Just right” service levels are delivered.
- Our workforce is resilient and embraces change.

## **Engagement, development and collaboration**

### **Outcomes**

- Enhanced community engagement is delivered.
- We have a skilled, engaged workforce.
- We work as one team across the organisation.
- Shire of Mundaring is recognised as a “Learning Organisation”.
- Corporate knowledge is captured and shared.

## **Enhancing and strengthening our culture**

### **Outcomes**

- Visionary, values-based leadership is demonstrated at all levels.

## **Improving accountability and performance outcomes**

### **Outcomes**

- Evidence based practice informs decision-making.
- Effective workforce planning is integrated into business processes.
- Organisational and individual performance meets required standards.

## **Customer Service**

### **Outcomes**

- We deliver high quality, customer-focussed services.

## **Strategies**

New strategies include:

- review and update workforce performance metrics
- implement the mental health and wellbeing action plan
- finalise and implement the Leadership Framework
- roll out the Capability Framework to tier 4 leaders
- participate in the Australasian Local Government Performance Excellence Program (Benchmarking)

## **Monitoring**

Workforce planning is a dynamic process and, as an integral component of the CBP, we will monitor and regularly evaluate our Workforce Plan strategies and activities. To support this, Workforce Performance Indicators have been identified and will be further developed during the course of the CBP.

## Summary of Asset Management Plans

The Asset Management Plans define current levels of service and the processes used to manage each major asset class, being Transport (roads, bridges, carparks and bus shelters), Drainage, Footpaths, Buildings, Reserves (parks, ovals, aquatic, waste, cemeteries).

Asset Management Plans include:

- defined levels of service for each asset category or particular actions required to provide defined level of service in the most cost-effective manner
- demand forecasting
- risk management strategies
- capital expenditure projections for assets as a result of growth, renewal, upgrade and disposal of assets
- an asset management improvement program.

The Asset Management Plans are developed to meet the requirements of the Integrated Planning and Reporting Framework requirements and to align the infrastructure required so that services needed by the community are provided in a financially sustainable manner, with funds included in the LTFP.

The key asset management strategies in the table below assist in addressing these requirements.

The Asset Management Plans address service delivery requirements, financial sustainability indicators and the community's vision for the future as outlined in the Strategic Community Plan 2016 -26.

While always looking to “do better with less” in an environment of reducing grant funding and increasing community demands, the Shire has planned to maintain current levels of service for the next 10 years based on the community's desire to maintain current services, except where identified in the Asset Management Plans high level summaries table.

## Key Asset Management Strategies

No	Strategy	Desired Outcome	Status
1	Move from annual budgeting to long term financial planning	The long term implications of Council services are considered in annual budget deliberations.	Completed
2	Develop and annually review Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.	Completed (and ongoing)
3	Develop LTFP covering 10 years incorporating Asset Management Plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.	Completed
4	Incorporate year one of LTFP revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.	Completed
5	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.	Completed (and ongoing)
6	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.	Completed (and ongoing)

No	Strategy	Desired Outcome	Status
7	Ensure accurate and current information in asset registers and 'whole of life' costs are determined.	Improved decision making and greater value for money.	Asset inventories being incorporated into a new Corporate AMS program with asset data validation ongoing
8	Report in the Annual Financial Statements, asset management ratios to deliver the services needed by the community and matching at least basic IPRF standards	Services delivery is matched to sustainable levels of resource and operational capabilities.	Completed (and ongoing)
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.	Completed
10	Establish current and desired community service level performance levels.	Provide services to levels the community are generally wanting and accepting to pay.	Current levels completed

## High-level Summary Asset Management Plans -major asset class

<b>Buildings</b>	<b>Current</b>	<b>Future (10 Years)</b>
Halls and Civic Area	17	16
Recreation and Culture	41	43
Education, Welfare and Health	17	17
Public Toilets	13	14
Volunteer Fire Brigades	8	8
All Other Buildings	29	29
<p><u>2017/18</u></p> <p>A new Mundaring Arena will be completed to house a four-court indoor stadium.</p> <p>The toilet blocks at Glen Forrest and Sawyers Valley ovals are planned for upgrades</p> <p>A community-build pavilion at Darlington Oval will be completed.</p> <p>The Darlington hall will have accessibility upgrades</p> <p>The Mahogany Creek Hall and toilet block will be demolished in 2017/18.</p> <p><u>2018/19</u></p> <p>Nil</p> <p><u>2019/20</u></p> <p>A new toilet block is proposed for Broz Park, Helena Valley.</p> <p><u>2020/21</u></p> <p>Nil</p> <p><u>Issues to resolve</u></p> <p>Camp ground caretaker facilities at Lake Leschenaultia</p> <p>Glen Forrest Stationmaster house is vacant as significant funds required to bring it up to a usable standard for community use or leasing.</p>		

<b>Transport (Roads, Bridges, Bus Shelters)</b>	<b>Current</b>	<b>Future (10 years)</b>
Sealed Roads	617km	As per subdivisional growth in Shire
Unsealed Roads	83km	
Kerbs	434km	As per growth in Shire
Bridges	18	18
Bus Shelters	80	91
Following a road conditions survey in 2013 of the Shire's 982 roads, a re-		

assessment of road funding maintenance levels were undertaken, which shows appropriate levels of road funding is being provided, however is dependent on ongoing State and Federal Government support for road funding levels being maintained. A new road condition and footpath condition assessment is planned for 2017/18.

Gradual removal of old metal bus shelters will occur and new shelters to accessible standards will be installed as part of the Street Furniture Capital Program. The State Government has committed to supply 3 to 4 new shelters in the eastern portion of the Shire.

Blackspot funding has been achieved for roundabout at the Marnie Road and Bilgoman Road intersection.

Footpaths	Current	Future (10 years)
Total length of footpaths	97km	Growth of around 1.2km per annum based on new path figures.
Concrete footpaths	67km	
Asphalt footpaths	16km	
Brick paving footpaths	3km	
Gravel footpaths	11km	
The annual footpath program fund allocation has been reduced by half for the next ten years to \$260,000 pa from the amount allocated in 2016/17.		

Plant and Fleet	Current	Future (10 years)
Plant	58	58
Passenger fleet	53	54
Volunteer Fire Brigade fleet	25	25
SES fleet	5	5
Trailers	15	15
<u>2017/18</u> A new passenger vehicle is required for Children Services which will be funded from the Children Services Reserve An external audit of passenger fleet utilisation will be undertaken to assess efficiencies and effectiveness.		

Drainage	Current	Future (10 years)
Pits	5,258	Growth in storm water infrastructure will occur with subdivisional work and upgrades to stormwater systems as part of drainage capital improvement works.
Basins	20	
Culverts (Major)	30	
Culverts (Minor)	74	
Headwalls	1,976	
Pipes	203.6km	
Open Drains	36.3km	
A review of a drainage catchment area is to be undertaken every second year to assess performance and upgrade requirements given increasing levels of storm damage from intense storm events of recent years/climate change effects.		
The annual drainage program fund allocation has been reduced by half for the next ten years to \$260,000 pa from the amount allocated in 2016/17.		

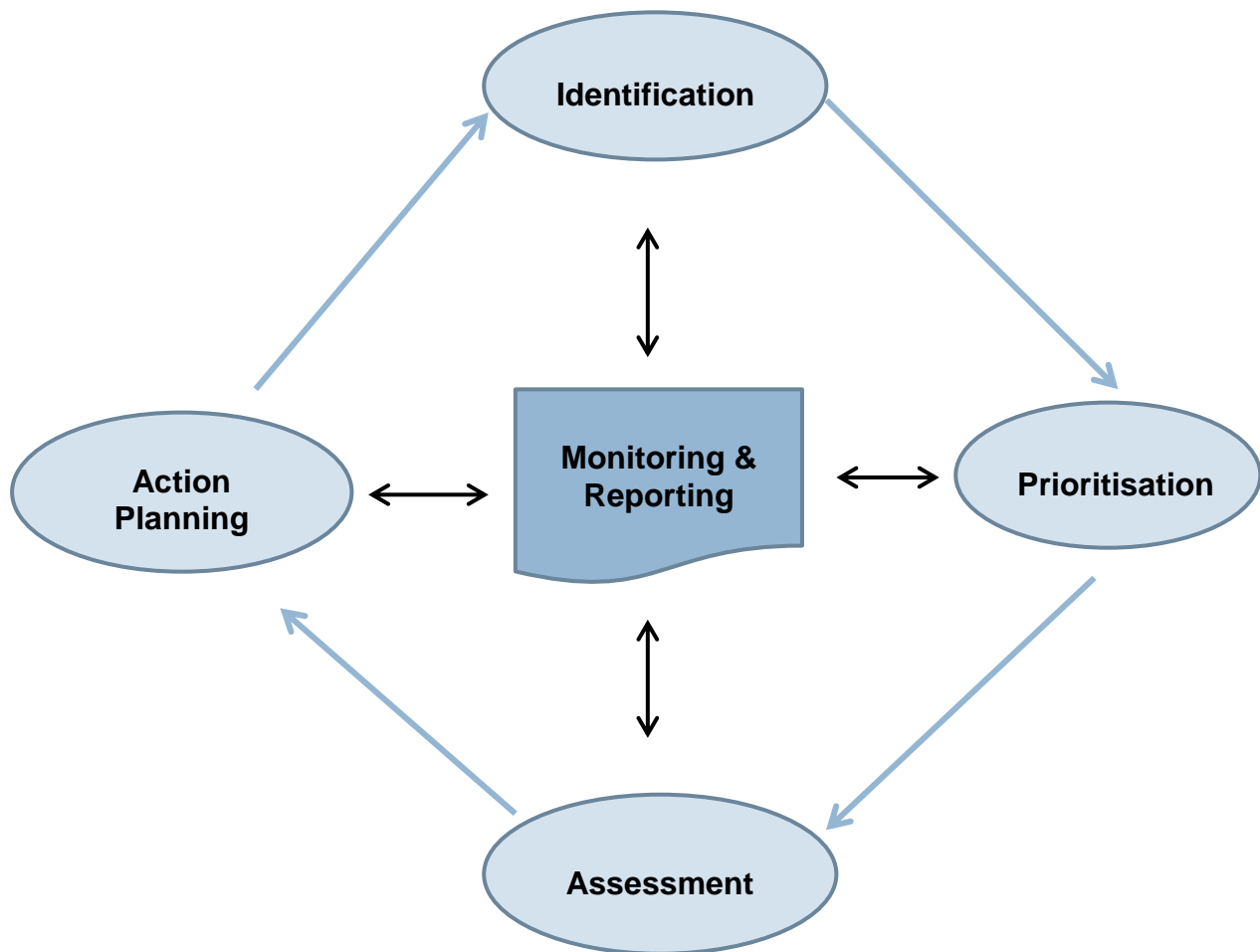
Reserves (Ovals, Parks, Aquatic, Waste and Cemetery)	Current	Future (10 years)
Parks	413ha	Additional park areas to maintain in Helena Valley are to be handed over from developers in the four year period.
Playgrounds	38	
Aquatic Centres	2	
Ovals	11	
Lawn Bowl Greens	4	Tennis courts at Mahogany Creek and Chidlow are to be decommissioned in 2017/18 and removed in Years 3 and 4.
Camp Sites	23	
Junior Motocross	1	
Golf Course	1	
Equestrian Centres	2	
Cemeteries	2	All other reserves (including ovals, parks, aquatic, waste and cemetery) as listed under 'current state' to continue.
Waste Station Transfers	2	
Plexi-pave hardcourts	34	
BMX/dirt jumps/skate parks	8	
Railway Reserves Heritage Trail	70km	
A number of reserves are proposed to have enhanced or expanded facilities as identified in the four year Capital Reserves Program.		
<u>Issues to resolve – Projects to determine if to be undertaken</u>		
Chidlow oval floodlighting as a result of proposed grant funding		
Elsie Austin skate park upgrade as a result of proposed grant funding		

## Risk Management

Shire of Mundaring is committed to managing risk by logically and systematically identifying, analysing, evaluating, treating, monitoring and communicating risks that directly or indirectly impact on Shire's ability to achieve the vision and strategic objectives outlined in the Shire's Strategic Community Plan.

The Risk Management Framework demonstrates the Shire's commitment, by detailing the Risk Management to be employed by all employees, contractors and volunteers employed on Shire business. It requires all employees, contractors, and volunteers at all levels to apply consistent, practices in the employment of Council resources and the delivery of Shire services. To manage risks in accordance with best practice, the Shire will comply with the requirements of Australian Standard *AS/NZS ISO/IEC 3100:2009 Risk Management Principles and Guidelines*

### Risk Management Process



Risk Category	Risk Description	Key Risk Consequences	Risk Level	Risk Tolerance	Management (* action required)
<b>People</b>	Structure not aligned to SCP Inefficiencies/Over delivery	People Financial Loss of service	High	Attention Required	Workforce Planning
<b>Political</b>	Core changes to Local Government – eg rating powers	Financial Impact - revenue	High	Attention Required	LTFP Lobbying and Advocacy Strategy
<b>Financial</b>	State government changes to fees, rebates and service requirements	Financial Impact – revenue/ expenditure	High	Attention Required	LTFP Lobbying and Advocacy Strategy
<b>Financial</b>	Reduced capital program linked to increased costs, borrowing capacity and potential additional projects	Financial	Medium	Monitor	LTFP Integrated planning process Rigour of Council prioritisation Rigour of project management Asset Management Plans
<b>Financial</b>	Increased waste management costs due to non-implementation of regional secondary waste facility	Financial impact Environmental impact	Medium	Monitor	LTFP Negotiating with EMRC
<b>Financial</b>	Employee cost rises above assumption	Financial impact	Medium	Monitor	LTFP Workforce Plan (WFP) EBA
<b>Financial</b>	Reduced external grants Roads to Recovery	Financial impact	Medium	Monitor	LTFP/ Integrated planning process Lobbying and Advocacy Strategy Evaluation / accreditation
<b>Economic</b>	Major economic shifts	Financial impact (positive and negative) Impact on community Loss of service	High	Attention Required	LTFP Integrated planning process

Risk Category	Risk Description	Key Risk Consequences	Risk Level	Risk Tolerance	Management (* action required)
<b>Environmental</b>	Major Natural Disasters ie bushfire / flooding	Financial People Natural Environment Interruption to service Property Reputation	High	Attention Required	Local Emergency Management Arrangements Business Continuity Plan LPS4 and relevant policies Bushfire mitigation service Volunteer bushfire brigades Memorandum of Understanding with DFES
<b>Environmental</b>	Impact of Climate Change	Environment People	Medium	Monitor	Local Climate Change Adaptation Action Plan Regional Climate Change Adaptation Action Plan LPS4 Drainage capacity program
<b>Interruption to Services</b>	Business interruption (systems/people/facilities)	People Interruption to service	Low	Acceptable	Business Continuity Plan Insurance CBP Asset Management Plan Local Emergency Management resources
<b>People</b>	Lack of available skilled staff/contractors/volunteers	Interruption to service	Medium	Monitor	Workforce Plan

## Appendix A– Four year Corporate Business Plan priorities

Strategy	Resource	Description
<b>Governance</b>		
Public Health Plan (Year 3/4)	\$30,000 (yr 3)	Creation of the inaugural Local Public Health Plan (PHP) as required by the <i>Public Health Act 2016</i> . The timing of the formulation of the PHP is being determined by the next public consultation phase of the Strategic Community Plan in order to maximise efficiency. A PHP examines the local statistics of determinants of health and outlines what the local government will do to improve the health and wellbeing of its community. This is broad spectrum and represents a major new role for the Shire in the field of disease prevention. Multiple service areas will be affected by the requirements of the PHP and will have a role to play.
<b>Community</b>		
Review Mt Helena Aquatic and Recreation Centre operations	\$0	As per Council direction during the 2017/18 IPRF workshops, further work will be done to ascertain options, costs, requirements and impacts to cease the licence agreements with the Department of Education.
Outsource commercial operations Lake Leschenaultia	\$5,000	As per Council direction during the 2017/18 IPRF workshops, further work will be done to seek external providers for the commercial operations at the Lake, including camping, cafe and kiosk and canoe hire.
Recreation Plan (including skate park and active oval lighting strategies) (Year 2)	\$45,000	Capture the sporting, recreation and leisure needs of the community incorporating strategies to accommodate these needs within the existing and future resources of Shire of Mundaring.

Strategy	Resource	Description
<b>Natural Environment</b>		
Reserves Assessment Strategy (Year 1 – Finalised)	\$15,000	Re-assessment and ranking of the Shire's priority Reserves for weed infestation and environmental significance. Previously conducted in 1996 and 2007. To ensure the highest biodiversity reserves are protected in order of importance. Prioritised by Environmental Advisory Committee as number one priority
Weed Strategy review (Year 2 & 3)	\$30,000	Revision and updating of the Shire's Weed Control Strategy initially completed in 2001, outlining the Shire's priority weeds of significance and strategic eradication plans. Prioritised by EAC as number three priority.
Wildlife Corridor Strategy review (Year 4)	\$25,000	Updating of the Shire's 2000 Wildlife Corridor Strategy, this seeks to establish a network or corridors to assist in the conservation of native flora and fauna, in addition to creating and maintaining wildlife habitat zones. Prioritised by EAC as number five priority.

Strategy	Resource	Description
<b>Built Environment</b>		
Light Industry Investigation – Sawyers Valley (Year 2)	\$30,000	Due to shortage in light Industrial lots within the Hills (Stone House service station and surrounds), initial investigation to the suitability of this site for rezoning.
Limited Rural Strategy for Bailup and Wooroloo (Year 4)	\$30,000	Required strategy under LPS4 to carry out a study of the use of the rural land holdings and the protection of high quality agriculture land.
Watercourse Hierarchy Strategy (Year 3 & 4)	\$100,000	A Watercourse Hierarchy Strategy is required to accurately delineate watercourses throughout the Shire as far as possible, assign each watercourse a particular level in a hierarchy, and identify required setbacks to watercourses in each level of the hierarchy.
Review LPS4 (Year 3 & 4)	\$40,000	Legislative requirement under <i>Planning and Development Act 2005</i> to undertake minor review after five years of operation.
Demolition of Mahogany Creek Hall (Year 1)	\$30,000	As per Council direction during the 2017/18 IPRF workshops.
Cessation of maintenance to Chidlow and Mahogany Creek Tennis courts (Year 1) (Shire) and cessation of assistance with maintenance to Wooroloo Tennis Courts- (Department of Education) (Year 1). Remove courts and replace with grass (Mahogany Creek Year 3, Chidlow Yr 4)	\$50,000	As per Council direction during the 2017/18 IPRF workshops. Remove courts and replace with grass.

## Appendix B Summary of Capital Projects

Item	Yr 1 17/18	Yr 2 18/19	Yr 3 19/20	Yr 4 20/21	Yr 5 21/22	Yr 6 22/23	Yr 7 23/24	Yr 8 24/25	Yr 9 25/26	Yr 10 26/27
Mundaring Arena										
Disability Access upgrades Darlington Hall										
Glen Forrest Oval - replace toilet block										
Sawyers Valley Oval - replace toilet block										
Midvale Hub upgrade (fully funded reserves and grants)										
Mundaring Tennis Club improved lighting										
Mundaring Oval upgraded oval lighting										
Broz Park – New toilet block										
Replace Bilgoman Aquatic Centre grandstand										
Bilgoman Aquatic Centre - new water play area (seek grant)										
Develop Mundaring Civic Centre including replacement library										

## Appendix C– Four Year Capital Works Program

Bridges		17/18	18/19	19/20	20/21
LAKE LESCHENAULTIA	Replace three internal trafficable timber culverts	60,000	0	0	0
RAHNIE ROAD	Guardrails to protect two culverts (staged)	0	0	52,000	53,000
SCOTT ST BRIDGE	Timber Bridge upgrade - bridge #4512	0	52,000	0	0
Total		60,000	52,000	52,000	53,000

Road Rehabilitation		17/18	18/19	19/20	20/21
CRACK SEALING AND ROAD REPAIRS	Preventative Maintenance	58,000	60,282	62,090	63,953
KATHERINE STREET (17/18 MRRG)	Noel St to Samson St (Grant of \$75,933)	113,900	0	0	0
ROAD RESURFACING AND PREPARATION	Road renewal including preparation works	952,033	1,175,302	1,179,819	1,203,222
SHOULDER IMPROVEMENTS	Preventative Maintenance	58,000	60,516	81,091	83,525
Total		1,181,933	1,296,100	1,323,000	1,350,700

Street Furniture		17/18	18/19	19/20	20/21
BUS SEAT	Install on Highway near Daleview Close and link path	0	10,000	0	0
BUS SHELTERS	Install new bus shelters	35,000	25,000	35,000	35,000
Total		35,000	35,000	35,000	35,000

Drainage		17/18	18/19	19/20	20/21
CHRISTMAS TREE CREEK CATCHMENT	Drainage upgrades	0	0	0	50,000
CONRADI PLACE	Improve drainage	30,000	0	0	0
GOODCHILD PLACE PAW	Replace collapsed asbestos fibre pipe through to Katharine St	150,000	0	0	0
HELENA VALLEY ROAD	Install 72m 300mm piped system north side from Hse 3595 to 3645 opp. school	60,000	0	0	0
KATHARINE STREET	Replace rusted steel spiral pipe near Elder Way	0	200,000	0	0
LAKE VIEW ROAD CHIDLOW	Kerb west side and pipe east side between Bramwell Loop	35,000	0	0	0
OLD YORK RD / WARD AVE	Improve drainage	0	0	0	250,000
ROSEDALE ROAD	Improve drainage in front of shops near Northcote St	25,000	0	0	0
SAW DRIVE	Improve drainage	0	65,000	0	0
WALKER STREET	Improve drainage	0	0	300,000	0
WOOLOOMOOLOO ROAD, GREENMOUNT	Strip widen and kerb both sides to 5m from Woodbridge to End (total 315m)	0	35,000	0	0
Total		300,000	300,000	300,000	300,000

Furniture and Computers		17/18	18/19	19/20	20/21
ART ACQUISITIONS	new art	12,000	12,000	12,000	12,000
BILGOMAN POOL	Replace first aid equipment	0	0	20,000	0
BILGOMAN POOL	Replace pool cleaner	0	15,000	0	0
BILGOMAN POOL	Replace real mower	0	10,000	0	0
BILGOMAN POOL	Replace water quality photometer	0	0	10,000	0
BROWN PARK CCTV	Grant funded	17,000	0	0	0
MIDVALE EARLY CHILDHOOD	Furniture funded via Children Services Reserve	30,000	5,000	10,000	5,000
Total		59,000	42,000	52,000	17,000

Traffic Management		17/18	18/19	19/20	20/21
BILGOMAN ROAD	Roundabout at intersection of Marnie Road (Blackspot funding)	390,000	0	0	0
ENTRY STATEMENTS	Upgrade entry statements in Shire	0	45,000	0	0
FIRE ACCESS WORKS	Improve fire access routes	220,000	100,000	100,000	100,000
HERITAGE TRAIL CARPARKS SWANVIEW	Construct and seal Trail Head Carparks in Swan View	0	0	0	100,000
HILLTOP ROAD, MAHOGANY CREEK	Construct turnaround facility	0	30,000	0	0
MARNIE ROAD	Rationalise and improve car parking adjacent Glen Forrest oval	0	0	100,000	0
SNOWDEN RD	Construct asphalt cul-de-sac	0	25,000	0	0
<b>Total</b>		<b>610,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

Seal Gravel Road		17/18	18/19	19/20	20/21
BALLOT ROAD	Seal gravel road	0	110,000	0	0
CLEAVER STREET	Seal gravel road	232,000	0	0	0
JASON STREET	Seal gravel road	0	0	248,000	0
THOMAS ROAD	Seal gravel road	0	0	0	256,000
TOMLINSON ROAD	Seal gravel road	0	130,000	0	0
<b>Total</b>		<b>232,000</b>	<b>240,000</b>	<b>248,000</b>	<b>256,000</b>

Horticultural Works		17/18	18/19	19/20	20/21
BLACKBOY HILL	paving/rock work/stones/trees	25,000	0	0	0
ELSIE AUSTIN OVAL SURROUNDS	Upgrade	0	0	0	19,000
GLEN FORREST HALL	Install landscaping	0	20,000	0	0
HERITAGE TRAIL	Weed control between Balfour Rd & SV Station	10,000	0	10,000	0
MAHOGANY CREEK HALL	Upgrade gardens around hall	0	0	5,000	0
MORRISON ROAD	Upgrade gardens areas	0	27,000	0	0
MUNDARING CEMETERY	Garden upgrades	10,000	0	0	0
MUNDARING TOWN CENTRE	Install trees on Great Eastern Hwy verges, Mundaring Weir Road and Craig Street	0	0	35,000	0
ROUNDAABOUTS	Upgrade garden areas	0	3,000	0	3,000
SAWYERS VALLEY TOWNSITE	Upgrade gardens and trees	0	0	0	28,000
STONEVILLE COMMUNITY CENTRE	Upgrade gardens	5,000	0	0	0
Total		50,000	50,000	50,000	50,000

Road Reconstruction		17/18	18/19	19/20	20/21
BENTLEY PLACE	Reconstruct and widen road	300,000	0	0	0
BOYA OVAL CARPARK	Seal gravel carpark off Scott Street	100,000	0	0	0
BROOKING RD	New road Owen Rd to Richardson Rd (seeking MRRG funds)	0	1,315,000	0	0
ELLIOTT RD	Reconstruct drain, prime and asphalt selected sections.	0	685,858	730,858	0
GLEN ROAD	Reconstruct Darlington Rd to Leithdale Road - 330 metres	0	0	0	750,858
IRON ROAD	Construct turnaround (Trust funds)	9,750	0	0	0
MORGAN JOHN MORGAN RESERVE	Seal gravel car park	130,000	0	0	0
RAILWAY PARADE	Rekerb, drainage and resurface 250 metres from Hardy Rd	150,858	0	0	0
Total		690,608	2,000,858	730,858	750,858

Footpaths		17/18	18/19	19/20	20/21
ARUNDLE AVE	Concrete shared path in PAW from Arundle Ave to Highway	22,000	0	0	0
ARUNDLE AVE	Concrete shared path Woolowra Rd to PAW (east) 270m*2.0m	45,000	0	0	0
CARA RD	Concrete shared path Bullarra Rd to Woolowra Rd 430m*2.0m	0	0	118,000	0
GLEN RD	Replace bitumen path with brown concrete 250m*2.0m Brook Rd to Amherst Ave	0	0	0	40,000
JACOBY STREET	Construction compacted gravel path (150 metres) and sealed aprons	8,000	0	0	0
KILBURN ROAD	Concrete shared path Roland Rd to Granite Rd 1020m*2.2m south side (staged)	0	0	0	180,000
KINGSWOOD ST	Concrete shared path Packer St to existing before Chidlow St 220m*2.0m	0	44,000	0	0
MOIR PLACE PAW	Install 80m * 2.0m concrete footpath between Moir Pl and Salisbury Rd West	0	0	0	16,000
SALISBURY ROAD WEST	Install 130m * 1.5m concrete footpath North side - Beaconsfield Ave to Roe Hwy PSP	0	0	0	24,000
SEALY RD	Concrete path Tillbrook St to Smith St 200m*2.0m	0	0	45,000	0
SMITH ST	Concrete path Sealy Rd to Primary School 420m*2.0m	0	0	97,000	0
THOMAS RD	Concrete shared path Hardey Rd to Bailey Rd 1200m*2.0m (staged)	151,000	0	0	0
VISTA PDE	Concrete Path Kilburn Rd to Dodington Pl 600m*2.1m	0	102,000	0	0
WANDU RD	Concrete shared path Swan View Rd to Sunset Hill Rd 560m*2.0m	0	114,000	0	0
WILLCOX ST	Gravel coloured concrete path Old Northam Rd to Hensman Rd (unmade) 200m*2.0m	34,000	0	0	0
Total		260,000	260,000	260,000	260,000

Minor Building		17/18	18/19	19/20	20/21
BILGOMAN POOL	Modernise and refit changerooms	0	50,000	0	0
BROWN PARK COMMUNITY CENTRE	Refurbish office area	15,000	0	0	0
BROWN PARK COMMUNITY CENTRE	Upgrade changerooms	20,000	0	0	0
BRUCE DOUGLAS PAVILION	Extension to verandah (seek funds from CSRRF)	0	0	0	90,000
BUILDING SWIPE CARDS	Improve security and access to hired facilities	0	40,000	0	40,000
DARLINGTON HALL ACCESSIBILITY	Additional funds to enable works to be tendered	150,000	0	0	0
DISABILITY ACCESS WORKS	Works to achieve the Disability Access Program	0	50,000	300,000	50,000
FUTURE WORKS	To be determined	0	0	0	60,000
GLEN FORREST HALL	Upgrade drainage surrounding building	21,000	0	0	0
MUNDARING HALL	Install air conditioning	36,000	0	0	0
MUNDARING REC GROUND	Extend pergola shelter over seating of pavilion	0	0	0	90,000
OPERATIONS CENTRE	Construct a truck bay shelter	0	70,000	0	0
OPERATIONS CENTRE	Construct cricket net racking	15,000	0	0	0
PARKERVILLE HALL	Refurbish kitchen	0	20,000	0	0
<b>Total</b>		<b>257,000</b>	<b>230,000</b>	<b>300,000</b>	<b>330,000</b>

Major Buildings		17/18	18/19	19/20	20/21
BROZ PARK	New toilet block subject to recreational needs review	0	0	250,000	0
GLEN FORREST OVAL	Replace toilet block	150,000	0	0	0
MUNDARING ARENA	Tiered seating and finishing's	300,000	0	0	0
SAWYERS VALLEY OVAL	Replace toilet block	170,000	0	0	0
<b>Total</b>		<b>620,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>

Plant and Fleet		17/18	18/19	19/20	20/21
00 MDG	Replace John Deere mower	0	10,050	0	0
000 MDG	Replace forklift	0	33,000	0	0
005 MDG	Replace Bomag Road Roller	180,000	0	0	0
007 MDG	Replace Dynapac Vibrating Rooler	0	0	176,754	0
009 MDG	Replace Toyota skidsteer machine	60,000	0	0	0
01 MDG	Replace Community Safety Vehicle	0	0	41,916	0
010 MDG	Replace Komatsu Backhoe	0	0	129,788	0
012 MDG	Replace Kubota tractor	0	46,230	0	0
013 MDG	Replace Kubota tractor	0	0	68,682	0
014 MDG	Replace Kubota front deck mower	28,000	0	0	0
015 MDG	Replace Ammann twin drum roller	0	40,200	0	0
017 MDG	Replace spray unit	22,500	0	0	0
018 MDG	Replace Transfer Station loader	215,000	0	0	0
019 MDG	Replace transfer station loader	0	216,075	0	0
02 MDG	Replace Community Safety Ranger vehicle	0	41,500	0	0
021 MDG	Replace workshop vehicle	0	32,663	0	0
022 MDG	Replace Parks utility	32,500	0	0	32,990
023 MDG	Replace Horticultural team utility	0	32,663	0	0
027 MDG	Replace 14T truck	0	148,740	0	0
028 MDG	Replace Hino 14T tip truck	0	0	217,660	0
029 MDG	Replace 14T truck	0	0	217,660	0
030 MDG	Replace 3T flat bed truck	0	72,863	0	0
032 MDG	Replace Mitsubishi 8T tip truck	0	144,720	0	0
034 MDG	Replace 8T 3way tip truck	148,000	0	0	0

04 MDG	Replace Community Safety Ranger vehicle	0	41,708	0	0
041 MDG	Replace Mitsubishi 6T truck	0	96,983	0	0
042 MDG	Replace Mitsubishi 3T truck	0	0	0	68,010
043 MDG	Replace road sweeper	0	0	353,509	0
045 MDG	Replace 7T truck	0	95,978	0	0
046 MDG	Replace 8T 3way tipper truck	0	144,720	0	0
05 MDG	Replace Co-ordinator Community Safety vehicle	0	0	31,658	0
054 MDG	Replace Tree Management Supervisor vehicle	0	32,663	0	0
055 MDG	Replace Parks ovals maintenance utility	30,100	0	0	30,554
056 MDG	Replace reticulation utility	0	0	0	0
057 MDG	Replace Co-ordinator Civil Works utility	0	37,688	0	0
058 MDG	Replace Supervisor parks utility	30,100	0	0	0
059 MDG	Replace Coordinator Parks Services utility	0	0	0	30,554
060 MDG	Replace Bilgoman Pool utility	0	0	30,402	0
061 MDG	Replace Construction Supervisor vehicle	0	0	37,876	0
062 MDG	Replace Works Supervisor vehicle	0	37,688	0	0
063 MDG	Replace reticulation vehicle	30,100	0	0	30,554
064 MDG	Replace Supervisor Maintenance vehicle	35,100	0	35,452	0
065 MDG	Replace Co-ordinator waste and fleet utility	0	30,301	0	30,605
066 MDG	Replace Lake tractor	0	0	69,187	0
067 MDG	Replace Lake utility	32,500	0	0	0
068 MDG	Replace Lake utility	0	0	0	31,325
069 MDG	Replace fire protection officer vehicle	0	0	45,451	0
070 MDG	Replace Supervisor Environment and Horticulture vehicle	35,100	0	0	0
075 MDG	Replace fire inspection officer vehicle	0	38,693	0	0
082 MDG	Replace fire protection officer vehicle	0	0	38,886	0
800 MDG	Replace Chief Executive Officer vehicle	0	47,738	0	0

801 MDG	Replace Director Strategic and Community Services vehicle	44,500	0	0	0
802 MDG	Replace Director Infrastructure Services vehicle	0	44,723	0	0
803 MDG	Replace Director Statutory Services vehicle	0	0	39,290	0
804 MDG	Replace Director Corporate Services vehicle	0	44,723	0	0
805 MDG	Replace Children Services vehicle	0	37,989	0	0
809 MDG	Replace Manager Design Service vehicle	36,500	0	0	37,050
810 MDG	Replace Manager Human Resources vehicle	0	0	36,866	0
811 MDG	Replace Manager Recreation Services vehicle	0	0	38,179	0
812 MDG	Replace Manger Planning Services vehicle	0	0	0	32,990
813 MDG	Replace Manager Information Technology Service vehicle	36,500	0	0	37,050
814 MDG	Replace Manager Operations vehicle	0	0	32,826	0
815 MDG	Replace Manager Libraries and Community Engagement car	0	0	0	31,975
816 MDG	Replace Chief Bushfire Control officer vehicle	0	0	0	48,216
817 MDG	Replace Building Maintenance officer vehicle	0	0	32,826	0
818 MDG	Replace Manager Health and Community Safety vehicle	0	0	32,826	0
819 MDG	Replace Manager Children Services vehicle	0	37,989	0	0
820 MDG	Replace Senior Building Surveyor vehicle	0	32,663	0	0
821 MDG	Replace Coordinator Infrastructure Development vehicle	0	30,251	0	0
822 MDG	Replace Coordinator Infrastructure Design vehicle	0	0	0	32,990
823 MDG	Replace Health Service Coordinator vehicle	0	0	32,826	0
824 MDG	Replace Environmental Landcare team vehicle	0	0	38,886	0
825 MDG	Replace Coordinator Environment and Sustainability utility	30,100	0	0	0
827 MDG	Replace Children Services vehicle	0	37,989	0	0
828 MDG	Replace Manager Finance and Governance vehicle	0	36,683	0	0
829 MDG	Relace Graffiti and Building maintenance officer vehicle	0	40,200	0	0
831 MDG	Replace Children Services vehicle	0	0	38,179	0
863 MDG	Replace sign trailer	0	4,523	0	0

866 MDG	Replace woodchipper	0	79,395	0	0
867 MDG	Replace Low loader float	0	0	0	57,352
CHILDREN SERVICES	New Hiace 12 seater required for new program	50,000	0	0	0
GENERATOR	Replace Transfer Station generator	10,500	0	0	0
MINOR SUNDRY ASSETS	Replacement of chainsaws, blowers, compactors, etc	30,000	30,150	30,301	30,452
ROCKBREAKER	Replace Cat rock breaker machine	12,500	0	0	0
VBFB PLANT	Plant funded by ESL	902,000	632,000	0	362,000
<b>Total</b>		<b>1,981,600</b>	<b>2,512,142</b>	<b>1,847,886</b>	<b>924,667</b>

Reserves		17/18	18/19	19/20	20/21
ARTESIAN WATER RETIC LINE	Replace asbestos line from Midvale to Swan View	40,000	0	40,000	0
BILGOMAN POOL	Artificial turf	21,000	0	0	0
BROWN PARK	Replace concrete water tanks	0	0	90,000	0
BROZ PARK	Additional play equipment	40,000	0	0	0
CEMETERY WORKS	Staged upgrading of cemetery sites	10,000	10,000	10,000	10,000
CHIDLOW TENNIS	Remove tennis courts	0	0	0	25,000
COLLIER PARK	Replace water storage tank roof	0	0	9,000	0
DARLINGTON OVAL	Install wooden seats on northern side of oval	0	0	0	10,000
DARLINGTON OVAL	Replace perimeter bollards	0	0	0	8,500
DARLINGTON PARK	Upgrade reticulation between hall and playground	0	10,000	0	0
ELSIE AUSTIN OVAL	Install shotput	2,000	0	0	0
ENSIGN DRIVE POS	Recontour for better utilisation	0	0	0	30,000
GLEN FORREST TENNIS	Resurface court 6	11,000	0	0	0
GLEN FORREST TENNIS	Resurface courts 4 and 5	0	0	21,000	0
HELENA VALLEY / BOYA TENNIS	Resurface 2 courts	0	0	21,000	0

HERITAGE TRAIL CHIDLOW	Install seat	2,000	0	0	0
HERITAGE TRAIL DARLINGTON	Install seat near Mofflin Road exit	2,000	0	0	0
HERITAGE TRAIL SAWYERS VALLEY	Install information board on heritage trail	12,000	0	0	0
HERITAGE TRAIL SWAN VIEW	Install seat	2,000	0	0	0
HERITAGE TRAILS	Staged upgrading of Heritage trails	10,000	10,000	10,000	10,000
LAKE LESCHENAULTIA	Electrical safety work on poles	0	4,500	0	0
LAKE LESCHENAULTIA	Pave around BBQs	8,000	0	0	0
MAHOGANY CREEK TENNIS	Remove courts	0	0	25,000	0
MJM RESERVE	Construct a skate park (seek external grant)	0	0	0	80,000
MT HELENA AQUATIC CENTRE	Pool painting	0	5,000	0	0
MT HELENA OVAL	Replace water storage tank roof	0	0	9,000	0
MT HELENA SKATE PARK	Upgrade skate park	0	0	40,000	0
MT HELENA TENNIS	Resurface courts 3 & 4	0	0	0	21,000
MUNDARING HARDCOURTS	Resurface courts (half) and fix basketball pole locations	0	100,000	0	100,000
MUNDARING HARDCOURTS	Upgrade sport fixtures	0	0	1,500	0
MUNDARING OVAL	Upgrade flood lighting to match std (seek CSRRF)	0	400,000	0	0
MUNDARING TENNIS	Tree root repairs to tennis courts	19,500	0	0	0
MUNDARING TENNIS	Upgrade Mundaring tennis court lighting (seek CSRRF)	0	200,000	0	0
NOBLEWOOD ESTATE	play equipment upgrade	0	0	0	25,000
NOBLEWOOD ESTATE	Upgrade reticulation and portion of carpark	0	0	0	15,000
PARKERVILLE OVAL	Upgrade playground	0	0	36,000	0
SALISBURY PARK	Replace water storage tank roof	0	0	11,000	0
SAWYERS VALLEY OVAL	BBQ, park furniture, bins, groundworks and fencing	52,000	0	0	0
SAWYERS VALLEY OVAL	Replace play equipment	30,000	0	0	0
SAWYERS VALLEY OVAL	Upgrade reticulation	39,500	0	0	0

WASTE TRANSFER STATIONS	Staged upgrading of Waste Transfer Stations	20,000	20,000	20,000	20,000
WICKETS	Synthetic turf wicket replacement program	6,000	6,000	6,000	6,000
<b>Total</b>		<b>327,000</b>	<b>765,000</b>	<b>349,000</b>	<b>360,500</b>

Building Preventative Maintenance		17/18	18/19	19/20	20/21
Administration Building	Air conditioning system replacement	124,000	0	0	0
Administration Building	External paint	0	0	12,850	0
Administration Building	Internal paint	0	0	25,800	0
Administration Building	Repl carpets	0	0	62,000	0
Administration Building	Repl elec doors	0	0	0	35,300
Bailup Park Equestrian Centre	Internal and external paint	0	8,000	0	0
Bilgoman Pool	External paint	5,000	0	10,000	0
Bilgoman Pool	Internal paint	0	1,000	0	0
Bilgoman Pool	Paving/slabs	1,000	1,000	1,000	4,000
Bilgoman Pool	Plumbing Fixture Repairs and Upgrades	2,000	1,000	0	0
Bilgoman Pool	Recover shades	5,000	0	0	12,000
Bilgoman Pool	Repair scum gutter	0	0	2,000	0
Bilgoman Pool	Replace changeroom benches	2,700	5,000	5,000	0
Boya/Helena Valley Changerooms	Replace HWU	0	3,700	0	0
Boya/Helena Valley Changerooms	Replace main roof	0	0	0	30,000
Brown Park Community Centre	External paint	0	0	0	16,500
Brown Park Community Centre	Internal paint	0	12,350	0	0
Brown Park Community Centre	Replace carpets	6,000	0	0	0
Brown Park Community Centre	Replace HWUnit	0	0	0	3,150
Brown Park Rugby Club	External paint	0	0	0	8,350
Brown Park Rugby Club	Internal paint	0	0	5,400	0
Brown Park Youth Centre	External paint	12,000	0	0	0
Brown Park Youth Centre	Internal paint	11,000	0	0	0

Building Preventative Maintenance		17/18	18/19	19/20	20/21
Bruce Douglas Pavilion	External paint	5,300	0	0	0
Bruce Douglas Pavilion	Internal paint	0	6,650	0	0
Bruce Douglas Pavilion	Replace changeroom ceiling and lights	0	25,000	0	0
Chidlow Green Public Toilets	Internal and external paint	0	0	0	4,100
Chidlow Green Public Toilets	Replace cisterns	1,250	0	0	0
Chidlow Health Clinic	Internal and external paint	0	6,750	0	0
Chidlow Playgroup	External paint	0	2,850	0	0
Chidlow Playgroup	Floor coverings	0	0	0	8,150
Chidlow Playgroup	Internal paint	0	4,800	0	0
Chidlow Recreation Pavilion	Internal paint	0	0	7,950	0
Children Services Office Midvale	External paint	5,200	0	0	0
Children Services Office Midvale	Internal paint	0	0	9,400	0
Darlington Hall	External paint	12,000	0	0	0
Darlington Hall	Internal paint	0	0	0	11,000
Darlington Hall	Repl toilets roof	0	0	20,200	0
Darlington Oval Changerooms	External paint	7,750	0	0	0
Darlington Oval Changerooms	Internal paint	0	0	5,400	0
Darlington Playgroup	External paint	0	0	0	4,100
Darlington Playgroup	Internal paint	0	0	6,650	0
Darlington Playgroup	Seal roof tiles	0	0	10,000	0
Glen Forrest Hall	Internal paint	5,300	0	0	0
Glen Forrest Hall	Septic System	1,000	0	0	0
Glen Forrest Health Clinic	Paint internal and external	0	0	0	7,050
Glen Forrest Oval Changerooms	External paint	0	0	4,200	0
Glen Forrest Playgroup	External paint	0	0	0	3,800
Glen Forrest Playgroup	Floor coverings	0	4,700	0	0
Glen Forrest Playgroup	Internal paint	0	0	0	5,300
Glen Forrest Sporting Club	External paint	0	0	0	10,000

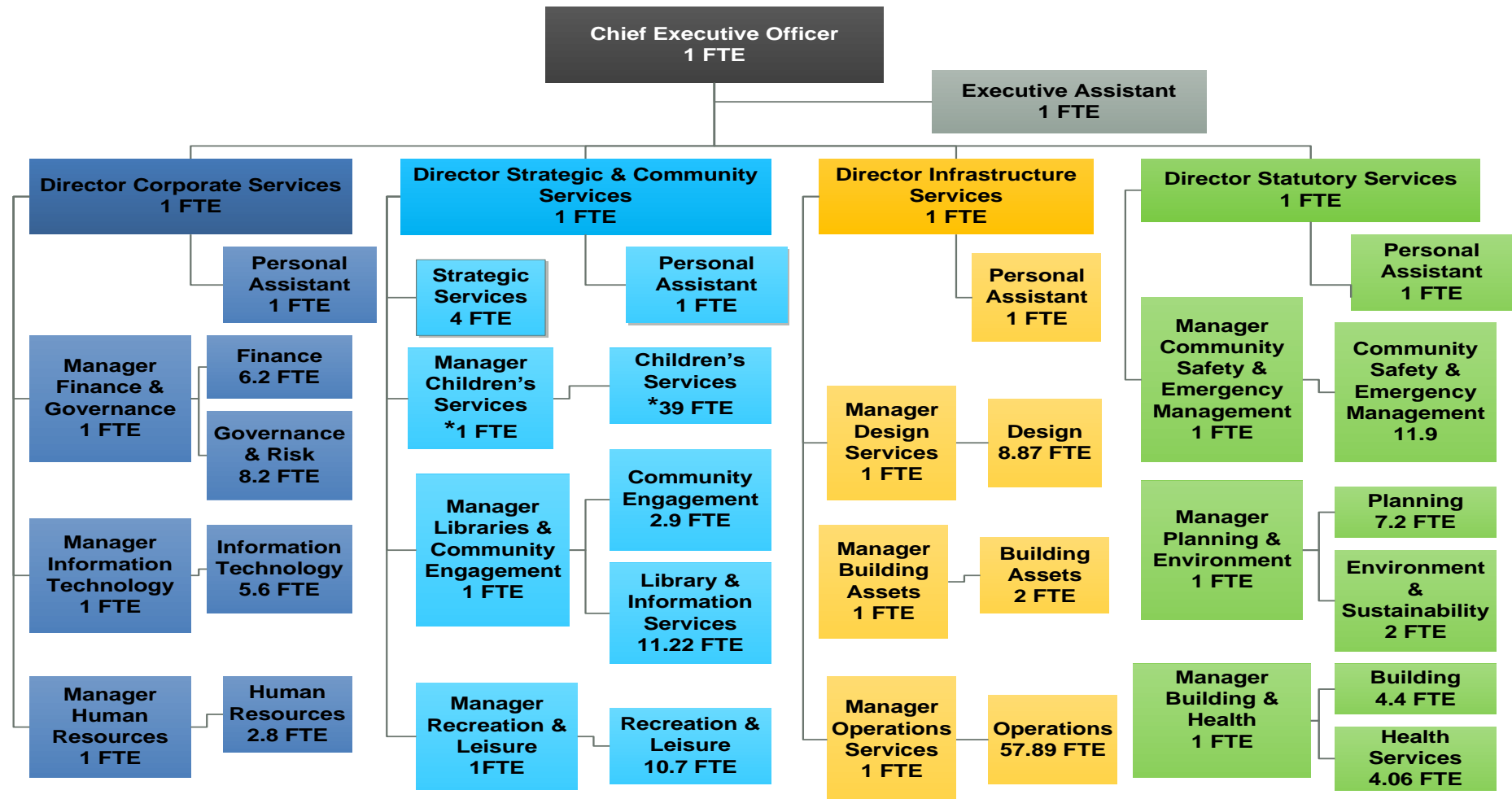
Building Preventative Maintenance		17/18	18/19	19/20	20/21
Glen Forrest Station Masters House	Int & ext paint	0	0	16,000	0
Harry Riseborough Oval Pavilion	Internal paint	0	0	0	7,250
Harry Riseborough Oval Pavilion	Pump septic	0	0	1,850	0
Harry Riseborough Oval Pavilion	Replace HWU	2,650	0	0	0
Hub of the Hills	External paint	4,500	0	0	0
Hub of the Hills	Internal paint	0	0	13,050	0
Hub of the Hills	Replace gas stoves	0	25,500	0	0
KSP writers centre	External paint	0	10,000	0	0
KSP writers centre	Timber repairs	6,000	0	0	0
Lake Leschenaultia Buildings	External paint	0	0	5,350	0
Lake Leschenaultia Buildings	Internal paint	3,000	0	0	0
Little Possums Creche	External paint	3,400	0	0	0
Little Possums Creche	Internal paint	0	0	0	6,950
Marloo Theatre	External paint	5,000	0	0	0
Marloo Theatre	Replace building stumps	5,000	0	0	0
Midvale Childcare Centre	External paint	0	0	0	6,000
Midvale Childcare Centre	Internal paint	0	10,000	0	0
MJ Morgan Park Public Toilets	External paint	0	2,200	0	0
MJ Morgan Park Public Toilets	Internal paint	0	4,100	0	0
Mt Helena Aquatic Centre	Changeroom bench replacement	1,000	0	0	0
Mt Helena Aquatic Centre	Fencing repairs	0	0	0	6,000
Mt Helena Aquatic Centre	Internal and external paint	0	7,000	0	0
Mt Helena Aquatic Centre	Paving repairs	0	0	5,000	0
Mt Helena Aquatic Centre	Plumbing Repairs	5,000	5,000	0	0
Mt Helena Aquatic Centre	Pool paint	5,000	0	0	0
Mt Helena Hills Support Group	External paint	15,000	0	0	0
Mt Helena Hills Support Group	Timber repairs	0	0	12,450	0
Mt Helena Oval Changerooms	External paint	0	0	0	6,850

Building Preventative Maintenance		17/18	18/19	19/20	20/21
Mt Helena Oval Changerooms	Internal paint	0	0	0	8,150
Mt Helena Playgroup	External paint	0	0	0	3,300
Mt Helena Playgroup	Internal paint	0	0	0	6,800
Mt Helena Playgroup	Replace HWU	1,850	0	0	0
Mt Helena Public Toilets	Int & ext paint	0	0	3,300	0
Mt Helena Recreation Centre	Floor seal	4,400	4,400	4,400	4,400
Mt Helena Scouts (Jar-ree)	Floor reseal	0	10,000	0	0
Mt Helena Scouts (Jar-ree)	Internal paint	5,000	0	0	0
Mundaring CWA	Internal paint	0	0	1,450	0
Mundaring CWA	Replace roof	0	9,400	0	0
Mundaring CWA Public Toilets	Int / Ext paint	0	0	0	1,400
Mundaring Hall	External paint	0	0	0	12,250
Mundaring Hall	Internal paint	0	12,250	0	0
Mundaring Hall	Replace carpet	0	0	5,900	0
Mundaring Hall	Replace roof	0	81,600	0	0
Mundaring Hall	Replace windows	15,000	15,000	0	0
Mundaring Hall	Repoint brickwork	12,450	0	0	0
Mundaring Hardcourt Buildings	Paint kiosk external	0	0	4,100	0
Mundaring Hardcourt Buildings	Paint kiosk internal	5,200	0	0	0
Mundaring Health Clinic	Internal paint	0	0	0	4,200
Mundaring Health Clinic	Upgrade toilet	0	0	2,250	0
Mundaring Library	Airconditioning replacement	0	0	0	8,750
Mundaring Library	External paint	0	0	0	6,400
Mundaring Library	Internal paint	0	0	5,900	0
Mundaring Old School (Tourism Association)	Internal paint	0	0	8,350	0
Mundaring Park Public Toilets	Int & ext paint	0	0	0	4,000
Mundaring Park Public Toilets	New cisterns etc	2,300	0	0	
Mundaring Recreation Ground Pavilion	External paint	0	0	0	7,950

Building Preventative Maintenance		17/18	18/19	19/20	20/21
Mundaring Recreation Ground Pavilion	Internal paint	0	0	12,850	
Mundaring Recreation Ground Pavilion	Replace 1/2 roof	0	0	0	12,500
Mundaring Recreation Ground Pavilion	Replace HWU's	0	0	0	5,000
Mundaring Sharing (Craigie House)	External paint	0	0	0	10,700
Mundaring Sharing (Craigie House)	Floor coverings	0	0	9,900	0
Mundaring Sharing (Craigie House)	Internal paint	0	0	8,700	0
Mundaring Station Masters House	External paint	8,200	0	0	0
Mundaring Station Masters House	Internal paint	7,800	0	0	0
Mundaring Station Masters House	Pump septics	0	1,850	0	0
Mundaring Station Masters House	Verandah repair	6,300	0	0	0
Mundaring Toy Library	Internal paint	0	0	0	2,750
Mundaring Weir Hall	Brickwork repairs	0	0	0	3,000
Mundaring Weir Hall	Ext timber repairs	0	3,500	0	0
Octagonal Hall (Glen Forrest)	External paint	0	0	0	4,000
Octagonal Hall (Glen Forrest)	Internal paint	0	0	5,300	0
Operations Centre	Internal and external paint	0	0	19,300	0
Operations Centre	Replace hot water unit	0	0	6,300	0
Operations Centre	Replace shade sails	0	0	0	6,200
Parkerville Equestrian Centre	Internal and external paint	0	8,000	0	0
Parkerville Guides (Old School)	Carpentry repairs	0	0	3,800	0
Parkerville Guides (Old School)	External paint	0	11,100	0	0
Parkerville Guides (Old School)	Internal paint	0	10,900	0	0
Parkerville Guides (Old School)	Restump building	0	0	0	27,200
Parkerville Hall	External paint	5,800	0	0	0
Parkerville Hall	Internal paint	0	10,900	0	0
Parkerville Oval Changerooms/Shelter	External paint	0	0	7,750	0
Parkerville Oval Changerooms/Shelter	Internal paint	0	0	0	6,650
Parkerville Oval Changerooms/Shelter	Replace HWU's	0	0	3,650	0

Building Preventative Maintenance		17/18	18/19	19/20	20/21
Parkerville Oval Pavilion	Internal paint	0	0	0	2,650
Parkerville Oval Pavilion	Replace HWU	1,950	0	0	0
Parkerville Oval Pavilion	Reseal floor	0	0	0	6,650
Parkerville Playgroup	External paint	0	3,700	0	0
Parkerville Playgroup	Gutters & RWP's	0	0	0	5,900
Parkerville Playgroup	Internal paint	0	0	5,300	0
Sawyers Valley Oval Changerooms	External paint	0	6,400	0	0
Sawyers Valley Oval Changerooms	Internal paint	0	4,300	0	0
Sawyers Valley Oval Changerooms	Replace HWU's	0	0	3,700	0
Sawyers Valley Oval Hall	External paint	0	0	3,000	0
Sawyers Valley Oval Hall	Internal paint	0	0	4,200	0
Shire Dog Pound	External paint	0	0	0	2,250
Shire Dog Pound	Internal paint	0	0	2,650	0
Shire Dog Pound	Pump septic	0	0	0	1,850
Stoneville Hall	External paint	0	0	2,150	0
Stoneville Hall	Internal paint	5,300	0	0	0
Stoneville Playgroup	External paint	0	0	0	3,450
Stoneville Playgroup	Internal paint	0	0	5,300	0
Swan View Health Clinic	Internal and external paint	0	0	0	5,650
Swan View Health Clinic	Upgrade toilet	2,250	0	0	0
Swan View Playgroup (Gladstone Ave)	External paint	0	0	0	4,100
Swan View Playgroup (Gladstone Ave)	Internal paint	0	0	4,100	0
Wooroloo Hall	External paint	0	0	0	10,200
Wooroloo Hall	Replace roof	0	60,000	0	0
Wooroloo Public Toilets	Int & ext paint	0	0	0	3,000
Total		345,850	399,900	385,150	387,150

## Appendix D– Organisation Chart



As at 31/5/2017 210.94 permanent FTE including 40\*grant and fee funded positions

# Office of Chief Executive

## Key Activities

Leadership of the organisation  
Council decision-making  
Regional co-operation and collaboration  
Governance  
Advocacy

## Service Statement

To implement strategic goals and objectives of the organisation  
To lead the senior management group in managing employees, infrastructure and assets of local government

## Outcomes

Council informed of functions of Local Government  
Council provided with advice and information to make informed decisions  
Council decisions implemented  
Shire operations are managed

## Key Legislation

*Local Government Act 1995*  
*Occupational Safety and Health Act 1984*  
Oversee all other legislative requirements

## Key Stakeholders

Council  
Community  
Businesses  
Residents and Ratepayers  
Government and community organisations  
Media

ATIVITIES	SERVICE LEVELS
Leadership of the organisation	<p>Communicate a motivating vision and future for the organisation to ensure unity of purpose.</p> <p>Create positive peer pressure towards shared values, high performance standards and an atmosphere of trust and team spirit.</p> <p>Drive successful collective action and results.</p>
Council decision making	Advice/information provided accurately in a timely manner through agendas, minutes, workshops, forums, briefings.
Regional co-operation and collaboration	<p>Deliver benefits to the Shire of Mundaring community through shared expertise, resources and relationships.</p> <p>Membership and participation on WALGA.</p>
Governance	Appropriate, effective and responsive services delivered to the community.
Advocacy	Access to key decision makers in State/Commonwealth Government; access to grant funding opportunities; influence over key decisions affecting Mundaring.

# Infrastructure Services Directorate

## Key Activities

Effectively lead and manage a multi-disciplinary team

Strategic and operational advisor to CEO, Council and staff

Directorate budgeting & forward planning

Organisational risk and governance

Strategic reviews

EMRC liaison

Road funding

Technical backup and support

## Service Statement

To provide and maintain infrastructure assets and waste services for the benefit and enjoyment of the community which meets the objectives identified within the Strategic Community Plan where service levels and funding are consistent with each annual Corporate Business Plan.



## Outcomes

Maintain the community's assets

Build new, enhance and replace assets

Provide technical information and advice on community assets

Provide waste services

## Key Projects

Asset management

New buildings

Regional secondary waste facility

Bushfire Area Access Strategy

## **Key Legislation**

*Local Government Act 1995*

*Local Government Miscellaneous Provisions Act 1960*

*Occupational Safety and Health Act 1984*

*Building Act 2011 (and Building Code of Australia)*

*Waste Avoidance and Resource Recovery Act 2007*

*Waste Avoidance and Resource Recovery Levy Act 2007*

*Disability Services Act 1993*

*Disability Discrimination Act 1992*

*Main Roads Act 1930*

*Road Traffic Act 1974*

*Road Traffic Code 2000*

*Rights in Water and Irrigation Act 1914*

*National Land Transport Act 2014 (Roads to Recovery funding)*

*Cemeteries Act 1986*

*Contaminated Sites Act 2003*

*Dangerous Goods Safety Act 2004*

*Electricity Act 1945*

*Government Railways Act 1904*

*Land Administration Act 1997*

*Water Services Act 2012*

*Metropolitan Water Supply, Sewerage, and Drainage Act 1909*

*Telecommunications Act 1997*

## **Stakeholders**

**Internal** – four Directorates, Councillors

### **External**

Ratepayers

Facility User groups

Ratepayer Associations

General Public

Department of Environment and Regulation

Main Roads WA

Western Power

Water Corporation

Alinta Gas

Telstra

Landgate

Consultants (Architecture, engineering, waste, legal)

Contractors (construction, maintenance, services)

Land and Property Developers

Suppliers

Eastern Metropolitan Regional Council

Western Australian Local Government Association

Local State and Federal Members and their staff

# Infrastructure Design

## Key Activities

Customer Service for all infrastructure matters

Asset management

Infrastructure design

Stormwater drainage analysis

Bridges & bus shelters

Footpaths/cycleways planning

Road safety, street lighting

Crossovers, road & reserve permits

Subdivision & development infrastructure

## Service Statement

To deliver professional customer service and provide technical advice, using quality systems and processes for the investigation, planning, oversight and design of municipal infrastructure to enable the efficient installation, operation and safe use of community assets.



## Outcomes

Investigation, planning, oversight and design of municipal infrastructure to enable the efficient installation, operation and safe use of community assets

## Key Projects

Annual Capital Works Program investigation and design

Implement and update Asset Management System

Great Eastern Highway upgrade

Stormwater drainage

ACTIVITIES	SERVICE LEVELS
<b>Bridges and Bus Shelters</b>	
Build, renew and maintain bridges and bus shelters to a safe standard as per Austroads design guidelines.	<p>Bridges are inspected biannually and maintenance works are undertaken annually.</p> <p>Bus shelters are inspected every four years and cleaned every six months.</p>
<b>Asset Management</b>	
Long term planning and management of Shire's assets includes transport related infrastructure, buildings, reserve facilities & stormwater systems.	<p>Current Asset Management Plans (to basic standard) in place for: Transport, drainage, footpaths, reserve facilities, buildings.</p> <p>Integrate Fair Value work into asset inventory.</p> <p>Updating of asset management plans annually.</p> <p>Review asset renewal programs and funding levels annually.</p>
<b>Infrastructure Design</b>	
<p>Provision of capital infrastructure asset design and technical infrastructure related investigative and advice services.</p> <p>Concept design and forward planning of infrastructure assets.</p> <p>Provision of engineering subdivision and property development, traffic and all modes of transport related investigative and technical advice services as it affects local government.</p> <p>Crossovers and verge installations adjoining private properties are assessed and approved.</p> <p>Utility installations are assessed and monitored.</p>	<p>Design all transport-related construction capital items adopted in each annual budget as per program.</p> <p>Address each customer enquiry with a professional and friendly response consistent with customer charter timelines.</p> <p>Acknowledge and keep the customer informed of the progress of an investigative item, consistent with Shire customer service charter timelines.</p> <p>Assess and condition infrastructure requirements related to subdivisions and developments within four weeks.</p> <p>Assessment and approvals of other infrastructure-related matters completed within five working days.</p>

# Infrastructure Operations

## Key Activities

Roads

Waste Management

Stormwater drainage

Footpaths/cycleways

Verge and median maintenance

Parks, reserves, ovals and open spaces

Bush reserves and environment

Plant & fleet

Depot management

Cemeteries

## Service Statement

To construct and maintain infrastructure assets and provide waste services for the benefit and enjoyment of the community in line with the objectives of the Community Strategic Plan.



## Outcomes

Construction and maintenance of engineering and parks infrastructure

Provide waste services

Meet customer service requirements

## Key Projects

Deliver annual Capital Works Program.

Deliver annual Maintenance Works Programs.

Deliver annual Waste Services.

ACTIVITIES	SERVICE LEVELS
Stormwater Drainage	
<p>To install and maintain efficient, effective drainage infrastructure across the Shire. This includes construction and maintenance such as: bridge and culvert repairs, open drain maintenance. Contract supervision.</p>	<p>Provide an efficient system of stormwater collection and disposal with a maximum number of requests on inefficiencies being less than 50 per annum.</p> <p>Provision of a well-functioning stormwater system with a maximum flooding complaint number of 20 per annum.</p> <p>Provide a drainage system free from risk to public health and safety.</p> <p>Review and upgrade drainage as listed in 4 year capital program.</p>
Roads	
<p>Build, renew and maintain roads to a safe standard as per Austroads design guidelines. This includes construction and maintenance such as: road and carpark sweeping, street furniture repair, street sign and line marking maintenance, street lighting, kerb repairs, gravel road grading, gravel road shoulder repairs. Contract supervision.</p>	<p>Roads are rideable, safe and provide year round access with less than 50 reports of potholes, less than 20 requests for gravel road grading and less than 500 reported crashes on roads in the District per annum.</p>
Cemeteries (Mundaring & Wooroloo)	
<p>Preparation of graves by digging and refilling.</p> <p>Installation of ash interment boxes.</p> <p>Construction and maintenance of access roads, pathways and drainage runoff in cemetery grounds.</p>	<p>Burials and ash interments undertaken within three working days of request.</p> <p>Grounds maintained once a month.</p>

ACTIVITIES	SERVICE LEVELS
Footpaths / Cycleways	
To provide and maintain accessible footpaths, and provide links to public facilities and infrastructure. This includes: footpath sweeping, footpath line marking, footpath lighting, pedestrian/cycling signs and line marking.	Provide smooth, safe and accessible footpaths year round with reports of unevenness being less than 50 and inaccessible being nil per annum.
Waste Management	
Provide general rubbish and recycling bin kerbside collections, bulk rubbish and green waste verge pick up, street bin service.	Weekly 140L general bin collection and two weekly 240L recycling bin. Bulk and green waste verge collection once a year. Street bins collected on a minimum of once a week and damaged bins replaced within 20 working days of notification. Introduce new Kerbside Services as road conditions permit.
Manage transfer station general waste, recycling, inert waste and green waste operations and access including a Community reuse container at Mathieson Road.	Transfer Stations operate: Coppin Road, Sat - Tues 8am-4pm Mathieson Road, Thurs - Sun 8am - 4pm. Community reuse facility container at Mathieson Road.
Undertake litter control	Respond to litter complaints within five working days of notification.
Participate in effective regional waste initiatives	Providing sufficient Shire employee personnel time to enable a large scale secondary waste project and resource recovery project in conjunction with EMRC focussed on reducing waste to landfill to come to fruition.

ACTIVITIES	SERVICE LEVELS
Verge and Median Maintenance	
<p>Town site verges and medians are maintained by mowing, eradicating weeds, pruning, installing and watering of street trees, native vegetation, landscaping in roundabouts, medians and entry statements.</p>	<p>Maintenance of town site verges monthly.</p> <p>Maintenance of Great Eastern Highway median, entry statements, roundabouts, selected verges quarterly per annum.</p> <p>Street tree pruning and weed eradication on annual program.</p> <p>Ad-hoc requests within 20 working days, urgent safety items within one working day.</p>
Parks, Reserves, Ovals, Open Spaces & Environment	
<p>Install and maintain assets related to active sporting grounds (ovals, floodlights, hardcourts, wickets, reticulation, fencing), parks (play equipment, tables, seats, BBQs), open spaces (mowing, tree and garden maintenance, reticulation, sculptures, fencing). Environmental management. Streetscape management.</p>	<p>Reserves and Parks are safe, clean and useable for functions and individual play/recreation with less than 10 reported safety incidents, 100 reports of function failure and 200 per annum of cleanliness and poor useability.</p> <p>Regular and consistent guidance to friends groups for the effective control of planting, pruning and maintenance in bush reserves to satisfy environmental outcomes.</p>
<p>Delivery of the Tree Canopy and Understorey Program</p>	<p>Shire residents and property owners can apply for up to 42 free local native seedlings depending upon their property size.</p> <p>Average of 52,000 native tree seedlings for approximately 1300 applicants pa</p>

ACTIVITIES	SERVICE LEVELS
Plant & Fleet and Depot Management	
<p>Procurement and disposal of plant and fleet.</p> <p>Procurement and assigning of materials and services for operational works.</p> <p>Maintenance of plant and fleet</p> <p>Maintenance of Depot structures and yard.</p>	<p>Scheduled maintenance of plant and equipment in place resulting in less than five breakdowns on-site preventing continuation of work and no road defect notices being issued.</p> <p>Daily operational vehicle pre-start checks and quarterly depot and vehicle operational safety inspection reports.</p>

# Infrastructure Building Assets

## Key Activities

Building Construction project management

Building Maintenance

Graffiti Removal

Annual building safety and condition inspections

## Service Statement

Building Assets Service programs and organises effective construction, replacement, maintenance, repair and improvement of Shire owned buildings in line with the objectives of the Community Strategic Plan



## Outcomes

Safe Buildings, fit for purpose, economically serviced, maintained and renewed to provide value for money to ratepayers

## Key Projects

Mundaring Arena

Refurbish toilet blocks at Glen Forrest Oval and Sayers Valley Oval

Decommission Mahogany Creek hall

ACTIVITIES	SERVICE LEVELS
<b>Building Assets</b>	
<p>Maintain Shire's building facilities. Shire buildings leased to third parties maintained at preventative maintenance level to protect building fabric.</p> <p>Undertake preventative maintenance works on all Shire buildings.</p> <p>Manage the construction of new, upgrade or renewal of buildings.</p> <p>Removal of graffiti from Shire property</p> <p>Contract cleaning of Shire managed buildings.</p>	<p>Priority 1 Building Maintenance Requests (matters which affect health and/or safety) Responded to on same day, with resolution as soon as possible.</p> <p>Priority 2 Building Maintenance Requests (matters which affect building usage) Responded to within two working days, with resolution as soon as possible.</p> <p>Priority 3 Building Maintenance Requests (matters which affect building appearance) Responded to within five working days, with resolution as soon as possible.</p> <p>Preventative maintenance works program provides safe and useable building facilities.</p> <p>Construction / renewal within budget and project timeframes.</p> <p>Graffiti removed within two working days of report.</p>

# Strategic Community Directorate

## Key Activities

Effectively lead and manage a multi-disciplinary team

Strategic and Operational Advisor to CEO, Council and staff

Directorate budgeting & forward planning

Organisational risk and governance

Property Strategy

Lobbying and advocacy

Economic development

Corporate planning & reporting

Media and communications

## Service Statement

To facilitate the development, implementation and evaluation of high quality strategic, community, recreation, economic development, communication and media services, strategies and forward plans that meets the needs of the community and the organisation.



## Outcomes

Stronger, more cohesive community

Opportunities to participate in activities

Well-being of diverse communities

Visitors attracted to the region

Contribute to economic prosperity of district

Access to relevant and timely information

Integrated planning

## Key Projects

Property Strategy Review

Council, Corporate and Internal Communication Strategies

### **Legislation-**

*Health Act 1911/ Health (Miscellaneous Provisions) Act 1911 – Aquatic Facilities/Café/Children's Services*

*Caravan and Camping Act 1995 / Caravan Parks and Camping Grounds Regulations 1997*

*Education and Care Services National Law (WA) Act 2012*

*Library Board of Western Australia Act 1951, with its regulations: Library Board (Registered Public Libraries Regulations 1985)*

*Disability Services Act 1993*

*Commonwealth Disability Services Act 1992*

*Equal Opportunity Act 1984*

*State Records Act 2000*

### **Stakeholders**

Community Groups – Arts, Environment, Resident and Ratepayer Associations, Sporting Groups, Seniors, Education, Media, Business – Chambers of Commerce, Youth Groups, Playgroups

Elected Members – Local, State, Federal

Government Departments including:

- Department Prime Minister & Cabinet
- Department Premier & Cabinet
- Department of Education
- Department of Fire & Emergency Services
- Department of Health
- Department of Local Government
- Lotterywest
- Department of Parks and Wildlife
- Department of Sport and Recreation

Western Australian Local Government Association (WALGA)

East Metropolitan Regional Council (EMRC) & other Local Governments

Not for Profits

Community – families, individuals, seniors, youth, children, people with disabilities, Aboriginal people, people from culturally and linguistically diverse backgrounds

ACTIVITIES	SERVICE LEVELS
<b>Business Development</b>	
<p>Economic Development</p> <p>Resource Business Advisory Group (BAG)</p>	<p>Relationships with industry groups and memberships.</p> <p>Biennial Annual sponsorship of Mundaring Chamber of Commerce Business Excellence Awards (budget of \$3500 biennial).</p> <p>Maintain online Shire Business Directory.</p> <p>Four BAG meetings per annum.</p>
<b>Advocacy</b>	
<p>Lobbying and Advocacy</p>	<p>Annual lobbying and advocacy priorities established by Council.</p> <p>Individual lobbying plans developed for advocacy priority items.</p> <p>Stakeholder Relationship Management Plan implemented.</p>
<b>Property Strategy</b>	
<p>Property Management</p>	<p>Shire freehold property managed in accordance with Property Strategy.</p> <p>Property Strategy reviewed every 5 years (2017 onwards).</p>
<b>Communication and Marketing</b>	
<p>Communication Plans developed and implemented for key issues, projects and events</p> <p>Media releases developed</p> <p>Media liaison</p> <p>Community feedback sought on how Shire is performing</p>	<p>Information on Shire activities, policies and decision making is readily available in a variety of formats including up-to-date website, monthly newsletters, social media and monthly local newspaper articles.</p>

ACTIVITIES	SERVICE LEVELS
<b>Integrated Planning</b>	
<p>Corporate Planning System (CPS) developed and maintained.</p> <p>Project Management Framework</p> <p>Performance Management data gathering and analysis and reporting.</p>	<p>Community participation in developing 10 year SCP major review every four years with mini review every two years (2019/2020 onwards for major).</p> <p>Four year Corporate Business Plan activates the Community's vision within resources.</p> <p>Four year CBP developed annually.</p> <p>CPS system monitored and maintained to deliver business cases and project reporting on a monthly/quarterly basis.</p> <p>Performance Management System with quarterly reporting.</p> <p>Annual Report (activities, projects and measures)</p> <p>Biennial Community Perceptions Survey (17/18 onwards).</p>

# Libraries & Community Engagement

## Key Activities

Engagement / events

Access & inclusion

Community Grants  
Program

Libraries services

Youth services

Seniors services

Culture and the arts

## Service Statement

To enhance engagement with all Shire stakeholders, increase community capacity, provide a range of high quality library services and programs to be delivered in accordance with the Strategic Community Plan.



## Outcomes

Engage with Council

Intergenerational opportunities

Psycho-social

Pride

Social bumping spaces

Accessible facilities, services,  
programs and events Economic  
opportunities

## Key Projects

Review Youth services model

Implement Community Engagement  
Framework

ACTIVITIES	SERVICE LEVELS
<b>Community Grants Program</b>	
<p>Provide grant funding to volunteer community organisations for activities</p> <p>Resource Grants Selection Occasional Committee (GSOC)</p> <p>Locality based funding</p> <p>Five volunteer recognition grants offered each year</p> <p>One Milestone Grant for volunteer groups offered per annum</p>	<p>Access to \$93,418 per annum (CPI annual adjustment) funding program which assists volunteer training, programs and projects.</p> <p>Access to youth sponsorship \$6090 per annum (CPI annual adjustment).</p> <p>Funding agreements and programs reviewed regularly to ensure they meet the needs of the community.</p>
<b>Cultural</b>	
<p>Manage service agreements for Katharine Susannah Prichard Writers' Centre, Mundaring Sharing, Mundaring Arts Centre, Mundaring Hills and Historical Society, Darlington Arts Festival and Swan View and Districts Arts and Agricultural Society</p> <p>Art acquisition program- budget of \$12,000 per annum.</p> <p>Resource Cultural Advisory Group – 4 meetings per year</p> <p>Delivery of adult learning classes, art collection exhibitions, museum</p> <p>Citizenship ceremonies</p> <p>Australia Day activities, including breakfast and Citizen of the Year awards</p> <p>School awards</p> <p>Assist in providing a dawn, midday &amp; school ceremony</p> <p>ANZAC service</p>	<p>Access to programs and activities which provide for cultural pursuits and adult education.</p> <p>Development and management of Shire of Mundaring Art Collection in line with collection management principles.</p> <p>Provide four Citizenship Ceremonies per annum.</p> <p>Award Citizen of Year and School Citizen awards on annual basis at Australia Day celebration.</p> <p>Five ANZAC services held across 3 sites in the Shire.</p>

ACTIVITIES		SERVICE LEVELS	
Youth			
<p>Provide outreach community development Youth Service (contracted out to December 2017- model under review)</p> <p>Manage Swan View Youth Centre and associated events;</p> <p>Delivery of Youth Informing Strategy</p> <p>Four KPI review meetings with Youth service provided per annum</p> <p>Promote youth centre and engage external organisations for services and events</p> <p>Review of youth plan</p>		<p>Access to a robust, comprehensive youth service which delivers programs across the Shire.</p> <p>Access to a purpose-built, well-equipped and managed youth facility which is staffed 25 hours per week.</p> <p>Provision of collaborative regional and advocacy services and activities through youth networks and regional bodies.</p> <p>Needs and issues impacting young people are reviewed every five years to drive service delivery.</p> <p>Youth Informing Strategy reviewed every five years (2021/22 onwards).</p>	
Community Engagement			
<p>Community engagement through provision of information, support, partnerships</p> <p>Development and support of community led initiatives</p> <p>Training for elected members and employees to enhance community engagement across the Shire</p>		<p>Biannual networking functions held between all Residents &amp; Ratepayers Associations and the Shire of Mundaring.</p> <p>Biannual School Principal’s Forum.</p> <p>Advisory groups.</p> <p>Community Engagement Framework reviewed every five years (2020/21 onwards).</p>	
Funding and Awards Applications			
<p>Apply for relevant grants and/or awards- budget of \$6,000 per annum</p>		<p>One to two external grants/awards applied for per annum in line with strategic priorities and projects.</p>	

ACTIVITIES	SERVICE LEVELS
<b>Disability and Access</b>	
<p>Resource Inclusion and Disability Access Advisory Group (IDAAG) - four IDAAG meetings per year</p> <p>\$150,000 per annum for access upgrades to Shire buildings</p> <p>IDAAG recommends priority list of access upgrades</p>	<p>Access to all Shire services, facilities, information and consultation.</p> <p>Budget provision for access upgrades program.</p> <p>Needs and issues impacting people with disabilities are reviewed every five years to drive service delivery.</p> <p>Access and inclusion plan reviewed every five years (2021/22 onwards).</p>
<b>Seniors</b>	
<p>Resource Active Ageing Network monthly meetings/planning days</p> <p>Manage The Hub of the Hills and associated events</p> <p>Annual Seniors Week event (budget of \$3500 per annum)</p> <p>Annual Seniors Recreation Day in collaboration with Seniors Recreation Council</p> <p>Minimum 10 events per annum</p> <p>Support Volunteer group to plan, manage and run events</p> <p>Review of Positive Ageing Plan</p>	<p>Access to programs, activities and events for seniors.</p> <p>Access to a well-equipped and managed community centre which caters for the needs of seniors; staffed 10 hours per week.</p> <p>Needs and issues impacting seniors are reviewed every four years and on an ongoing basis to drive service delivery.</p> <p>Positive Aging Plan reviewed every eight years (2018/19 onwards).</p>
<b>Volunteering</b>	
<p>Provide volunteer matching service, volunteer development activities and volunteer recognition program</p>	<p>Three volunteer development workshops held per year.</p> <p>Annual volunteer recognition event (up to 120 attendees).</p>

ACTIVITIES	SERVICE LEVELS
<b>Library &amp; Information Services</b>	
<p>Provide public library and associated services in Mundaring town site and in the western suburbs</p> <p>Maintain the online Community Directory</p> <p>Provide ad-hoc author talks and similar</p>	<p>Open Monday to Thursday from 9am to 7pm, Friday from 9am to 5.30pm, and 9am to noon on Saturday (Public Library).</p> <p>Public spaces for the pursuit of study, research and recreation.</p> <p>Free access, with professional help, to over 76,500 resources in a range of formats.</p> <p>Library programs that contribute to raising literacy and information levels.</p> <p>Specific services for targeted groups eg babies, youth, sight impaired, housebound etc.</p> <p>Technological facilities such as internet access (including Wi-Fi), scanning, PCs with printing and photocopying provided on a cost-recovery basis.</p> <p>Provision of free e-books for download.</p>

# Recreation & Leisure

## Key Activities

Aquatic centres  
Community facilities  
Lake Leschenaultia  
Mundaring Visitors Centre  
Active ovals  
Trails, dirt jump parks  
Skate parks, BMX tracks  
Leased community facilities  
Events and programs

## Service Statement

Provide and facilitate a range of opportunities that meet the leisure and visitor servicing needs of the community



## Outcomes

Fostering positive physical, social and emotional development of our community

Helping to build strong, safe, connected and inclusive communities

Contributing to economic prosperity of the district

Creating positive environmental experiences and promoting the need to care for our environment

## Key Projects

Mundaring Arena setup

Lake Leschenaultia outsource commercial operations

Mt Helena Aquatic & Recreation Centres- review

Development of new booking system

Preparation for Recreation Plan (2018/19)

ACTIVITIES	SERVICE LEVELS
<b>Aquatic Centres</b>	
<p>Provide the opportunity for use of aquatic centres by community, Department of Education and swimming clubs</p>	<p><b>Bilgoman Aquatic Centre:</b></p> <p>Affordable access to safe, clean and well-maintained, heated outdoor pools from October to April, seven days/week, 5:30am to 8pm Mon – Fri, and 7am to 7pm weekends and public holidays.</p> <p><b>Mt Helena Aquatic Centre:</b></p> <p>Affordable access to safe, clean and well-maintained, heated outdoor pool from October to April, seven days/week, 3:30pm to 7pm school days, and 12pm to 7pm school holidays.</p>
<b>Leisure &amp; Sporting</b>	
<p>Provide the opportunity for use of parks, ovals, tennis courts, BMX &amp; dirt park jumps, skateboard parks, Lake Leschenaultia, equestrian centres, golf course, lawn bowls clubs, junior motocross track, rifle range, and trails by community, sports groups and businesses</p> <p>Purpose-built indoor four-court sports stadium</p>	<p>Access to purpose built indoor four court Mundaring Arena</p> <p>Access to 11 active ovals that are free for passive activities all year ;subsidised for junior sporting use and affordable for seniors for 48 weeks of year.</p> <p>Affordable access to 34 plexi-pave courts and two bitumen courts.</p> <p>Free all year use of three dirt jump parks and one set of BMX jumps.</p> <p>Free all year use of three x 300m<sup>2</sup> concrete parks.</p> <p>Free access to Lake Leschenaultia and park facilities every day of the year.</p> <p>Affordable access to 23 camp sites, 22 of which have access to power, flushing toilets and hot showers.</p> <p>Access (with membership) to two equestrian centres in Parkerville (four arenas) and in Bailup (one arena).</p> <p>Access (with membership) to golf course with 18 hole, par 72 course, 5924 metres, no reticulation, sand greens.</p> <p>Access (with membership) to lawn bowls clubs in Mundaring two artificial greens and Glen Forrest two turf greens.</p>

ACTIVITIES	SERVICE LEVELS
	<p>Access (with membership) to 1.8km junior motocross track with hard packed gravel surface, 40 start gates, canteen area, licensed bar, undercover spectator area, playground wash-bay facility.</p> <p>Access (with membership) to rifle range: accommodate pistols and rifles up to 800 yards.</p> <p>Free access to 70km of Railway Reserves Heritage Trail.</p>
<b>Facilities</b>	
<p>Provide the opportunity for use of community halls, sports pavilions, cafe, playgroups, theatre, scouts/guides halls, sports clubs, workshops, community centres and recreation centres by community, sports groups and businesses</p>	<p>Access to affordable well-maintained, clean and safe community facilities seven days per week, every day of the year.</p>
<b>Visitor Centre</b>	
<p>Booking Agent</p> <p>Local Area Promotion</p> <p>Local Business Community (VC Membership)</p> <p>External visitor information service</p>	<p>Operates seven days per week, Mon – Sat 9.30am to 4pm, Sundays and most Public Holidays 10 am to 2.30pm (excluding Christmas Day, Boxing Day, New Year's Day, and Good Friday). Level 1 Accreditation.</p> <p>Visitor Centre employees add value to the customer interaction by promoting and informing on local attractions, goods and services to enhance visitor experience and encourage visitors to explore the area further.</p> <p>Visitor Centre provides an information service to visitors and residents and promotes arts, natural attractions, culture, heritage, and trails to attract visitation and repeat visits.</p> <p>Visitor Centre business members are promoted through various initiatives.</p> <p>Visitor Centre answers and processes all booking enquiries for Lake Leschenaultia for the camp ground and area bookings.</p>

# Children's Services

## Key Activities

Midvale Early Childhood & Parenting Centre

Midvale Outside School Hours Care & Vacation Care

Swan Children and Family Centre

Child and Parent Centre – Swan

Swan Aboriginal Family Enterprise – Indigenous Advancement Strategy

Eastern Region Family Day Care

Midvale Hub Parenting Service Perth North-East

## Service Statement

To facilitate the development, implementation & evaluation of high quality education and care services, parenting programs, health & counselling programs, Aboriginal programs & community outreach programs for families that meet the diverse need of parents and children



## Outcomes

Health and wellbeing

Skill & knowledge development

Community education

Family support

Resilient, supportive inclusive community

Local volunteering, employment and small business development

## Key Projects

Education and family support to local Aboriginal young parents

Peri-natal infant mental health project

Expanded parenting services

ACTIVITIES	SERVICE LEVELS
Midvale Early Childhood & Parenting Centre (MECPC) - Child Care & Parenting	<p>Rated Exceeding National Quality Standard.</p> <p>87 place child care centre.</p> <p>Fee based and government subsidies (Child Care Benefit etc).</p> <p>Accessible, affordable, safe and well equipped child care centre open 50 weeks per annum, from 6.30am to 6pm on week days.</p> <p>High quality early childhood education programs for children from birth to four year olds, including teacher led Kindergarten programs.</p> <p>Comprehensive range of parenting and family support programs offered.</p>
Midvale Outside School Hours Care (OSHC) & Vacation Care (VAC)	<p>Rated Exceeding National Quality Standard.</p> <p>Fee based and government subsidies.</p> <p>OSHC - 30 place Before School Care at MECPC, including school drop offs.</p> <p>OSHC – 50 place After School Hours Care at Midvale Primary School, including school pick ups.</p> <p>VAC – 30 place Vacation Care programs at MECPC during school holidays, including pick-ups and drop-offs.</p>
Swan Children and Family Centre (SCFC)	<p>Rated Exceeding National Quality Standard.</p> <p>Fee based and government subsidies.</p> <p>Adjacent to Clayton View Primary School.</p> <p>50 place child care centre, 30 place OSHC and 30 place VAC.</p> <p>Open 48 weeks per annum, from 6.30am to 6pm on week days.</p> <p>Health Clinics on site – Health, counselling and allied services.</p>

ACTIVITIES	SERVICE LEVELS
Child and Parent Centre – Swan (CPCS)	<p>Rated Exceeding National Quality Standard.</p> <p>Fully funded.</p> <p>Adjacent to Middle Swan Primary School.</p> <p>OSHC – SAFE 30 place Before School Care &amp; Vacation Care including pick ups and drop offs.</p> <p>Adult Education with Polytechnic West.</p> <p>Comprehensive range of playgroups, parenting and family support programs offered.</p> <p>Health Clinics on site – Health, counselling and allied services.</p>
Swan Aboriginal Family Enterprise (SAFE)	<p>Fully Funded.</p> <p>Co-located at CPCS site, open 6.30am to 5pm on week days.</p> <p>Activities across all Hub sites and local Primary Schools.</p> <p>Playgroups, parenting, student support and mentoring.</p>
Eastern Region Family Day Care	<p>Rated Exceeding National Quality Standard.</p> <p>Fee based and government subsidies.</p> <p>Coordination Unit operates from Midvale site 8.30am to 5pm on week days with 24 hour emergency on-call arrangements for extended care.</p> <p>Coordination Unit supports 60 Educators to run family day care businesses in their homes (across the North East of Perth) to provide high quality education and care.</p>

ACTIVITIES	SERVICE LEVELS
Midland Young Parents Study & Parenting Program	<p>Co-located at SCFC site – 4 days per week.</p> <p>20 place adult education and training programs delivered in partnership with Polytechnic West.</p> <p>Health services, parenting programs, outreach, high quality crèche and child care provided for enhanced life skills and wellbeing.</p>
Midvale Hub Playgroups	<p>15 community and school based playgroups offered during school terms.</p> <p>Free, inclusive early intervention playgroups facilitated by qualified educators, with a focus on early childhood development, parenting skills and wellbeing.</p>
Midvale Hub Parenting Services	<p>Fully Funded.</p> <p>Parenting services, programs and events across the North East region of Perth targeting; Young Parents, Fathers, Aboriginal and Culturally and Linguistically Diverse Parents.</p>
Midvale Hub Community Links Family Outreach Services	<p>Comprehensive information, referral pathways and outreach across all Hub sites and across the North East region of Perth.</p>

# Statutory Services Directorate

## Key Activities

Effectively lead and manage a multi-disciplinary team

Strategic and operational advisor to CEO, Council and staff

Directorate budgeting & forward planning

Organisational risk and governance

Stoneville-Parkerville Townsite developments

Bushfire mitigation

Government Sewerage Policy review and implications

Dog related issues

## Service Statement

Develop, implement and review the strategic and statutory frameworks to ensure the Town Planning, Environmental Health, Building, Community Safety, Environmental & Sustainability and Emergency Management function of the Shire are achieved.



## Outcomes

Statutory obligations imposed on the Shire are met

The safety and amenity standards within the Shire of Mundaring are protected

A solution-focused customer service provided

## Key Projects

Mundaring Town Centre revitalisation

Review Local Planning Scheme

Bushfire Risk Management planning

Public Health Plan

Weed management

### **Key Legislation**

(Note: Reference to an Act includes subsidiary legislation, such as regulations made under that Act)

*Biodiversity Conservation Act 2016*

*Building Act 2011*

*Bush Fires Act 1954*

*Caravan Parks and Camping Grounds Act 1995*

*Cat Act 2013*

*Control of Vehicles (Off Road Areas) Act 1978*

*Dog Act 1976*

*Emergency Management Act 2005*

*Environmental Protection Act 1986*

*Environmental Protection and Biodiversity Conservation Act 1999*

*Fire Brigades Act 1942*

*Food Act 2008*

*Health Act 1911/ Health (Miscellaneous Provisions) Act 1911*

*Health Local Law 2003*

*Litter Act 1979*

*Local Government Act 1995*

*Local Government (Miscellaneous Provisions) Act 1960*

Metropolitan Region Scheme and Local Planning Scheme 4

*Planning and Development Act 2005*

*Public Health Act 2016*

### **Key Stakeholders**

Building Commission

Building, Planning, Health, Community Safety, and Emergency Management & Environmental related contractors and consultants

Bureau of Statistics

Construction Training Fund

Department for Child Protection & Family Support

Department of Education

Department of Environment Regulation

Department of Fire & Emergency Services

Department of Health

Department of Local Government & Communities

Department of Parks & Wildlife

Department of Planning

Department of Regional Development & Lands

Department of Water

Eastern Metropolitan Regional Council

Emergency Recovery Related Agencies

Landgate

Lawyers

Local & District Emergency Management Committees

Office of Emergency Management

Ombudsman

Plumbers Licensing Board

Residents/Ratepayers

Royal Society for the Prevention of Cruelty to Animals

Schools – public and private

Shire of Mundaring (other Services/Directorates & Council)

State Emergency Management Committee

State Government local members

Swan River Trust

Veterinary Practices

Volunteer Bushfire Brigades

Water Corporation

West Australian Local Government Association

# Building and Health

## Key Activities

Compliance and enforcement

Building applications

Site inspections

Information and advice

Pool/Spa inspections

Fencing and Signs Local Law

Food premise inspections

Onsite effluent disposal

Water (recreational & drinking)

Environmental noise

Public buildings & events

Building control

## Service Statement

Develop, implement and review the Shire's Building Service and Environmental Health framework to enhance community resilience and ensure statutory obligations are met.



## Outcomes

Buildings-Minimum standards of safety including structural safety from fire

Buildings-Health, amenity and sustainability objectives

Protect, promote and improve the health and wellbeing of the residents of the Shire of Mundaring and to reduce the incidence of preventable illness

## Key Projects

### Building Services:

Building Commission are introducing mandatory building inspections – Inspect roof framing in residential buildings

### Health Services:

Implementation of Public Health Act 2016

Create the Shire of Mundaring Public Health Plan

ACTIVITIES	SERVICE LEVELS
<b>Building Service</b>	
Process Building Applications	Building Permits are granted within 25 working days for uncertified applications together with the Certificate of Design Compliance and 10 working days for certified applications in accordance with the Building Act 2011.
Resolve compliance issues	Complaints are responded to in accordance with the Customer Services Charter and actioned relative to current workload and risk to public safety.
Undertake private swimming pool inspections: approx. 800 inspections per year, 70 inspections per month on average.	All recorded pools and spas (3586) (increasing by 120 on average per year) will be inspected at intervals of not greater than once every four years.
Assess completed commercial / industrial buildings for the issuance of an Occupancy Permit.	<p>Inspections will be undertaken within five working days from notification of completion.</p> <p>Issue Occupancy Permits within two working days after inspection or notify builder of any remedial works.</p>
Provide advice on general building enquiries	<p>On average attend front counter approximately 1400 times per year.</p> <p>Respond to phone and email enquiries.</p>
<b>Health Service</b>	
<p>Food Safety</p> <p>Food premises establishment and renewal</p> <p>Food sampling</p> <p>Food premises inspection</p>	<p>Consistent application of the Food Act 2008 is applied to businesses.</p> <p>The Shire minimises the risk of food-borne illness within the community.</p> <p>Food premises inspected commensurate with the risk profile of the food business.</p> <p>Food sampling undertaken regularly.</p>

ACTIVITIES	SERVICE LEVELS
Assessment, approval and inspection of Effluent Disposal Systems (Septic tanks, ATU's)	Approval or issue notification within five working days. (120 effluent disposal systems per year).
Issue health permits/approvals Stallholders/Traders	Issue of health permits within five working days. Provides the community a regulated approval process for stallholders/traders.
Inspections Public Buildings Hairdressers & Skin Penetration Establishments Caravan Parks & Camping Grounds Lodging Houses Offensive Trades	Assurance of adequate standards of public health and safety by undertaking annual inspections. (900 inspections per year)
Environmental Water Sampling	Water sampling is conducted in Jane Brook (Winter) & Lake Leschenaultia (Summer) to ensure public safety and acceptable water quality standards.
Inspections and sampling undertaken at aquatic facilities of public swimming pools in accordance with the Health (Aquatic Facilities) Regulations 2007.	Public swimming pool inspection water testing every month (when operational) to ensure the safety of recreational waters.
Respond and investigate complaints regarding matters including environmental noise, contaminated sites, food safety, water quality, health nuisance.	450 requests for action are responded to in accordance with the Customer Services Charter and actioned relative to current workload, risk to public health and safety and magnitude of effect on amenity.
Public Health Act 2016	The new <i>Public Health Act 2016</i> will be phased in over 3-5 years and introduces a requirement for local governments to develop a Public Health Plan as part of the plan/s for the future required under the <i>LG Act 1995</i> .

# Community Safety & Emergency Management

## Key Activities

### Community Safety

Companion animal control

Annual firebreak  
inspections

Compliance activities

### Emergency Management LEMC

DEMC

Local Emergency  
Management  
arrangements

Recovery coordination

Fire protection/mitigation

Fire hazard inspection

ESL/LGGS admin

VBFB support & admin

Emergency incident  
Hazard Management  
agency liaison

## Service Statement

Develop, implement and review the Shire's Community Safety and Emergency Management framework to enhance community resilience and ensure statutory obligations are met.



## Outcomes

**Community Safety and Amenity**-Protection of safety and amenity within the community across a range of areas including companion animals and the control of bushfire

Protection of community values through the coordinated application of a range of risk reduction activities relating to People, Economy, Social Setting, Governance, Infrastructure and Environment

**Community Resilience**-Enhancing community disaster resilience through Risk Management, Planning and Procedures, Resources and Community Connectedness

## Key Projects

Dogs Local Law review

Bush Fire Risk Management Plan

Local Emergency Management Arrangements  
review

Emergency risk assessment

ACTIVITIES	SERVICE LEVELS
<b>Community Safety Services</b>	
Respond to Community Customer Action Requests on statutory-related nuisance and compliance related issues: companion animals (dogs and cats), straying animals, off-road vehicles, litter, parking control.	Complaints are responded to in accordance with the Customer Services Charter and actioned relative to current workload and risk to public safety.
Manage dog and cat registrations	<p>Dog re-registrations process (4000) in October of each year. New/alterd registrations approximately 30 per month.</p> <p>Cat re-registrations process (1100) in October of each year. New/alterd registrations approximately 40 per month.</p> <ul style="list-style-type: none"> <li>• In person – effected immediately</li> <li>• Post/email – within five working days.</li> </ul>
<b>Emergency Management including Fire Safety Activities</b>	
Emergency Management	<p>Review Local Emergency Management Arrangements (LEMA) in accordance with statutory requirements (not less than every five years).</p> <p>Conduct an exercise annually that tests elements of the LEMA and the Shire of Mundaring Business Continuity Plan.</p> <p>Conduct four Local Emergency Management Committee meetings per year.</p> <p>Conduct two bushfire volunteer events – Captains dinner (50 attendees), bushfire volunteers BBQ (350-400 attendees).</p> <p>Participate in three District Emergency Management Committee meetings pa.</p> <p>Contribute to significant incident management via Incident Management Team/ Incident Support Group liaison.</p>

ACTIVITIES	SERVICE LEVELS
Undertake Bush Fire Safety and Firebreak Management Program	<p>Annual firebreak inspection program for whole shire carried out annually with pre-inspections in high risk areas starting in October and continuing through to January.</p> <p>Promote bush fire safety understanding for community (newspapers, internet, two community events.)</p> <p>Respond to firebreak complaints.</p>
Fire Hazard Inspection program	Private properties inspected according to bushfire risk and owners engaged in programs of bush fire fuel load management.
Bush Fire Risk Management Planning	Prepare a tenure blind Bush Fire Risk Management Plan for the entire district of the Shire in accordance with the requirements of Westplan Bushfire.
<p>Administer Emergency Services Levy, Local Government Grant Scheme (LGGS) application, expenditure and acquittal for equipping and training Volunteer Bushfire Brigades.</p> <p>Liaise with and administer the records of Volunteer Bush Fire Brigades on all aspects of brigade operations and training.</p>	<p>The LGGS application, expenditure and acquittal process is completed within statutory requirements.</p> <p>The community receives adequately skilled, equipped and competent Volunteer Bushfire Brigades.</p>

# Planning & Environment

## Key Activities

### Planning

Process development applications, subdivision, scheme amendments, structure plan proposals

Undertake compliance proceedings

Develop and maintain the Shire's strategic planning framework

### Environment

Support Environmental Advisory Committee

Provide environmental advice (site specific / strategic)

Sustainability and environmental education is provided to schools and residents

Corporate reporting of sustainability measures

Provide expert advice (compliance matters, DA, strategic)

## Service Statement

Protecting the public interest in the Shire's built and natural environment.

Provide strategic planning services to guide development; statutory planning services to assess private development; environmental and sustainability services to protect our environment.



## Outcomes

Planning and environmental legislative obligations are met.

Statutory and policy framework reflects community expectations and State policy

Award winning scheme and implementation approach to biodiversity and bushfire controls

## Key Projects

Mundaring Town Centre Revitalisation

Helena Valley Urban Expansion Strategy

Local Commercial Strategy Review

Local Planning Scheme Review

Potential Light Industrial Expansion – Stonehouse

Watercourse Hierarchy Strategy

Limited Rural Strategy Bailup / Wooroloo

Environmental

Wildlife Corridor Strategy Review

Reserves Assessment Strategy

Weed Strategy Review

State of the Environment Report

Fauna Awareness Strategy

Carbon Reduction Strategy

ACTIVITIES	SERVICE LEVELS
<b>Planning Services</b>	
Process development applications in accordance with LPS	Development applications (~600pa) will be determined within 60 days from receipt of a valid application or 90 days where an application requires advertising.
Process Development Assessment Panel (DAP) Applications	DAP applications will be referred within seven days of receipt and employee reports completed within 80 (not requiring advertising) or 90 (requiring advertising) day timeframe.
Process applications for WA Planning Commission (WAPC) Approval	Refer application to WAPC within seven days of receipt.
Process subdivision referral applications (including Street Naming and clearance of relevant subdivision conditions)	Processing referral responses to subdivisions within 42 days.
Process scheme amendments, structure plans	Scheme amendments submitted to Council (for consideration) within 60 days after the end of the submission period.
Investigate compliance matters / enquiries	<p>Conduct compliance site inspection within two weeks of notification.</p> <p>Compliance matters are investigated in accordance with the Customer Services Charter and actioned relative to current workload, risk to public safety and magnitude of effect on amenity (120 per annum).</p>

ACTIVITIES	SERVICE LEVELS
Provide advice on general planning enquiries	(1300 per annum).
Process zoning Certificates	Within 10 working days (650 per annum).
Develop and maintain the Shire's strategic planning framework which guides forward planning and informs statutory planning decisions.	Undertake Council endorsed strategic planning projects within designated timeframes and budget.
Provide strategic planning advice and input into proposed new State Government planning documents affecting the Shire, Scheme Amendments, Structure Plans and major subdivisions, development applications	Provide responses which reflect the Shire's endorsed Local Planning Strategy within required timeframes.
Actively advocate for improved public transport within the Shire and promote/secure new road connections in association with new subdivisions.	Ensure transport and movement networks are a key consideration in any planning advice or strategies prepared by the Shire.
Review Precinct Plans	Undertake strategic planning projects within designated timeframes and budget.
Municipal Heritage	Maintain and update municipal heritage register. Review policy every 5 years.

ACTIVITIES	SERVICE LEVELS
<b>Environmental Management</b>	
Provide expert environmental advice in any Shire investigations into unlawful activities that are detrimental to the environment.	Reported environmental damage is initially investigated and a response provided to the complainant within 14 days. Environmental Officer will ascertain the urgency pertaining to illegal clearing issues and respond accordingly.
Environmental assessment of development applications, subdivisions and structure plans	Environmental assessments for development applications, subdivisions and structure plans will be completed within 45 days to meet the 60 day requirement under the Local Planning Scheme.
Environmental Asset Inspections	Environmental Asset Inspections are conducted within 7 working days at the request of the applicant to educate the property owner about protection of local natural area.
Sustainability and Environmental Education is provided to schools and residents	<p>10 free environmental education workshops per annum.</p> <p>Limited amount of school visit requests are actioned.</p> <p>Limited Private Land Conservation site visits conducted on a reactive basis.</p> <p>Production of a minimum of one environmental educational material eg brochure, booklets, poster.</p>

ACTIVITIES	SERVICE LEVELS
Provision of sustainability initiatives, corporate reporting of sustainability measures, including the State of the Environment report.	Depending on priorities and budget, a State of the Environment report is produced every five years as a snapshot of the Shire's Corporate Sustainability responsibility. Sustainability Programs are overseen by the Co-ordinator Environment and Sustainability.
Provide environmental advice on natural area management. Environmental issues to the community, organisations and businesses.	General environmental advice is available upon request via telephone, Shire website and through meetings with the community.  Natural Resource Management Officer (NRMO) will initially respond to private land conservation enquiries within three days. The NRMO will provide support to catchment groups as per the Project Plan agreement with the EMRC and the Shire of Mundaring.
Undertake environmental strategic projects which aim to protect and enhance biodiversity and environmental assets such as watercourses and wildlife corridors in the Shire.	Undertake Council endorsed strategic planning projects under the guidance and support of the Environmental Advisory Committee within designated timeframes and budget.

# Corporate Services Directorate

## Key Activities

Effectively lead and manage a multi-disciplinary team

Strategic and operational advisor to CEO, Council & staff

Directorate budgeting & forward planning

Organisational risk and governance

Various committees

Public Interest Disclosure

Freedom of Information

## Service Statement

Provide internal services for finance, human resources, information technology, governance (incl. risk and occupational safety and health), information management services and reception.



## Outcomes

High quality corporate governance, financial, human, information services, systems and strategies developed, implemented and evaluated to meet the needs of the organisation and delivery of services to the community

## Key Projects

Risk management

Policy and procedure review

Performance management improvement

Enterprise bargaining

On-line HRM services

<p><b><u>Key Legislation-</u></b></p> <p><i>Archives Act 1983 (Cth)</i></p> <p>Australian Accounting Standards Board</p> <p><i>Australian Information Commissioner Act 2010 (Cth)</i></p> <p>Australian Standard AS 5620 Workforce Planning: 2015</p> <p><i>A New Tax System (Goods and Services) Act 1999</i></p> <p><i>Fringe Benefits Tax Assessment Act 1986</i></p> <p><i>Children and Community Services Act 2004</i></p> <p>Children and Community Services Regulations 2006</p> <p><i>Corruption, Crime and Misconduct Act 2003</i></p> <p><i>Cybercrime Act 2001 (Cth)</i></p> <p><i>Disability Discrimination Act 1992</i></p> <p><i>Disability Services Act 1993</i></p> <p><i>Electronic Transactions Act 2011</i></p> <p><i>Equal Opportunity Act 1984</i></p> <p><i>Evidence Act 1906</i></p> <p><i>Fair Work Act 2009</i></p> <p><i>Freedom of Information Act 1992</i></p> <p><i>Human Rights and Equal Opportunity Act 1986</i></p> <p><i>Human Services (Centrelink) Act 1997</i></p> <p><i>Human Services (Medicare) Act 1973</i></p> <p><i>Industrial Relations Act 1979</i></p> <p><i>Local Government Act 1995</i></p> <p>Local Government (Administration) Regulations 1996</p> <p>IT Standards and Regulations</p> <p><i>Limitation Act 1935 and Limitation Act 2005</i></p>	<p>Local Government (Employee Superannuation) Regulations 2016</p> <p>Local Government (Financial Management) Regulations 1996</p> <p>Local Government (Functions and General) Regulations 1996</p> <p>Local Government (Long Service Leave) Regulations</p> <p>Local Government (Rules of Conduct) Regulations 2007</p> <p><i>Minimum Conditions of Employment Act 1993</i></p> <p>National Employment Standards</p> <p><i>Occupational Safety and Health Act 1984</i></p> <p>PCI Security Standards Council (PCI DSS 3.0 compliance standard for payment card security)</p> <p><i>Public Interest Disclosure Act 2013</i></p> <p><i>Privacy Act 1988</i></p> <p><i>Public Interest Disclosure Act 2003</i></p> <p><i>Rates and Charges (Rebates and Deferments) Act 1992</i></p> <p>Rates and Charges (Rebates and Deferments) Regulations 1992</p> <p><i>State Records Act 2000</i></p> <p>State Records Commission Standards</p> <p>State Records Commission Policy - Local Government Elected Members' Records</p> <p><i>Superannuation Guarantee (Administration) Act 1992</i></p> <p><i>Superannuation Guarantee (Administration) Amendment Act 2012</i></p>	<p><b><u>Stakeholders</u></b></p> <p>Shire employees and other Shire Services Council</p> <p>Ratepayers/Community</p> <p>Department for Local Government &amp; Communities and other Government Agencies (State and Federal)</p> <p>Contractors/Suppliers</p> <p>Professional Associations</p> <p>Western Australian Local Government Association (WALGA)</p> <p>Auditors</p> <p>Prospective employees</p> <p>Unions/Industrial Organisations</p> <p>East Metropolitan Regional Council (EMRC) &amp; Other Local Governments</p> <p>Banks &amp; Financial Institutions</p> <p>Chamber of Commerce/Business</p> <p>Property Investors</p> <p>Australian Taxation Office</p> <p>Insurers</p> <p>Lessees – Community Groups</p>
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# Human Resources

## Key Activities

Organisation development

Workforce Strategy

Employee/Industrial  
relations

## Service Statement

The Human Resources Service provides a range of policy, advisory and organisational development services and programs designed to build capability and foster a culture that supports service excellence.

## Outcomes

Structure

Culture

Capability

Alignment

Engagement



## Key Projects

Performance management  
improvement

Enterprise bargaining

Mental Health and Wellbeing  
Framework

Strategic Learning and  
Development Framework

On-line HRM Services

ACTIVITIES	SERVICE LEVELS
<b>Organisation Development</b>	
<p>Workforce Planning</p> <p>Diversity and Inclusion</p> <p>Knowledge Management</p> <p>Culture development</p> <p>Change Management/Workplace Redesign</p> <p>Corporate/HR Systems Support and Enhancements</p> <p>Learning and Development</p> <p>Leadership Development</p> <p>HR Policy and supporting resources</p> <p>Job Design and Classification</p> <p>Reporting</p>	<p>Provision of timely advice, information, systems, contemporary policies, procedures and practices to facilitate cultural and systemic change. Delivery of workforce planning, diversity management, knowledge management, development of the corporate culture, change management, corporate systems support and enhancements, learning and development systems, and classification assessment and review.</p> <p>Provision of quarterly workforce performance indicator reports to Executive.</p> <p>Continuously review key HR processes including recruitment/appointment and departures and performance management to improve efficiency, effectiveness and manage risks.</p>

ACTIVITIES	SERVICE LEVELS
<b>Workforce Strategy</b>	
<p>Attraction &amp; Retention (including employee engagement)</p> <p>Recruitment, Selection and Appointment</p> <p>Onboarding (induction, probation, trainee/apprentice monitoring)</p> <p>Employee Support and Wellbeing</p> <p>Reward and Recognition</p> <p>Performance and Development Reviews</p> <p>Learning and Development</p>	<p>Facilitate attraction, retention and development of the workforce. Delivery of corporate induction; wellbeing initiatives; facilitation of employee recognition program; employee performance development and review; co-ordination of corporate learning programs.</p> <p>Corporate Learning Programs aligned with business priorities and within budget.</p> <p>Review and revise Workforce Plan.</p> <p>Biennial staff survey (2018 onwards).</p>
<b>Employee / Industrial Relations</b>	
<p>Payroll Services</p> <p>Remuneration and Benefits</p> <p>Enterprise Bargaining</p> <p>Performance Management/Discipline</p> <p>Grievance Resolution</p> <p>Employee Separations</p>	<p>Provision of timely advice, information, systems, policies and/or facilitation; facilitation of enterprise bargaining; resolution of employee grievances; supporting management of performance; delivery of payroll services; provision of information and advice regarding collective agreements, remuneration and benefits, employee engagement.</p>

# Finance & Governance

## Key Activities

Finance and Rates

Governance and Risk

Information Management

Reception

OSH

## Service Statement

Develop, implement and maintain the Shire's systems and controls regarding financial management, information management, governance, risk management and OSH.



## Outcomes

Support Council, Executives and Shire service areas

Financial management

Legislative compliance

Corporate governance

## Key Projects

New Chart of Accounts

New InfoCouncil Software

Policy and Procedure Review

Replacement of Records Management System

ACTIVITIES	SERVICE LEVELS
<b>Accounting Services</b>	
Accounts Payable and Accounts Receivable Acquittals Banking Financial Reporting Insurance Purchase Card Taxation - BAS/FBT	Timely and accurate payment of accounts, collection of outstanding monies and accurate acquittal of grants received and expended. Daily banking of receipts. Day to day insurance claim management and annual return requirements. Monthly taxation reconciliation. Annual FBT Return.
<b>Audit</b>	
Annual Financial Statement Accounting Standards & Regulation Compliance Interim Audits Audit & Risk Committee	Co-ordination and preparation of financial statements in accordance with the <i>Local Government Act 1995, Local Government (Financial Management) Regulations 1996</i> , Australian Accounting Standards (AASB) and Australian Accounting Standards Board Interpretations (AASBI). Executive and administrative support is provided to Audit and Governance Committee. Develop internal audit plan and undertake internal audit program.
<b>Budget Management</b>	
Annual Budget Long Term Financial Plan (LTFP) Management & Development	Assist and co-ordinate Directorate's input into budget. Preparation of annual budget and annual budget review. Review and workshop with ELT & Council for early delivery of Budget in June each year. Coordinate review of LTFP.

ACTIVITIES	SERVICE LEVELS
<b>Rates</b>	
Collection Deferrals Emergency Services Levy Instalments Pensioners	Collection of rates and charges in accordance with the <i>Local Government Act 1995</i> , including debt recovery and payment options plus Emergency Services Levy and the Pensioners and Seniors Rebate Scheme on behalf of the State Government
<b>Financial Management</b>	
Asset Valuation BIS Investments Taxation	Assets to be valued for financial reporting - internal. BIS used for annual budget input, monitoring and forecasting. Investments in accordance with Shire Policy F1-02. FBT and GST compliance.
<b>Risk Management</b>	
Risk Management Framework Risk Profiles & Dashboard	Co-ordination of the partnership with Local Government Insurance Services (LGIS) to deliver a "whole of organisation" risk management program. Administrative support to Risk Management Committee and Audit & Risk Committee.
<b>Reception</b>	
Cashier Reception	Daily professional reception service to customers. Daily revenue received is accurately accounted for, receipted and banked.

ACTIVITIES	SERVICE LEVELS
<b>Governance</b>	
<p>Compliance</p> <p>Cemeteries</p> <p>Council support/advice</p> <p>Delegations</p> <p>Freedom of Information (FOI)</p> <p>Lease Management</p> <p>Local Laws</p> <p>Meeting Procedures</p> <p>Statutory Compliance</p> <p>Tender Register</p> <p>Annual compliance audit returns</p> <p>Primary and Annual returns</p> <p>Policy and Procedure Reviews</p>	<p>Administration and maintenance of cemetery bookings and records.</p> <p>Provide efficient and effective administration services that support Council and elected members.</p> <p>Provide induction and professional development program(s) for Elected Members.</p> <p>Maintain and administer a register of delegations from Council to CEO, employees and committees.</p> <p>Maintain statutory registers e.g. tender register and gifts register.</p> <p>Processing of FOI &amp; PID applications when received.</p> <p>Review and monitor leases and maintain database to ensure timely renegotiation or cancellation.</p> <p>Monitor and review Local Laws.</p> <p>Co-ordinate annual compliance return.</p> <p>Record tender process steps to ensure accountability and compliance.</p> <p>Complete Ward reviews every eight years (2024 onwards).</p> <p>Review meeting procedures every eight years (next review 2024).</p> <p>Review governance framework biennial (from 2017/18 onwards).</p>

ACTIVITIES	SERVICE LEVELS
<b>Occupational Safety &amp; Health</b>	
Claims Management Co-ordination & Training Ergonomic Assessments  Evacuation Procedures Incident Reporting OSH Committee OSH Inspections Safety Clothing	Work collaboratively with human resources to manage workers' compensation claims/ return to work programs.  Co-ordinate suitable training in OSH for all employees. Undertake workplace assessments for employees.  Maintain evacuation procedures and co-ordinate regular practices. Administer and record appropriate incident reporting and records. Provide administrative support to the OSH Committee. Co-ordinate and assist with regular OSH inspections of Shire premises. Co-ordinate and monitor the provision of PPE clothing to employees.
<b>Information Management</b>	
Electronic Records Management System Mail Services Printing Services Record Keeping Plan Records Management Retention Schedules & Archives Stationery	Process and record all daily outgoing mail. Undertake printing services of minutes and agendas. Provide day-to-day records service, including archiving and disposal of records, and stationery stocks.

# Information Technology

## Key Activities

Enterprise and solution architecture

Business process improvement

License and contracts

Business systems development

Corporate system administration

Data analytics and reporting

Cyber and information security

System administration

ICT service management

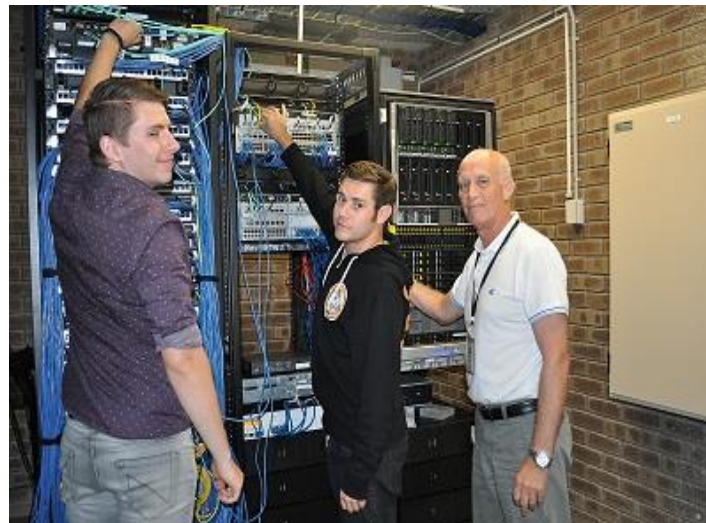
Website management

Digital services and mobility

ICT services for Volunteer Bush Fire Brigades

## Service Statement

Provide appropriate information and communication technology to enable Shire of Mundaring to deliver business outcomes with accordance with strategic and operational plans and priorities.



## Outcomes

Shire services are efficiently delivered through enabling technologies for council and administration and community well-being

ICT systems and services are modern and resilient for now and the future

Information is secure, accurate and transparent

## Key Projects

Replace record system

Online HR systems

Wi-Fi installations

Chart of Accounts upgrade

Asset Management System

GIS forms redevelopment

Install ICT services at Mundaring Arena

Upgrade Windows 10 and Office 2016

ACTIVITIES	SERVICE LEVELS
<b>Information Technology</b>	
<p>Information Technology</p> <p>ICT Services</p> <p>ICT Strategy and Governance - ICT Steering Committee</p> <p>Enterprise and , Solution Architecture</p> <p>Business Analysis</p> <p>Project Management</p> <p>Contract and Vendor Management</p> <p>Software Licensing and Compliance</p> <p>Business Systems Administration</p> <p>Geographical Information System (GIS)</p> <p>Administration and Development</p> <p>Information Management</p> <p>Cyber Security and System Control</p> <p>Network &amp; Infrastructure</p> <p>Management Business System</p> <p>Design &amp; Software Development</p> <p>Website</p> <p>Development and Administration</p> <p>IT Programs &amp; Special Projects</p>	<p>Provision of ICT and business systems to Shire staff, Elected Members, Community, through enabling technologies that are contemporary, robust and well managed.</p> <p>Review ICT Roadmap every 3 years.</p> <p>Review ICT plan –schedule to match Strategic Community Plan.</p> <p>Provision of business system to manage the enterprise architecture and IPFR expectations.</p> <p>Renew contract and services for internet and wide area network.</p> <p>Install Wi-Fi services at identified community buildings.</p> <p>Continue to develop and implement new corporate systems such as fleet management (stage 2), online leave, timesheets, APS –Events Management, Facilities Booking, CBP (Stage 3) &amp; PDRs.</p> <p>Develop informing strategies to forecast ICT programs, i.e. Online (digital) services.</p>

## **ATTACHMENT 3**

**Item 6.2**

**33 pages**



# **RESEARCH FINDINGS:**

## **Rates/Services Proposals Shire of Mundaring**

*An Assessment of Community Attitudes*

Prepared by: Thinkfield

April 2017

# Background & Methodology

## ***Key Objective:***

- To seek the Shire of Mundaring's residents and/or ratepayers feedback on future rates levels, and to assist the council make an informed decision on how to change rates and services.

## ***Methodology***

- A mixed methodology of telephone, online and paper surveys was employed to ensure a maximum reach within the community. Data collection was undertaken between 17 March and 18 April 2017. <sup>(1)</sup>
- The online survey link was made available to respondents on The Shire of Mundaring website and was promoted by the shire itself via social media. The average time taken to complete the survey was 15 min. The paper survey (self-complete) was made available to respondents by the shire at various locations. Paper surveys returned to Thinkfield were data entered and merged with the online data to produce the final results of the "Have Your Say" Survey. The final sample size achieved was n=530 (Online n=399, Paper Survey n=131).
- CATI (Computer Assisted Telephone Interviews) N=403 were undertaken by Thinkfield, an independent Market Research agency.
- A sample size of N=403 provides a good representation of the local community (a sampling error of  $\pm 4.85$  at the 95% confidence interval, in line with industry standards).
- All respondents were screened to ensure they were currently living and/or paying rates in the Shire of Mundaring, not working for the Shire of Mundaring, and 18 years or over.
- The Telephone Survey was conducted between Saturday 18<sup>th</sup> March 2017 and Thursday 30<sup>th</sup> March, 2017 between 4:30pm and 8:30pm on weekdays, 9:30 am and 5pm on Saturdays, and 10 am and 5pm on Sundays.
- Members of the community in the suburbs of Darlington, Helena Valley, Boya, Swan View, Midvale, Bellevue, Greenmount, Parkerville, Stoneville, Hovea, Glen Forrest, Mundaring, Mahogany Creek, Mount Helena, Bailup, Wooroloo, Beechina, The Lakes, Malmalling, Gorrie, Chidlow, Sawyers Valley (N=403) were interviewed at random.

### NOTES:

1. Paper surveys were data entered until 21 March 2017.

# Background and Methodology

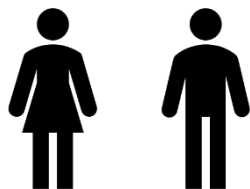
## ***Methodology (cont.):***

- The questionnaire was designed by Thinkfield with input from The Shire of Mundaring.
- Following data collection, the responses were entered into Web Survey Creator market research software. Open-ended questions were coded by Thinkfield to allow for quantitative analysis.
- Data was analysed using Q Professional data analysis software, from which data tables were produced. The data from these tables form the basis of this report. Note that percentages have been rounded and do not total 100%.

## ***About Thinkfield:***

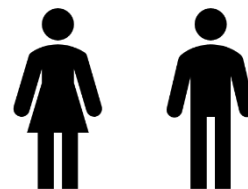
- Thinkfield is a Perth-based independent market research data collection agency, first established in 1991 (as West Coast Field Services).
- Thinkfield is accredited to the international standard for Market Social and Opinion Research (ISO 20252) and is audited annually to ensure this standard is upheld and applied to every project.

# Representative vs. Opt In



**Representative means that the participants are chosen at random, while still reflecting the demographic composition of the surveyed population**

- By choosing participants at random and selecting a large enough sample size, this method conveys an understanding of what the population of the Shire of Mundaring thinks about this topic.
- To ensure this is the case, the sample error needs to be controlled and weighting should be kept to a minimum. Both was the case here with a sample error of  $\pm 4.85$  at the 95% confidence interval and weighting well within industry standards<sup>1</sup>.



**Opt In means that participants make an effort to take part in the survey, which is normally triggered by stronger opinions and a desire to contribute them**

- Opt In participants are a population group that is keen to actively take part in this process. They are often impacted in a more direct way and/or keener to shape the communities future than other residents
- By definition this group cannot be representative as it is not a random sample, but rather a group of people that share the desire to be actively involved. This excludes all parts of the population, which do not share this desire.

Whilst a Representative Sample better reflects the population, an Opt In Sample often incorporates key opinion leaders and can wield considerable clout in a matter such as rates. Including both views into decision making will help manage the public debate.

# Executive Summary

## 1. Residents want a lower rates increase than 5% and are willing to reduce service levels

- 35% of respondents for the Telephone Survey would prefer a decrease in service levels (3% rates increase), while 30% chose to keep the same service level (5% rates increase). For the Have Your Say survey the opposite is true and 33% opt for a 5% increase and 28% for a 3% increase.
- When combining respondents who support a 3% rates increase and reduced service levels, with those who want to keep a rates increase below 3% (with even further reduced service levels), this becomes slightly more pronounced for the Telephone Survey at 37% vs 35%, and evens things up for the Have Your Say Survey at 33% vs 28%<sup>1</sup>.
- After being informed of which services level would be reduced, 50% of the Telephone Survey respondents would prefer a decrease in service levels and a rates increase of 3% (40% for the Have Your Say Survey), while 19% feel like they still can't make a decision (27% for the Have Your Say Survey).
- 18% for the Telephone Survey and 25% for the Have Your Say Survey want the Shire to avoid a rates increases by increasing efficiency alone, while 11% and 9% respectively vote for a rates increase lower than 3%, without specifying an impact on service levels.

## 2. There are differences on which services should be reduced, however, only one service is associated with strong differences between the surveys

- With the exception of commercial activities Lake Leschenaultia, there is no major disagreement<sup>2</sup> between the Representative Survey and the Have Your Say Survey about which services should be reduced.
- Mahogany Creek Hall, Destination marketing, Mt Helena Aquatic Centre and Recreation Centre are services with low attachment and a willingness to be reduced. Followed by New Footpaths, Tennis Courts and New Drainage, where there is only medium or low attachment and a medium willingness to reduce them.
- Tree Canopy and Understorey Program, Sterilisation rebate, Library Opening Hours, and Trek the Trail Event all show high or medium willingness for higher rates to keep these services.

### NOTES:

1. Does not add up to 100% as this adds up percentages from open ended questions, where more than one opinion can be expressed (see slide 13)
2. No more than 2 response categories apart (see slide 17)

# Executive Summary

## **3. Residents feel more informed<sup>1</sup> and would like further options considered to reduce a rates increase<sup>2</sup>**

- There is a clear shift of opinions between the start and the end of the survey. 12% of respondents (all methodologies combined) who couldn't choose between the 5% or 3% rates increase at the start of the survey, have made up their mind by the end – mainly choosing a 3% increase (8%). 59% of respondents stayed with their opinion while 7% changed their mind throughout the survey. 23% still have no opinion at the end of the survey.
- The shift in opinion towards reducing the rates increase and reducing service levels indicates that the selected services are in line with what respondents would consider reducing, otherwise more resistance towards a service reduction could have been expected.
- Around 50% of respondents for both surveys would like to see additional suggestions considered to reduce a rates increase<sup>2</sup>.

## **4. Respondents think that it was a good idea to consult the community, however, 14% voiced concerns about the survey<sup>3</sup>**

- The majority think that it was a good idea to reach out to residents, 48% for the Telephone Survey and 46% for the Have Your Say Survey<sup>4</sup>.
- Whilst 44% think it was good choice to consult the community or value that the survey allows ratepayers to express their opinion, there is a group of 14% who thinks that the survey design leads to a skewed outcome.
- This group raised their concerns to the public and to the Shire or Thinkfield directly and while many concerns could be resolved these have again been addressed on slide 7 of this presentation.

### NOTES:

1. See slide 21
2. See slide 24
3. See slide 23
4. See slide 22

# Survey Validity and Reliability

**The survey touched on a sensitive topic and caused strong feelings amongst the community. In particular Opt-In respondents expressed strong opinions on the survey design potentially leading to a biased outcome.**

## ***Provided answer options in the survey***

- 14% (n=71) of the Have Your Say Survey's respondents expressed concerns that the survey design could lead to skewed outcomes. However from the start of the survey the design gave all respondents the opportunity to choose "other" and share what other ways the shire should explore in order to control future rates levels. 33% of the Telephone Survey respondents chose that option (36% for Have Your Say). This demonstrates that the Other option in Q7 was frequently used and is unlikely to have biased the survey. Following data collection all open-ended answers were carefully reviewed, coded into different categories (See [Table 1](#)), and taken into consideration throughout this report.
- Although this percentage may indeed indicate overall unhappiness with the lack of options offered, the survey results itself does not indicate a biased outcome. The data indicated that, when asked about their attachment to various services and whether they would prefer these to be higher or lower, respondents clearly understood the task at end.

## ***Wording of the survey***

- 9% (n=44) of the Have Your Say Survey's respondents have expressed concerns over not understanding some questions and the scales being confusing, however, there is no evidence that this influenced results<sup>1</sup> and lead to a systemic misunderstanding of the survey. This concern is not as relevant in the Telephone Survey as interviewers are there to repeat and clarify questions as needed.

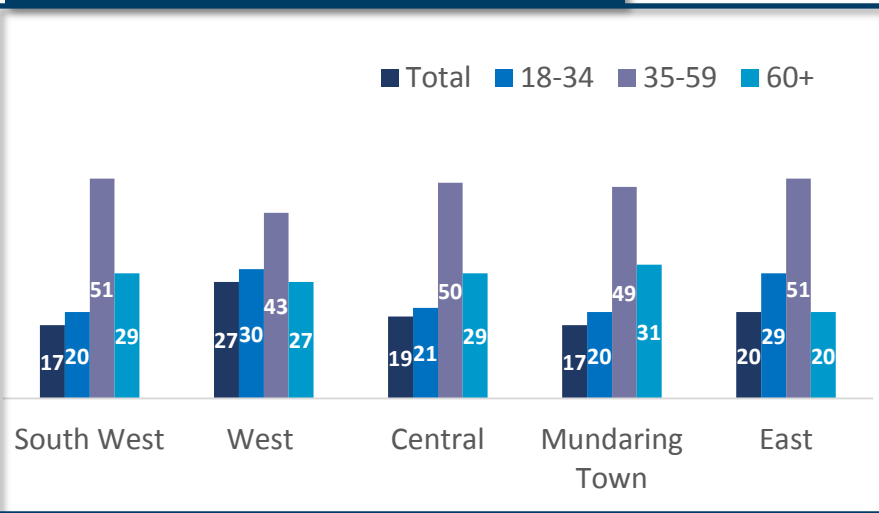
Most concerns came from the Have Your Say Survey and could be the result of fears that their opinion would not be adequately heard. Great care was taken to ensure that this is not the case and that this survey enables the Shire of Mundaring to take all views on this topic into account.

### NOTES:

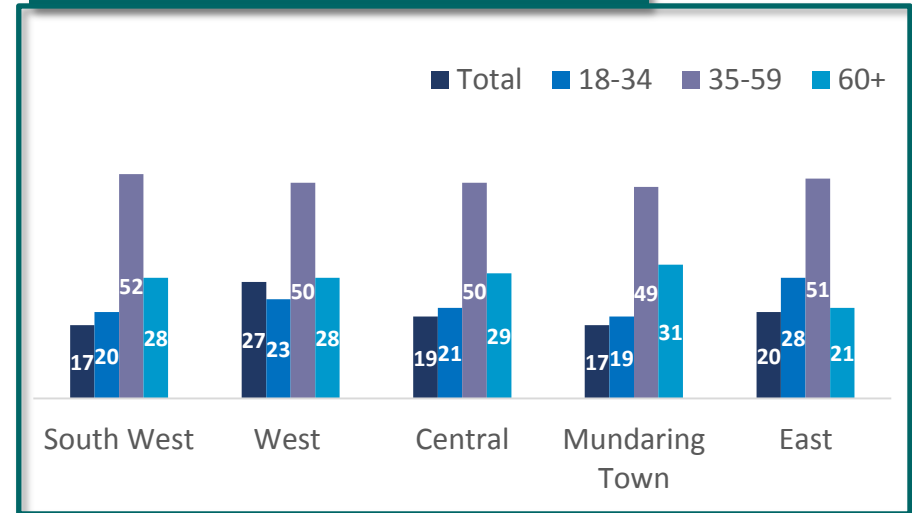
1. See slide 25

# Age Demographics

ABS Population Data<sup>1</sup> n=31,607



Telephone Survey<sup>1</sup> N=403



***Due to sampling effects data that is gathered through surveys is only rarely 100% identical to the ABS population data. To ensure that data is representative, weighting is applied.***

***During this process data is adjusted to match the population, through increasing the weight of under represented parts of the population and decreasing the weight of over represented parts of the population.***

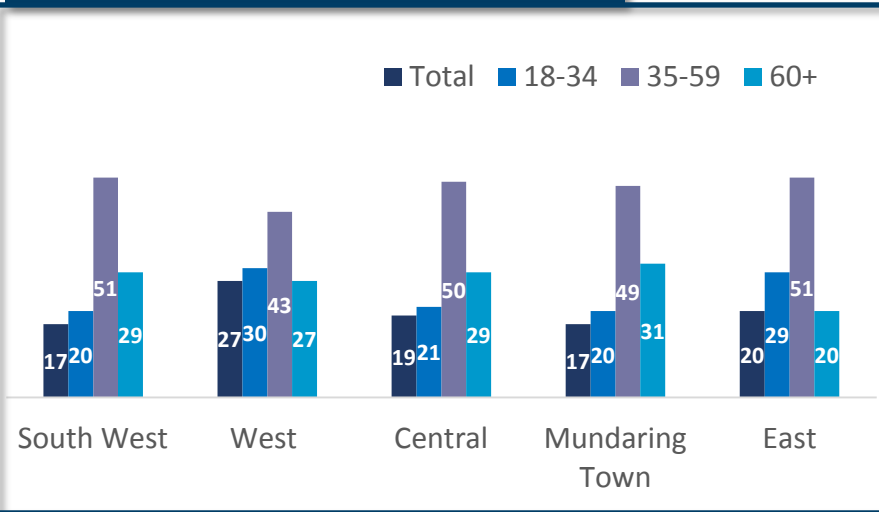
Quotas were set and mostly met, resulting in only minimal weighting of data. Where data was weighted it mostly impacted 18-34 year olds, however, the actual impact was very small.

NOTES:

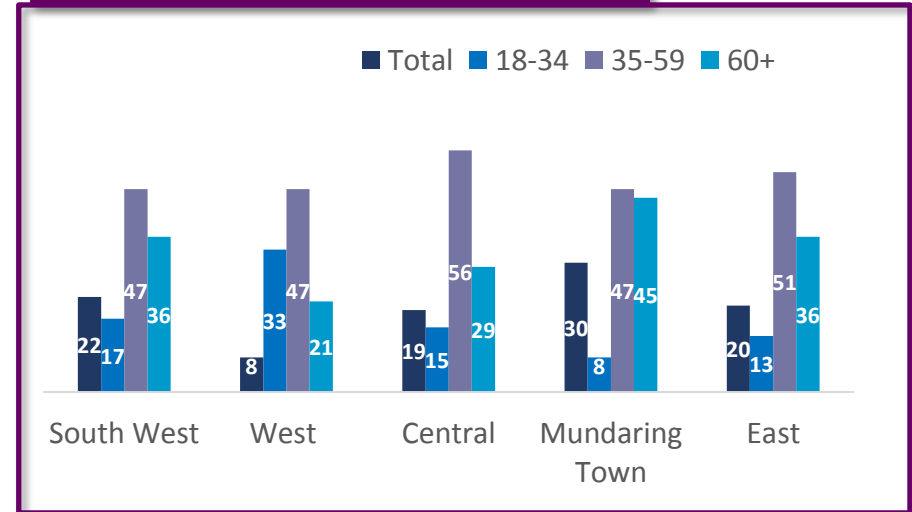
1. Data in %

# Age Demographics

ABS Population Data<sup>1</sup> n=31,607



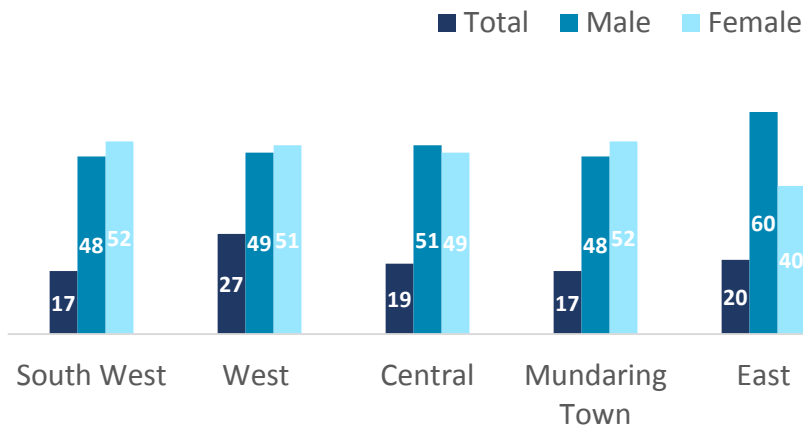
Have Your Say Survey<sup>1</sup> N=530



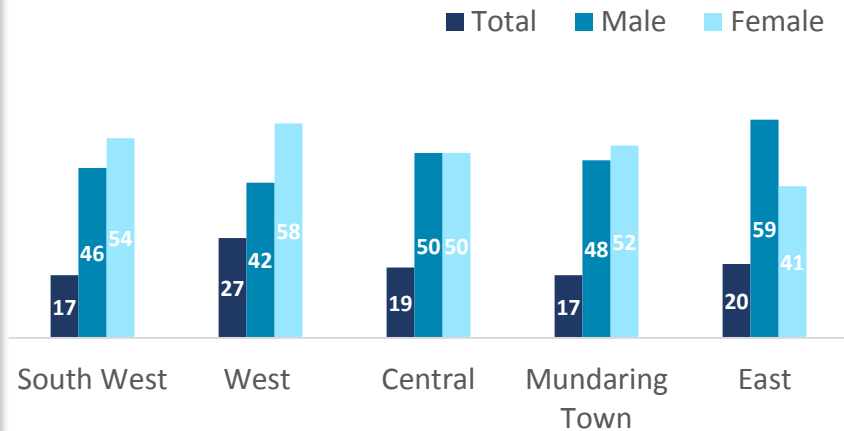
The Have Your Say Survey over represents Mundaring Town and under represents the West of the Shire. In addition those 18-34 are under represented, while those 60+ are over represented.

# Gender Demographics

ABS Population Data<sup>1</sup> n=31,607



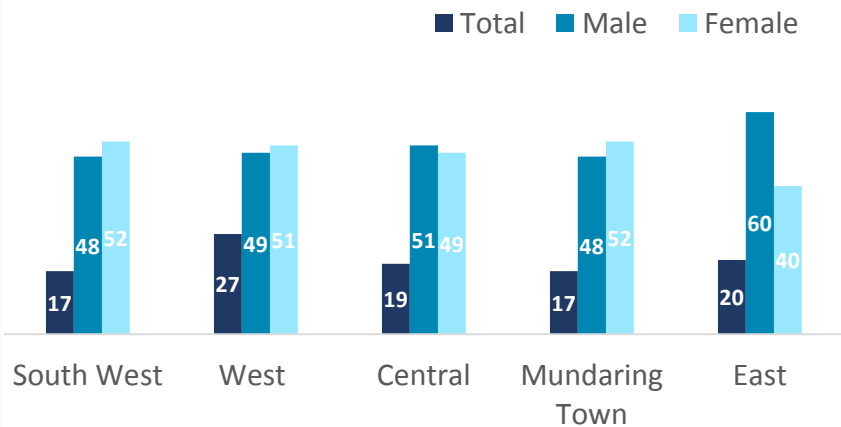
Telephone Survey<sup>1</sup> N=403



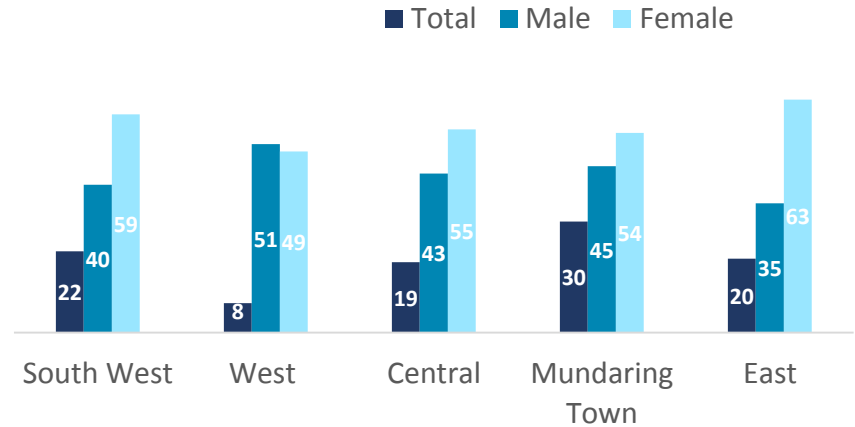
With the exception of the West of the Shire, the Telephone Survey generated data that only required a minimum of weighting. Weighting for the West of the Shire was, however, well within the accepted norms of the industry.

# Gender Demographics

ABS Population Data<sup>1</sup> n=31,607

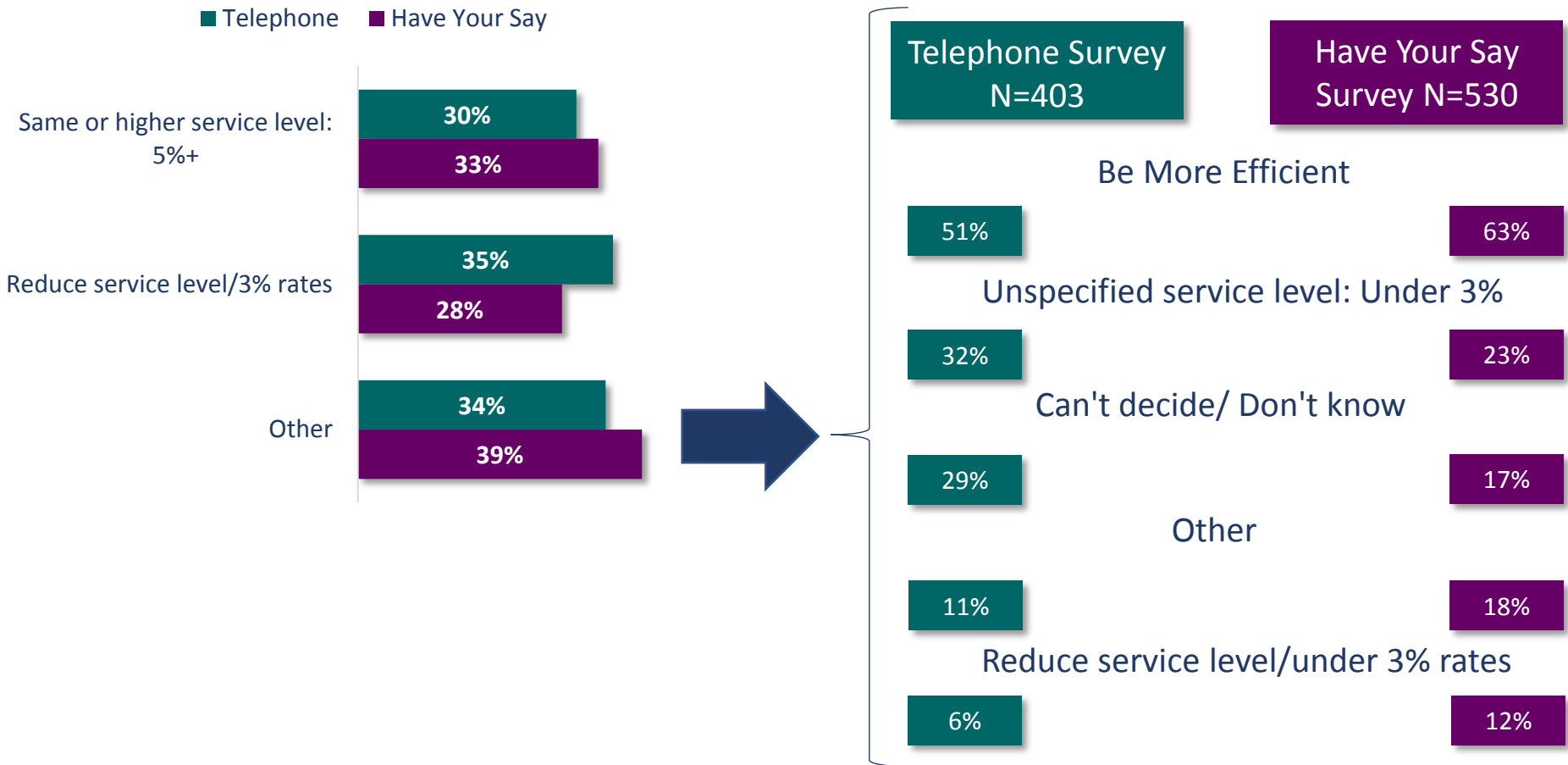


Have Your Say Survey<sup>1</sup> N=530



The Have Your Say Survey shows a consistent over representation of females, especially in the East of the Shire. Overall there is a marked difference between the population and the respondents of the Have Your Say Survey, which is to be expected for an Opt In Survey.

# What Do Residents Want?

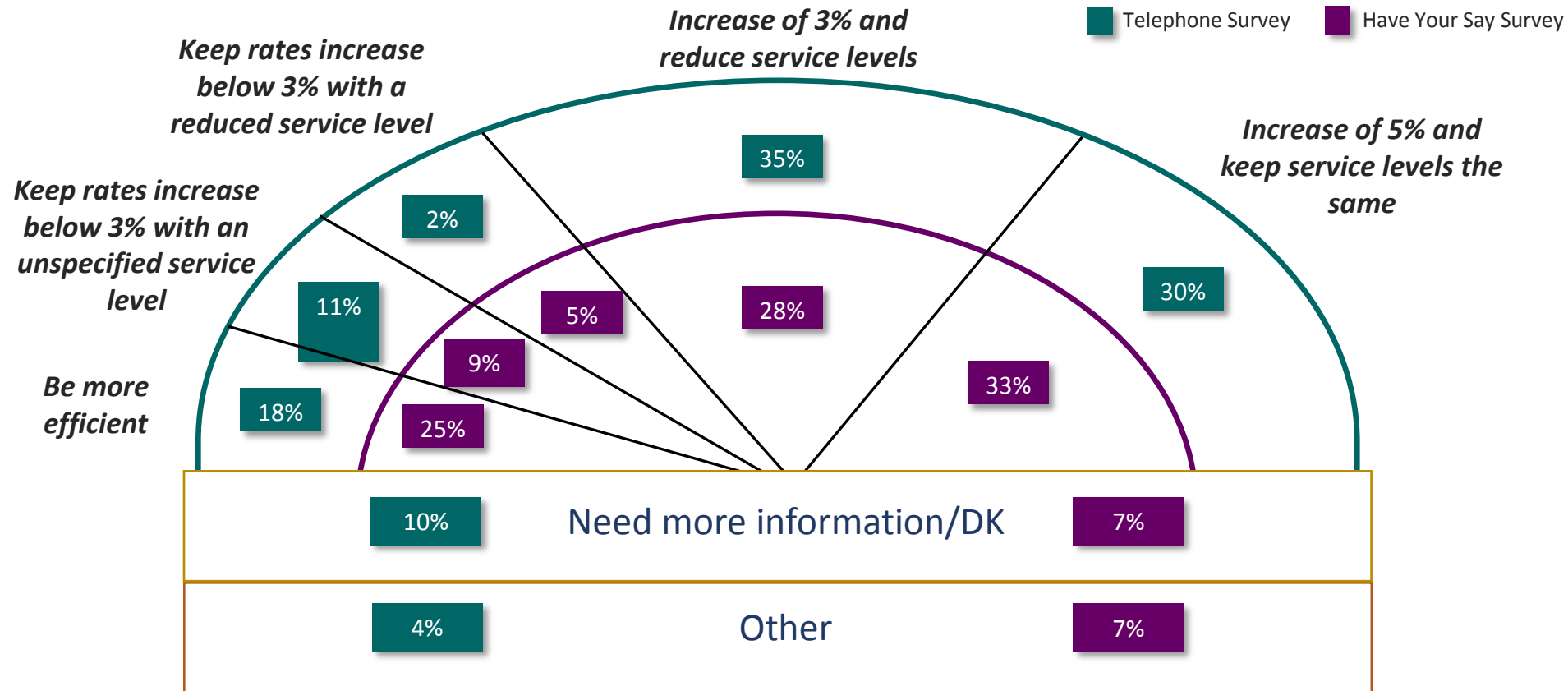


Around a third of respondents chose Other when asked about the preferred course of action. Other responses were grouped (coded) according to the intent of the response and fell mostly into five categories.

## NOTES:

1. [See Table 1](#)
2. Others don't add up to 100% due to allowing for multiple codes for one response.
3. Q7 Based on this and before knowing which services could be reduced, do you think that the Shire of Mundaring should: 1. Keep service levels the same and proceed with a 5% rates increase in 2017/18 2. Reduce service levels and proceed with a 3% rates increase in 2017/18 3. Other

# What Do Residents Want?



When including other responses, 37% (35%+2%) of the Telephone Survey and 33% (28%+5%) of the Have Your Say Survey respondents prefer either a 3% increase or a lower increase of rate levels. 18% for the Telephone Survey and 25% for the Have Your Say Survey want the Shire to avoid a rates increases by increasing efficiency alone, while 11% and 9% respectively vote for a rates increase lower than 3%, without specifying an impact on service levels.

## NOTES:

1. [See Table 1](#)
2. Others don't add up to 100% due to allowing for multiple codes for one response.
3. Q7 Based on this and before knowing which services could be reduced, do you think that the Shire of Mundaring should: 1. Keep service levels the same and proceed with a 5% rates increase in 2017/18 2. Reduce service levels and proceed with a 3% rates increase in 2017/18 3. Other

# How strongly do you wish to retain current services?

Telephone Survey

N=403

## Strong Attachment

Sterilisation Rebate  
Commercial Activities Lake  
Leschenaultia

## Medium Attachment

Tree Canopy and Understorey  
Program  
Trek The Trail Event  
Library Opening Hours  
New Footpaths  
Tennis Courts  
New Drainage

## Low Attachment

Destination Marketing  
Mt Helena Aquatic Centre and  
Recreation Centre  
Mahogany Creek Hall

Have Your Say

Survey N=530

Library Opening Hours  
Tree Canopy and Understorey  
Program  
Commercial Activities Lake  
Leschenaultia  
Sterilisation Rebate  
Trek The Trail Event

New Footpaths  
New Drainage  
Mt Helena Aquatic Centre and  
Recreation Centre  
Tennis Courts  
Destination Marketing  
Mahogany Creek Hall

Attachment to services is generally higher for the Have Your Say Survey Respondents, however, the ranking of services is fairly comparable.

#### NOTES:

1. [See Table 2](#)
2. Q 10 The Council is considering a number of service level reductions to achieve a lower rates increase. Regardless of your overall desire to reduce rates increases or keep existing service levels the same, for the following options, please rate how strongly you wish to retain current service levels for this particular service?

# How strongly do you wish to retain current services?

Have Your Say Survey N=530

Telephone Survey N=403		LOW	MEDIUM	STRONG
	LOW		<ul style="list-style-type: none"> <li>Mt Helena Aquatic Centre and Recreation Centre</li> <li>Mahogany Creek Hall</li> <li>Destination Marketing</li> </ul>	
	MEDIUM		<ul style="list-style-type: none"> <li>New Drainage</li> <li>New Footpaths</li> <li>Tennis Courts</li> </ul>	<ul style="list-style-type: none"> <li>Library Opening Hours</li> <li>Tree Canopy and Understorey Program</li> <li>Trek The Trail Event</li> </ul>
	STRONG			<ul style="list-style-type: none"> <li>Commercial Activities Lake Leschenaultia</li> <li>Sterilisation Rebate</li> </ul>

Six of eleven services have only low or medium attachment on average and represent opportunities for reducing their service levels with limited impact on the community.

## NOTES:

1. [See Table 2](#)
2. Q 10 The Council is considering a number of service level reductions to achieve a lower rates increase. Regardless of your overall desire to reduce rates increases or keep existing service levels the same, for the following options, please rate how strongly you wish to retain current service levels for this particular service?

# Higher Services vs. Lower Services

Telephone  
Survey N=143

## Higher Service & Higher Rates

Sterilisation Rebate  
Tree Canopy and Understorey Program  
Commercial Activities Lake Leschenaultia

## Medium

Trek The Trail Event  
Library Opening Hours  
New Footpaths  
Tennis Courts

## Lower Service & Lower Rates

Mahogany Creek Hall  
New Drainage  
Destination Marketing  
Mt Helena Aquatic Centre and Recreation Centre

Have Your Say  
Survey N=135<sup>(1)</sup>

Tree Canopy and Understorey Program  
Library Opening Hours  
Sterilisation Rebate  
Trek The Trail Event

New Footpaths  
New Drainage

Commercial Activities Lake Leschenaultia  
Mt Helena Aquatic Centre and Recreation Centre  
Tennis Courts  
Mahogany Creek Hall  
Destination Marketing

With the exception of Commercial Activities at Lake Leschenaultia, the ranking of services by willingness to reduce them is again fairly comparable. Around a third of respondents of the Telephone Survey feel strongly about providing commercial activities at Lake Leschenaultia, driving the willingness to pay higher rates to retain this service.

#### NOTES:

1. 22 missing responses. Hard copy surveys didn't have this question
2. [See Table 3](#)
3. Q 11 The following services could be reduced to reduce rates - for each one would you prefer the lower service level/lower rates option or the higher service level/higher rates option?

# Higher Services vs. Lower Services

Have Your Say Survey N=135 <sup>(1)</sup>

Telephone Survey N=143

	Higher Service & Higher Rates	Medium	Lower Service & Lower Rates
Higher Service & Higher Rates	<ul style="list-style-type: none"> <li>Tree Canopy and Understorey Program</li> <li>Sterilisation Rebate</li> </ul>		<ul style="list-style-type: none"> <li>Commercial Activities Lake Leschenaultia</li> </ul>
Medium	<ul style="list-style-type: none"> <li>Library Opening Hours</li> <li>Trek The Trail Event</li> </ul>	<ul style="list-style-type: none"> <li>New Footpaths</li> </ul>	<ul style="list-style-type: none"> <li>Tennis Courts</li> </ul>
Lower Service & Lower Rates		<ul style="list-style-type: none"> <li>New Drainage</li> </ul>	<ul style="list-style-type: none"> <li>Mahogany Creek Hall</li> <li>Destination Marketing</li> <li>Mt Helena Aquatic Centre and Recreation Centre</li> </ul>

Again six of eleven services are singled out and provide an opportunity to reduce service levels with little impact on the community.

It is noteworthy that only respondents willing to reduce services answered this question, however, although the sample is reduced the rating in Q11 is still comparable to the attachment expressed in Q10.

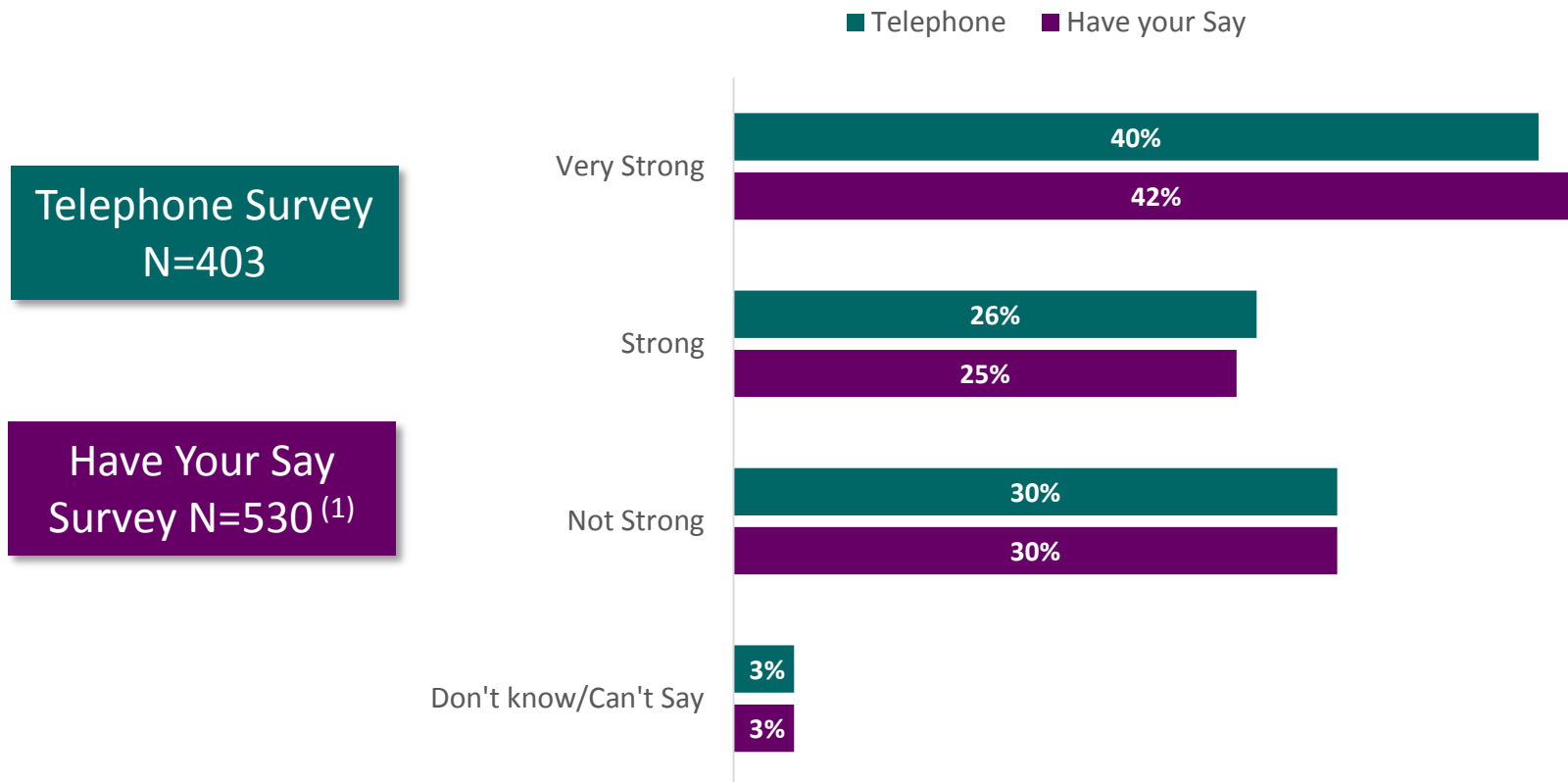
As a result it is likely that these response patterns would have been similar for all respondents.

## NOTES:

- 22 missing responses. Self complete survey didn't have this question
- [See Table 3](#)
- Q 11 The following services could be reduced to reduce rates - for each one would you prefer the lower service level/lower rates option or the higher service level/higher rates option?

# Outsourcing of Commercial Activities

*Please rate how strongly you think the Shire should investigate outsourcing of commercial activities?*



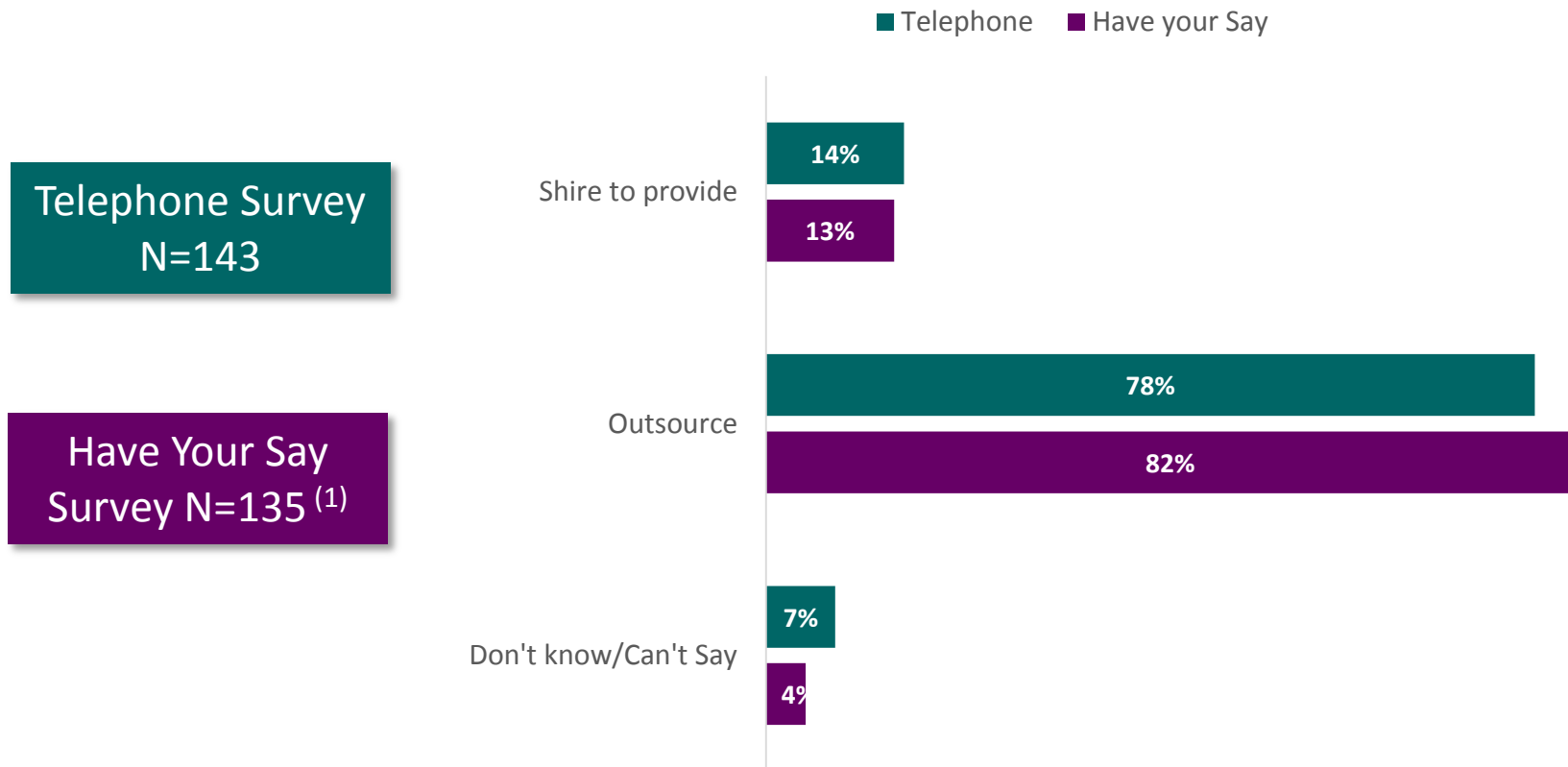
The majority of respondents for both surveys support the investigation of outsourcing of commercial activities either strongly or very strongly.

NOTES:

1. [See Table 2](#)
2. Q 10 4 Please rate how strongly you think the Shire should investigate outsourcing of commercial activities of camping, cafe and canoe hire at Lake Leschenaultia.

# Outsourcing of Commercial Activities

*Please rate if you want the Shire to provide higher service and offer commercial activities or outsource these services ?*

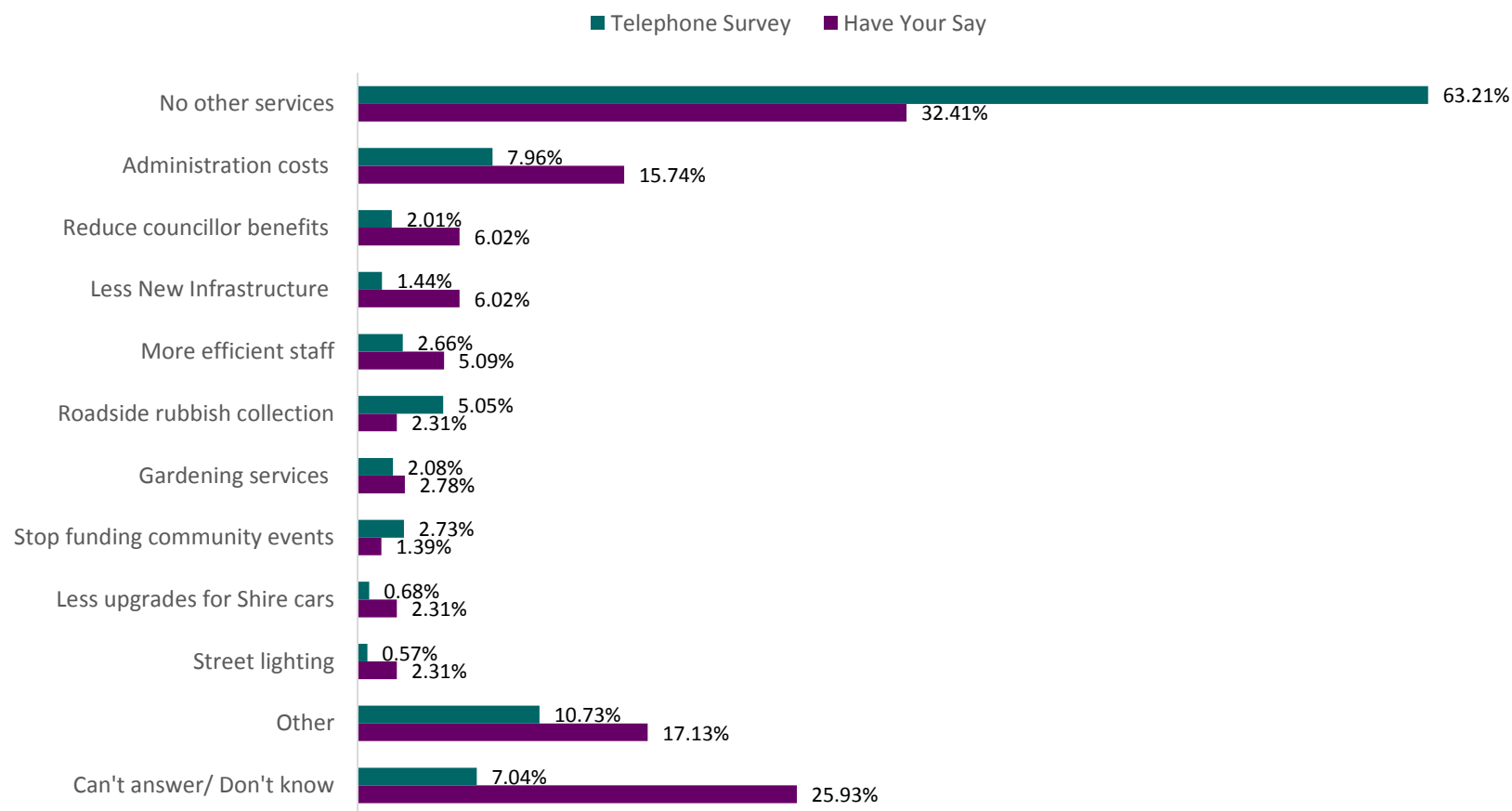


For both surveys the majority of respondents agree with the idea to outsource services at lake Leschenaultia, if the community can access the same services.

## NOTES:

1. 22 missing responses. Self complete survey didn't have this question
2. [See Table 3](#)
3. Q 11 4 Please rate if you want the shire to provide higher service and offer commercial activities of camping, cafe and canoe hire at Lake Leschenaultia or outsource these services (lower service)?

# What Other Services Should Be Reduced?



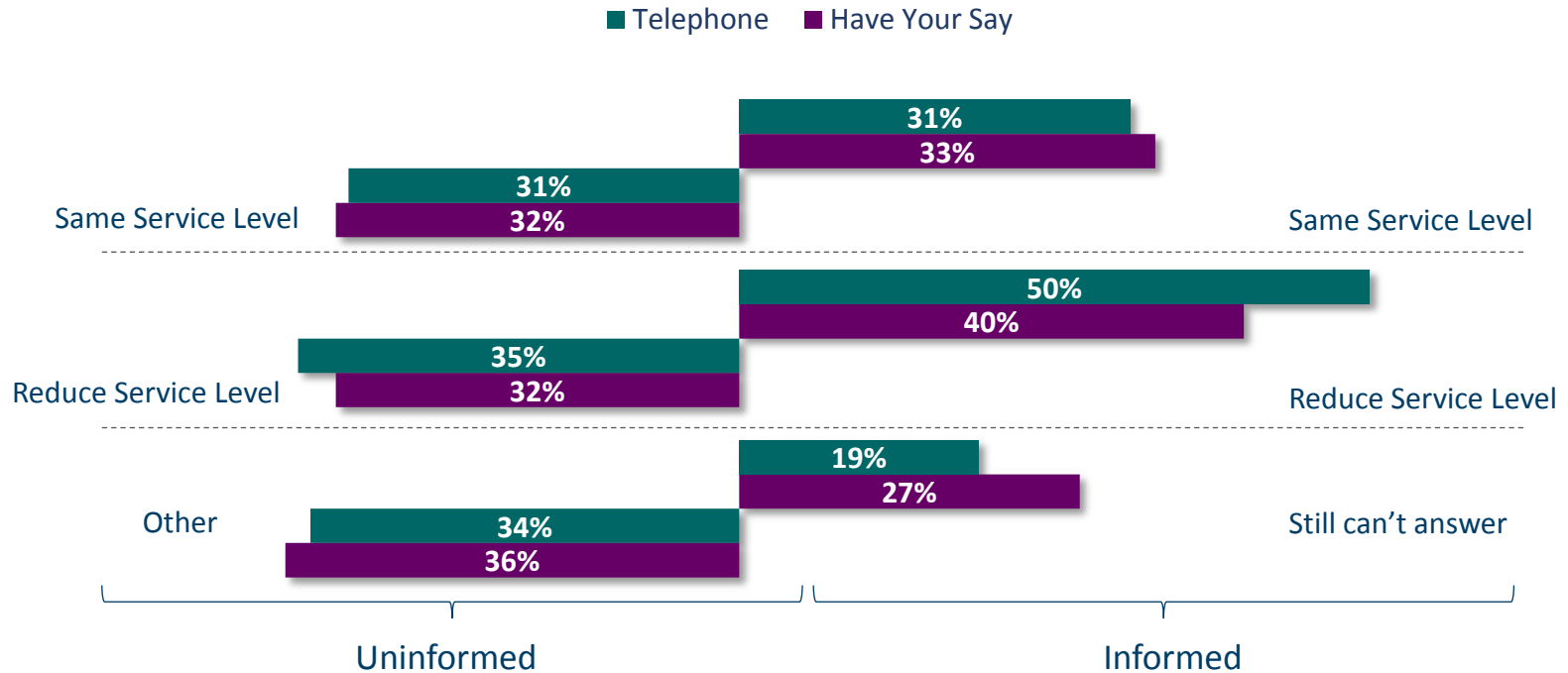
The Telephone Survey Respondents expressed only little desire to consider further services for reduction, however, with more time and potentially stronger opinions the Have Your Say Survey respondents considered a wide range of further services. The majority of other services mentioned, focus on increasing efficiency and reducing a perceived administrative overhead.

## NOTES:

1. [See Table 7](#)
2. Sample: n=216(Have Your Say), Sample: n=143 (Telephone)
3. Q12. Are there any other services you think should be reduced?

# What Do Residents Want?

*Now that respondents are informed about the services that might be reduced, what option would they prefer?*



**As a result of this survey:**



After being informed about which services are considered for reduction, the opinion that service levels should be reduced is considerably strengthened for both surveys.

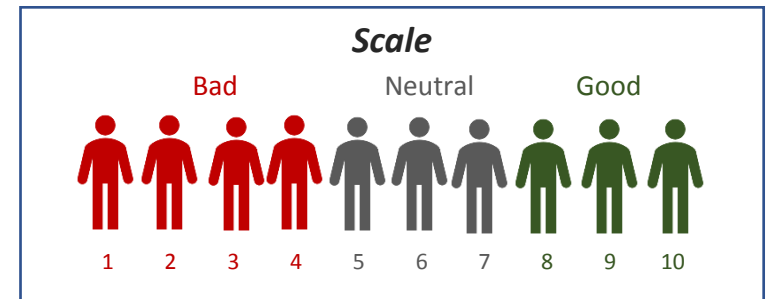
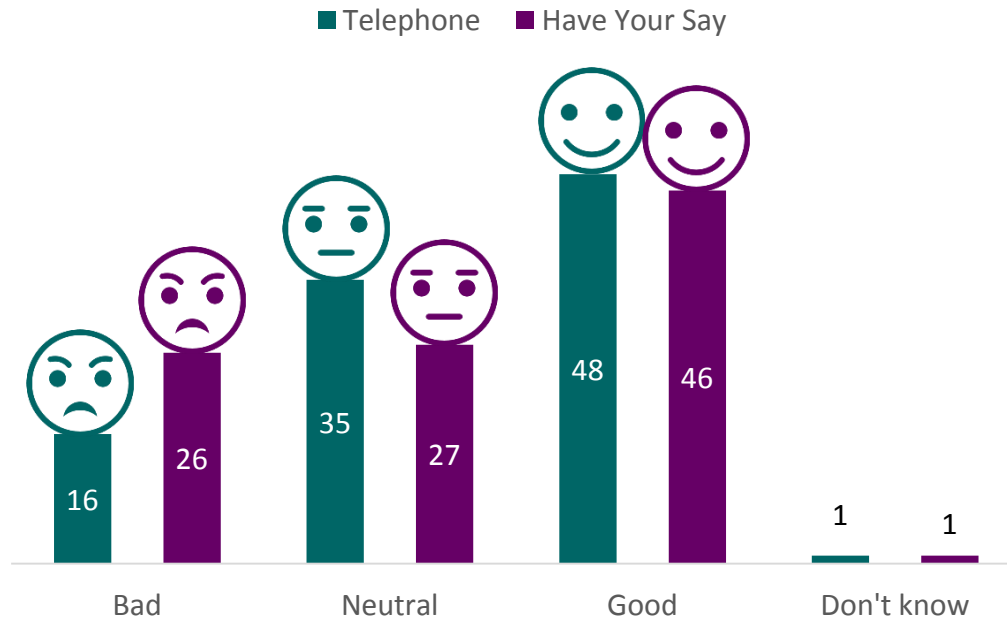
This indicates that the selected services are in line with what respondents would consider reducing, otherwise more resistance towards a service reduction could have been expected.

**NOTES:**

1. [See Table 6](#)
2. Q13, 14, 15 Now that you know more about the services that might be reduced, do you feel that you want to:

# Rating Of The Shire's Approach

*Rating of the shire of Mundaring to seek community feedback on future rates level:*



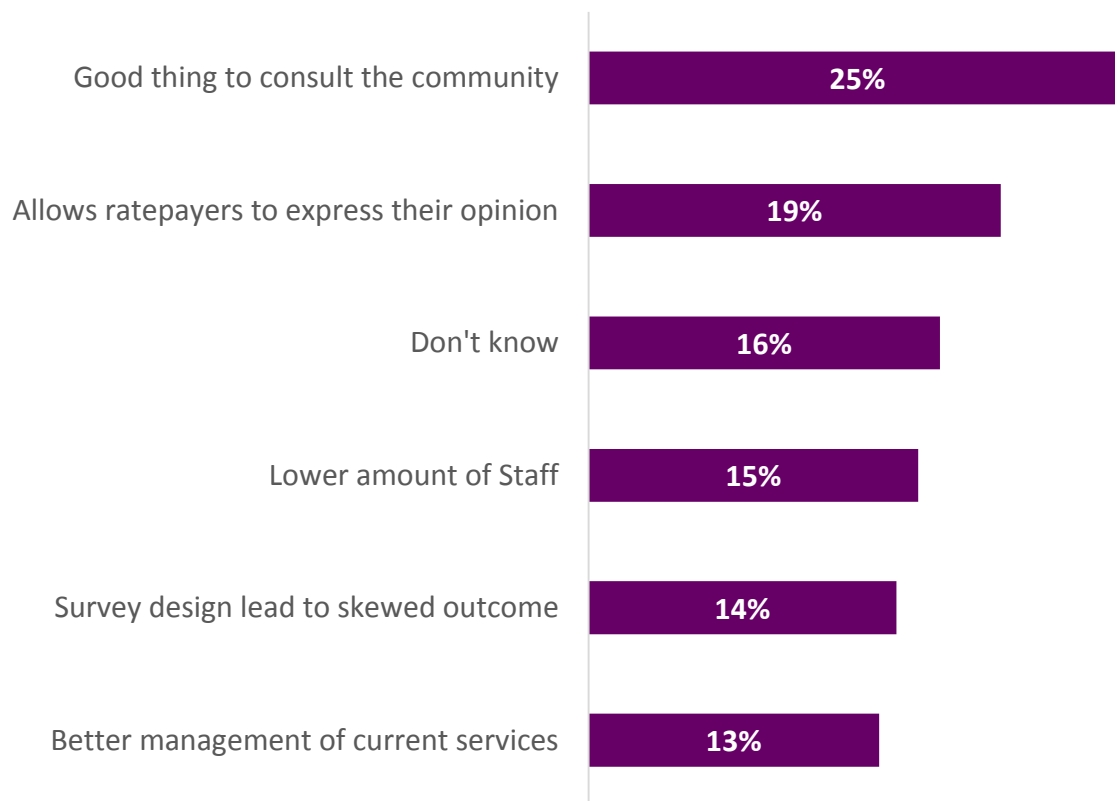
Most respondents think that the idea to consult the community was good and value this opportunity to share their opinion.

**NOTES:**

1. Sample: n=403
2. Sample: n=513 (17 missing data from self complete surveys)
3. [See Table 5](#)
4. Q17 On a scale of 1 to 10, where 1 is very bad and 10 is very good, how do you rate this approach by the Shire of Mundaring to seek community feedback on future rates levels?

# Community Feedback

***What makes you think that this approach by the Shire of Mundaring to seek community feedback on future rates level is a good or bad idea? <sup>(1)</sup> <sup>(2)</sup>***



Generally respondents see the survey as a positive opportunity, however, 14% expressed fears that the survey design could lead to a skewed outcome.

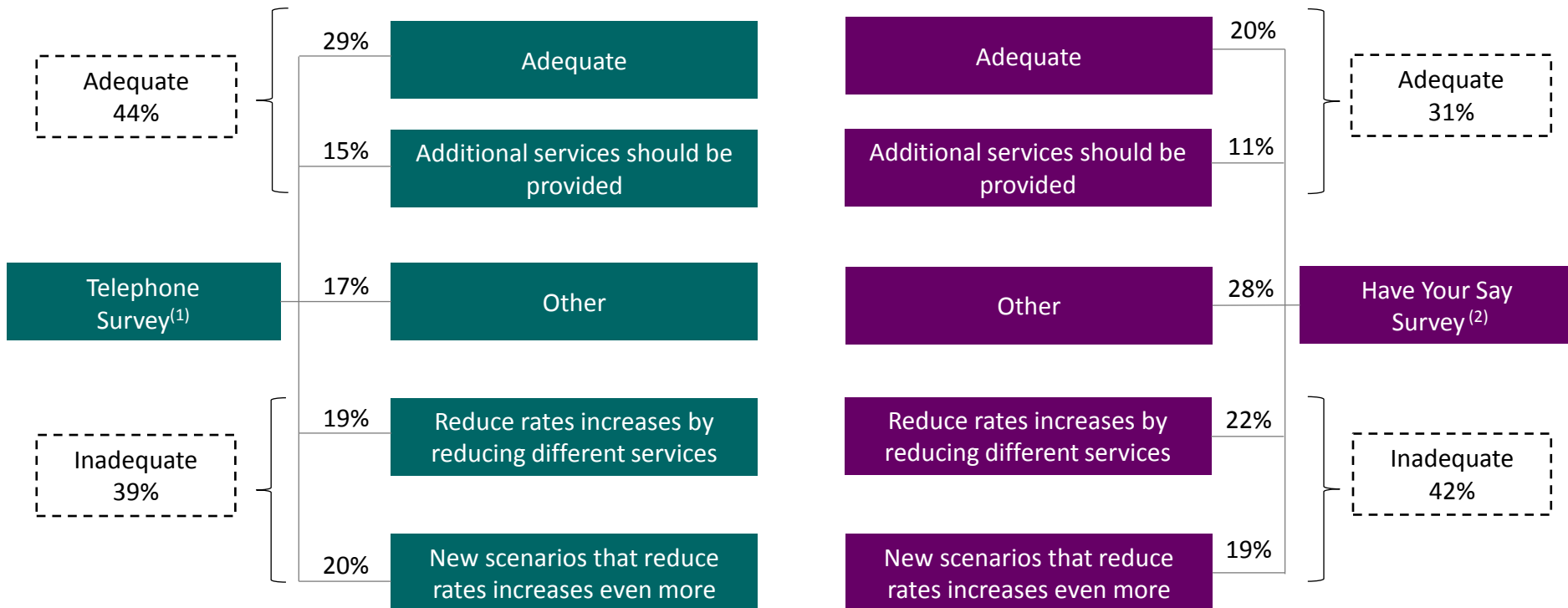
Where voiced directly to the Shire or Thinkfield these concerns were addressed and often resolved.

**NOTES:**

1. This question was only asked in the online and paper survey n=505 (25 missing data from the paper survey).
2. Only reporting the top 6 factors. See [Table 8](#) for a complete list of factors.

# Feelings Towards The Proposed Measures

## The Proposed Measures Are:

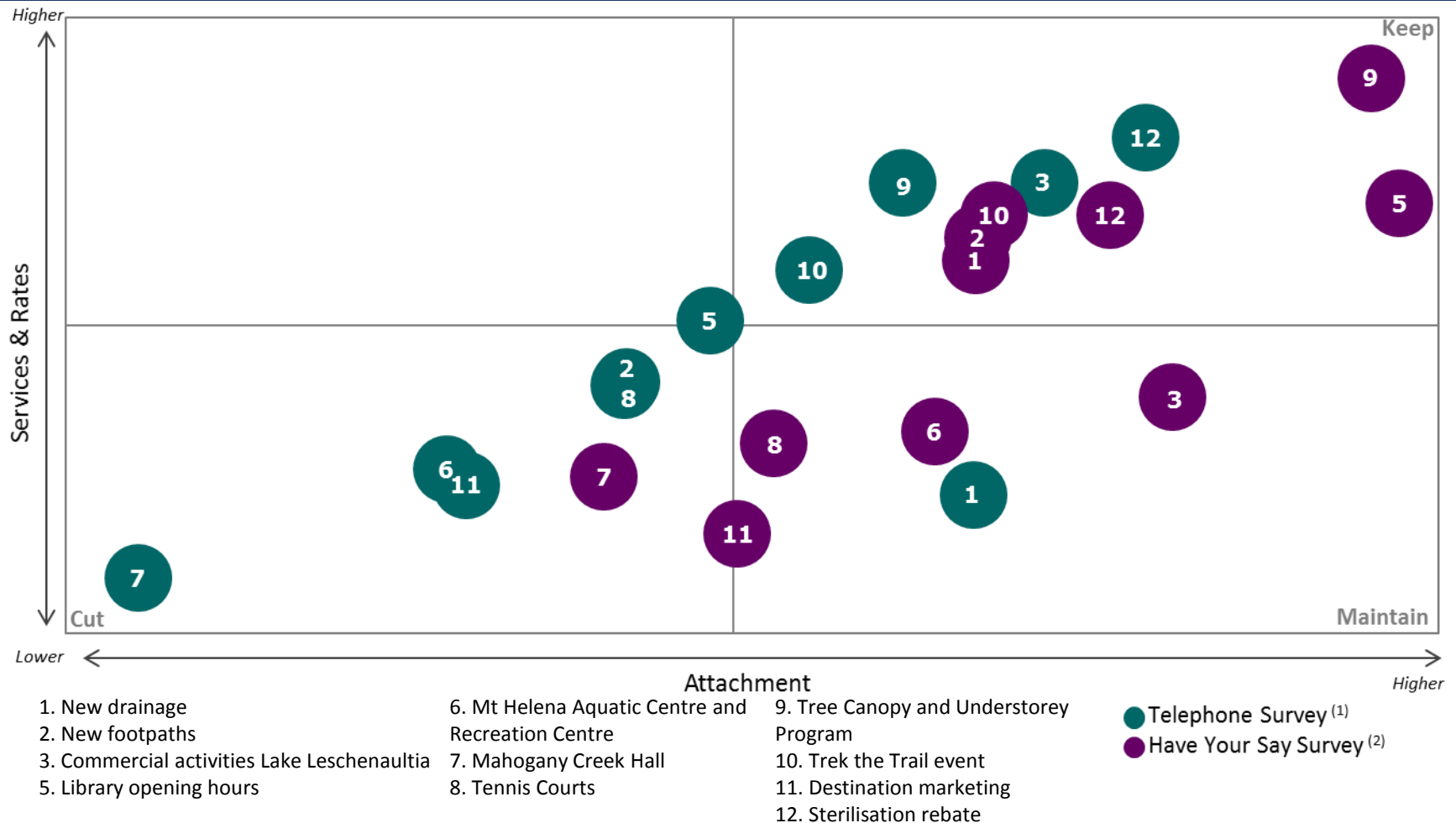


Around 50% of respondents for both surveys would like to see additional suggestions considered to reduce a rates increase. Whilst there is a strong indication that the services considered for reduction now are in line with the respondents expectations, this shows that there is a desire to do more and assess further options.

### NOTES:

1. Sample: n=403
2. Sample: n=501 (29 missing data from self complete surveys)
3. [See Table 4](#)
4. Q16 Do you think that 1. The proposed measures are adequate 2. The proposed measures are inadequate and the council should develop new scenarios that reduce rates increases even more 3. The proposed measures are inadequate and the council should develop new scenarios that reduce rates increases by reducing different services 4. The proposed measures are adequate but instead of reducing rates additional services should be provided 5. Other

# Survey Validity



When overlying Q10 and Q11 for both surveys, there is a correlation between responses for both questions. This indicates coherent answers across both questions and that there is little likelihood of a systemic error in responses due to wording or other factors<sup>3</sup>.

## NOTES:

1. Sample: n=403
2. Sample: n=530
3. A systemic error would most likely result in random answer patterns and no correlation between both questions.

Table 1. Based on this and before knowing which services could be reduced, do you think that the Shire of Mundaring should:

	Telephone %	Telephone n	Have Your Say %	Have Your Say n	Total %	Total n
Same or higher service level: 5%+	30%	124	33%	173	32%	297
Reduce service level/3% rates	35%	138	28%	147	31%	285
Total Other	34%	141	39%	209	37%	350
Total	10%	41	7%	36	8%	77
Breakdown of Other	% of Total Other	Total n size	% of Total Other	Total n size	% of Total Other	Total n size
Reduce service level/under 3% rates	6%	8	12%	26	10%	34
Unspecified service level: Under 3%	32%	45	23%	49	27%	94
Be more efficient	51%	72	63%	132	58%	204
Other	11%	15	18%	38	15%	53
Can't decide/ Don't know	29%	41	17%	36	22%	77

Table 2. Regardless of your overall desire to reduce rates increases or keep existing service level the same, for the following options, please rate how strongly you wish to retain current service levels for this particular service?

Telephone Survey (n=403) Row %	Not Strong	Strong	Very Strong	Don't know/ Can't answer
New drainage	39%	31%	27%	3%
New footpaths	54%	22%	22%	2%
Commercial activities Lake Leschenaultia	43%	20%	35%	2%
Investigate outsourcing of commercial activities	30%	26%	40%	3%
Library opening hours	51%	20%	26%	3%
Mt Helena Aquatic Centre and Recreation Centre	46%	23%	21%	10%
Mahogany Creek Hall	55%	15%	18%	12%
Tennis Courts	47%	25%	22%	5%
Tree Canopy and Understorey Program	42%	24%	29%	4%
Trek the Trail event	45%	21%	29%	5%
Destination marketing	47%	28%	18%	7%
Sterilisation rebate	41%	20%	37%	2%
Have Your Say Survey (n=530) Row %	Not Strong	Strong	Very Strong	Don't know/ Can't answer
New drainage	35%	29%	30%	6%
New footpaths	43%	22%	32%	3%
Commercial activities Lake Leschenaultia	39%	18%	39%	3%
Investigate outsourcing of commercial activities	30%	25%	42%	3%
Library opening hours	33%	22%	43%	2%
Mt Helena Aquatic Centre and Recreation Centre	41%	18%	35%	7%
Mahogany Creek Hall	45%	17%	28%	10%
Tennis Courts	40%	22%	29%	8%
Tree Canopy and Understorey Program	31%	24%	42%	4%
Trek the Trail event	40%	24%	32%	4%
Destination marketing	40%	25%	27%	8%
Sterilisation rebate	40%	21%	36%	3%

Table 3. For each of the following services, would you prefer the lower services level/ lower rates option or the higher service level/higher rates options? (only asked of those who prefer the reduce service levels options)

Telephone Survey (n=143) Row %	Higher Services & Higher Rates	Lower Services & Lower Rates	Don't know/ Can't answer
New drainage	12%	79%	8%
New footpaths	13%	86%	1%
Commercial activities Lake Leschenaultia	28%	69%	3%
Investigate outsourcing of commercial activities	14%	78%	7%
Library opening hours	19%	78%	3%
Mt Helena Aquatic Centre and Recreation Centre	18%	70%	12%
Mahogany Creek Hall	9%	80%	11%
Tennis Courts	18%	74%	7%
Tree Canopy and Understorey Program	28%	69%	3%
Trek the Trail event	22%	74%	4%
Destination marketing	14%	77%	9%
Sterilisation rebate	29%	69%	2%
Have Your Say Survey (n=135) Row %	Higher Services & Higher Rates	Lower Services & Lower Rates	Don't know/ Can't answer
New drainage	24%	72%	4%
New footpaths	22%	76%	1%
Commercial activities Lake Leschenaultia	13%	84%	3%
Investigate outsourcing of commercial activities	13%	82%	4%
Library opening hours	27%	70%	4%
Mt Helena Aquatic Centre and Recreation Centre	14%	80%	6%
Mahogany Creek Hall	13%	80%	7%
Tennis Courts	15%	78%	7%
Tree Canopy and Understorey Program	34%	63%	3%
Trek the Trail event	23%	76%	1%
Destination marketing	8%	85%	7%
Sterilisation rebate	26%	70%	4%

Table 4. Do you think that the proposed measures are:

Column %	Telephone Survey		Have Your Say Survey		Total	
	%	n	%	n	%	n
Adequate	28.32%	115	19.76%	99	23.58%	214
Adequate but instead of reducing rates additional services should be provided	15.10%	61	10.38%	52	12.48%	113
<b>Total Adequate</b>	<b>43.42%</b>	<b>176</b>	<b>30.14%</b>	<b>151</b>	<b>36.06%</b>	<b>327</b>
Inadequate and the council should develop new scenarios that reduce rates increases even more	20.30%	80	19.36%	97	19.78%	177
Inadequate and the council should develop new scenarios that reduce rates increases by reducing different services	19.13%	77	22.16%	111	20.80%	188
<b>Total Inadequate</b>	<b>39.42%</b>	<b>157</b>	<b>41.52%</b>	<b>208</b>	<b>40.58%</b>	<b>365</b>
Other	11.28%	46	21.36%	107	16.86%	153
Can't answer	5.88%	24	6.99%	35	6.49%	59
<b>TOTAL</b>	<b>100%</b>	<b>403</b>	<b>100%</b>	<b>501</b>	<b>100%</b>	<b>907</b>

Table 5. How do you rate this approach by the Shire of Mundaring to seek community feedback on future rates levels?

Column %	Telephone Survey		Have Your Say Survey		Total	
	%	n	%	n	%	n
<b>Bad</b>	<b>15.90%</b>	<b>65</b>	<b>25.73%</b>	<b>132</b>	<b>21.41%</b>	<b>197</b>
1	6.08%	25	10.14%	52	8.35%	77
2	2.73%	11	5.26%	27	4.15%	38
3	4.11%	17	5.65%	29	4.97%	46
4	2.97%	12	4.68%	24	3.93%	36
<b>Neutral</b>	<b>35.53%</b>	<b>142</b>	<b>27.29%</b>	<b>140</b>	<b>30.92%</b>	<b>282</b>
5	10.35%	41	7.80%	40	8.92%	81
6	6.62%	27	6.82%	35	6.73%	62
7	18.56%	74	12.67%	65	15.26%	139
<b>Good</b>	<b>47.89%</b>	<b>193</b>	<b>45.81%</b>	<b>235</b>	<b>46.73%</b>	<b>428</b>
8	18.25%	73	16.18%	83	17.09%	156
9	10.88%	45	11.31%	58	11.12%	103
10	18.75%	75	18.32%	94	18.51%	169
Don't Know	0.67%	3	1.17%	6	0.95%	9
<b>Total</b>	<b>100%</b>	<b>403</b>	<b>100%</b>	<b>513</b>	<b>100%</b>	<b>916</b>

Table 6. Now that you know more about the services that might be reduced, do you feel that you want to:

Column %	Telephone Survey		Have Your Say Survey		Total	
	%	n	%	n	%	n
<b>Those who wanted a service reduction (+3%)</b>						
Change your opinion and keep service levels the same and proceed with a 5% rates increase in 2017/18	3%	12	1%	5	2%	17
Stay with your opinion to reduce service levels and proceed with a 3% rates increase in 2017/18	33%	131	31%	152	32%	283
<b>Total</b>	<b>35%</b>	<b>143</b>	<b>32%</b>	<b>157</b>	<b>34%</b>	<b>300</b>
<b>Those who wanted a same service level (+5%)</b>						
Stay with your opinion to keep service levels the same and proceed with a 5% rates increase in 2017/18	23%	93	30%	147	27%	240
Change your opinion and reduce service levels and proceed with a 3% rates increase in 2017/18	8%	31	2%	11	5%	42
<b>Total</b>	<b>31%</b>	<b>124</b>	<b>32%</b>	<b>158</b>	<b>32%</b>	<b>282</b>
<b>Those said others/don't know/ can't answer</b>						
Keep service levels the same and proceed with a 5% rates increase in 2017/18	4%	18	2%	12	3%	30
Reduce service levels and proceed with a 3% rates increase in 2017/18	10%	41	7%	32	8%	73
Still can't answer or other	19%	77	27%	132	23%	209
<b>Total</b>	<b>34%</b>	<b>136</b>	<b>36%</b>	<b>176</b>	<b>35%</b>	<b>312</b>
<b>Total</b>	<b>100%</b>	<b>403</b>	<b>100%</b>	<b>491</b>	<b>100%</b>	<b>894</b>

Table 7. Are there any other services you think should be reduced?

Column %	Telephone Survey		Have Your Say Survey		Total	
	%	n	%	n	%	n
No other services	63.21%	89	32.41%	70	44.90%	159
Administration costs	7.96%	12	15.74%	34	12.58%	46
Reduce Councillor benefits	2.01%	3	6.02%	13	4.39%	16
Less New Infrastructure	1.44%	2	6.02%	13	4.16%	15
More efficient staff	2.66%	4	5.09%	11	4.10%	15
Roadside rubbish collection	5.05%	8	2.31%	5	3.42%	13
Gardening services	2.08%	3	2.78%	6	2.49%	9
Stop funding community events	2.73%	4	1.39%	3	1.93%	7
Less upgrades for Shire cars	0.68%	1	2.31%	5	1.65%	6
Street lighting	0.57%	1	2.31%	5	1.61%	6
Comprehensive list of Shire Expenditure needed	0%	0	2.31%	5	1.38%	5
Paperless communications	0%	0	1.85%	4	1.10%	4
Rebates for pet sterilisation	1.93%	3	0%	0	0.78%	3
Reduce number of Rangers	0%	0	0.93%	2	0.55%	2
Street Sweepers	0.68%	1	0.46%	1	0.55%	2
Other	8.13%	10	11.57%	25	10.17%	35
<b>Total Other</b>	<b>10.73%</b>	<b>14</b>	<b>17.13%</b>	<b>37</b>	<b>14.53%</b>	<b>51</b>
Can't answer/ Don't know	7.04%	11	25.93%	56	18.26%	67
<b>Total</b>	<b>100%</b>	<b>143</b>	<b>100%</b>	<b>216</b>	<b>100%</b>	<b>359</b>

Table 8. Could you briefly outline, what makes you think that it is a good or a bad idea?

Column %	%	n
It is a good thing they are consulting the community	24.55%	124
Allows people to have their say / express their opinion	18.81%	95
Cant answer/ Don't know	16.04%	81
Lower amount of Staff / Staff Salary freeze / Be more efficient internally	15.05%	76
Poorly designed survey (Responses lead to skewed outcome / made to fit an agenda / biased)	14.06%	71
Better management/Improvement of current services	13.27%	67
Poorly worded questions (Vague / Unclear rating scales, not understanding questions, etc.)	8.71%	44
Accessible platform / easy way of communicating the Shires plans or ideas	8.12%	41
It gauges public opinion in a fair and balanced manner	8.12%	41
Other	7.52%	38
Limited reach of survey (e.g. Not a true representative /only X amount out of 36000 etc.)	5.54%	28
Unable to comment on all the types of service cuts in survey	5.54%	28
Shire needs to be more transparent with their internal costs	5.54%	28
Need to be more transparent and communicate more with the community	5.54%	28
Not everyone gets their say (Only the internet savvy / people who see the article)	4.55%	23
The Shire wont listen to the community anyway / futile exercise	3.96%	20
Shire should do their job properly and not pass the problem onto the ratepayers	3.17%	16
Only looking at "Big Dollar" items for reductions	2.57%	13
Benefits both the ratepayers and the Shire	2.18%	11
Looking for ways to reduce rates is appreciated	1.78%	9
Information in survey is inaccurate	1.39%	7
Rates should be set to CPI	1.39%	7

## 6.3 Adoption of Annual Budget 2017/18

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<b>File Code</b>	FI.BUD 17/18
<b>Author</b>	Stanislav Kocian, Manager Finance & Governance
<b>Senior Officer</b>	Paul O'Connor, Director Corporate Services
<b>Disclosure of Any Interest</b>	Nil

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### SUMMARY

Council is requested to adopt the Municipal Fund (Annual) Budget for the 2017/18 financial year, together with supporting schedules, municipal fund rates strike, fees and charges, reserve funds, elected members fees and other consequential matters arising from the budget papers.

Prior to adoption of the Annual Budget, Council will have considered the revised Corporate Business Plan 2017/18 – 2020/21 and Long Term Financial Plan 2018 - 2027.

The Annual Budget details the financial implications of the first year of the Corporate Business Plan and Long Term Financial Plan.

It is recommended that Council, by an absolute majority, adopts the revised Annual Budget for the Shire of Mundaring for the financial year ending 30 June 2018 (**ATTACHMENT 4**).

### BACKGROUND

The Annual Budget is an important part of the Shire's Integrated Planning Framework, being the annual financial plan that facilitates the delivery of services/infrastructure, with the intention to minimise the financial burden of our ratepayers.

The Annual Budget has been compiled based on the principles contained in the Strategic Community Plan and Corporate Business Plan. The budget has been prepared in accordance with the presentations made to Elected Members at eight workshops held between February and June 2017.

The Annual Budget document is in the Statutory Budget format with all relevant disclosures to discharge financial accountability to the community. The Statutory Budget incorporates all the activities and projects detailed in year 1 of the Corporate Business Plan.

The Statutory Budget has been prepared to include information required by the *Local Government Act 1995*, *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards.

## **STATUTORY / LEGAL IMPLICATIONS**

Section 6.2 of the *Local Government Act 1995* requires that, by not later than 31 August in each financial year, or such extended time as the Minister allows, each local government is to prepare and adopt (by absolute majority) in the form and manner prescribed, a budget for its municipal fund for the financial year ending on the next following 30 June.

Divisions 5 and 6 of the *Local Government Act 1995* refer to the setting of budgets and raising of rates and charges. *The Local Government (Financial Management) Regulations 1996* details the form and content of the budget.

The 2017/18 budget as presented meets statutory requirements.

## **POLICY IMPLICATIONS**

Nil

## **RISK IMPLICATIONS**

### **Financial Impact**

High: When setting the Annual Budget, the Shire is exposed to financial risk over the long term if insufficient regard is given to both revenue and expenditure implications beyond the budget period. A rigorous review of the Long Term Financial Plan 2018 – 2027 during the budget process has helped to mitigate the long term risks.

## **FINANCIAL IMPLICATIONS**

As outlined under “Comment” section of this report.

## **STRATEGIC IMPLICATIONS**

Supports Strategic Community Plan 2026

- Prudently consider resource allocation

## **SUSTAINABILITY IMPLICATIONS**

The budget aims to achieve a balance between required services and infrastructure improvement projects for the community. It demonstrates the allocation of scarce resources in an efficient and effective manner to provide the outcomes expected by the community and considerations of the Corporate Business Plan and Long Term Financial Plan.

Economic Implications – the budget is based on sound financial management and accountability principles and is considered to deliver a sustainable economic outcome for Council and the community. It provides for responsible and effective management of finance and assets as well as a mechanism for financial reporting to Council and the community.

## Social Implications – the budget:

- delivers social outcomes identified in the Corporate Business Plan, (which is listed for adoption by Council at this meeting);
- is the mechanism that meets the needs of the community from both infrastructure and service provision; and
- contributes to long term financial planning for future needs of the community.

Environmental Implications – the budget supports key environmental strategies and initiatives as identified in the Corporate Business Plan, (which is listed for adoption by Council at this meeting).

## EXTERNAL CONSULTATION

Nil

## COMMENT

The 2017/18 Annual Budget continues to deliver on various strategies adopted by Council. It maintains a minimum level of service across all programs and Shire owned public infrastructure assets.

The budget has been prepared on the basis that the Shire has retained focus on its long term vision for strengthened financial sustainability, which enables community infrastructure to be maintained and developed to meet community needs over multiple generations of ratepayers and residents.

Comments on the recommendations to be adopted by Council to facilitate adoption of the Annual Budget are as follows:

### **Municipal Fund Budget 2017/18**

The 2017/18 Annual Budget is the Municipal Fund Budget prepared as required by Section 6.2 of the *Local Government Act 1995* in the form and manner prescribed.

The Budget includes the following:

- Statement of Comprehensive Income by Nature and Type on page 7, showing total comprehensive income of (\$956,953);
- Statement of Comprehensive Income by Program on page 8, showing total comprehensive income of (\$956,953);
- Statement of Cash Flows on page 9;
- Rate Setting Statement on page 10, showing an amount required to be raised from rates of \$27,296,129; and
- Notes to and forming Part of the Budget on pages 11 to 39.

## **Borrowings**

The Shire has not budgeted for any new loans to be drawn down during 2017/18.

## **Material Variances**

In accordance with regulation 34(5) of the *Local Government (Financial Management) Regulations 1996*, and *AASB 1031 Materiality*, Council at the Ordinary meeting of Council held 13 June 2017 (C20.06.17) has adopted the values to be used in the statements of financial activity during 2017/18, for reporting material variances of:

- (+) or (-) \$50,000 or 10%, whichever is the greater for Revenue
- (+) or (-) \$100,000 or 10%, whichever is the greater for Expenses.

## **Elected Members' Fees and Allowances**

Pursuant to sections 5.98, 5.98A, 5.99 and 5.99A of the *Local Government Act 1995*, Council is required to adopt Elected Members Fees and Allowances for the 2017/18 financial year.

At the Ordinary meeting of Council held 13 June 2017 Council resolved the following (C18.06.17):

1. Set the annual allowance in lieu of meeting fees for elected members other than the Shire President at \$20,795 for the 2017/18 financial year;
2. Set the annual allowance in lieu of meeting fees for the Shire President at \$26,675 for the 2017/18 financial year;
3. Set the annual allowance for the Shire President at \$50,852 for the 2017/18 financial year;
4. Set the annual allowance for the Deputy Shire President at \$12,713 for the 2017/18 financial year; and
5. Set the Information and Communication Technology Allowance at \$3,500 for the 2017/18 financial year.

## **Fees and Charges**

Pursuant to section 6.16 of the *Local Government Act 1995*, Council adopted the Schedule of Fees and Charges for the 2017/18 financial year at the Ordinary meeting of Council held 13 June 2017 (C19.06.17).

## **Rates and Charges**

For the purpose of yielding the deficiency disclosed by the Municipal Fund Budget, Council pursuant to sections 6.32, 6.33, 6.34 and 6.35 of the *Local Government Act 1995* will impose the following general and minimum rates on Gross Rental and Unimproved Values.

The rates in the dollar and minimum rates to be levied on all rateable property within the Shire of Mundaring for the 2017/18 financial year are as follows:

Commercial Zone Rate Category Minimum Rate \$816 Rate cents in the dollar of GRV	8.01
Light Industrial Zone Rate Category Minimum Rate \$816 Rate cents in the dollar of GRV	8.01
Residential Zone Rate Category Minimum Rate \$816 Rate cents in the dollar of GRV	8.01
Rural Residential Zone Rate Category Minimum Rate \$816 Rate cents in the dollar of GRV	8.01
Rural and Mining Zones Rate Categories Minimum Rate \$1031 Rate cents in the dollar of UV	0.539772

The Shire of Mundaring's 2017/18 budget includes an increase of 3.95% increase on the rate yield that was budgeted for in 2016/17.

All properties in the Shire were subject to a revaluation for 2017/18, which was undertaken by Landgate. The revised values provided by Landgate have been used to calculate the rates payable for all properties in 2017/18.

For each category of non-minimum rated properties the valuations changed as per the table below.

<b>Rate Type</b>	<b>Average increase/(decrease)</b>
GRV - Commercial	4.5%
GRV - Light Industrial	-9.7%
GRV - Residential	-0.6%
GRV - Rural Residential	2.4%
UV - Rural	-7.3%

The rate in the dollar for GRV properties has been increased by 2.95%, whilst the rate in the dollar for UV properties has been increased by 11.5%.

For non-minimum rated properties the average increase per assessment for 2017/18 is as per the table below.

Rate Type	2016/17 \$	2017/18 \$	increase/(decrease)
GRV - Commercial	6,525	7,017	7.5%
GRV - Light Industrial	4,976	4,620	-7.2%
GRV - Residential	1,530	1,565	2.3%
GRV - Rural Residential	1,627	1,713	5.3%
UV - Rural	3,224	3,331	3.3%

The minimum rate for GRV and UV properties has been increased by 3.3%.

The above amounts do not include waste charges and the Emergency Services Levy.

A detailed disclosure of rating information for 2017/18 is provided in Note 8 of the Budget document.

### **Dates for Payment of Rates and Services Charges**

Section 6.50 of the *Local Government Act 1995* allows Council to establish a due date for rates. The due date for rates cannot be earlier than 35 days after the date the rate notice was issued. The scheduled date of issue should Council adopt its budget on 19 July 2017 will be 3 August 2017.

In accordance with the provisions of Section 6.50 of the *Local Government Act 1995*, rates and services charges will be due and payable on 7 September 2017.

Where the four instalment option allowed in Section 6.45 of the *Local Government Act 1995* is exercised, the due dates for payment of instalments in accordance with the *Local Government (Financial Management) Regulations* (Regulation 64) are:

Full payment and 1st instalment due date	-	7 September 2017
2nd quarterly instalment due date	-	9 November 2017
3rd quarterly instalment due date	-	11 January 2018
4th and final quarterly instalment due date	-	15 March 2018

### **Payment Incentives**

In accordance with Section 6.46 of the *Local Government Act 1995*, the Council can offer incentives for the payment of rates and charges. Full payment of all current and arrears of rates and domestic refuse charges within 35 days of the issue date on the annual rate notice provides eligibility to enter the incentive draw.

Ratepayers other than Elected Members, Government organisations and Shire employees who pay their rates in full by 7 September 2017 will be automatically entered into the draw. A computer will randomly select winners for prizes.

It is proposed Council provides cash incentive prizes to complement the above donations, in accordance with previous practice.

The forecast cost to Council in 2017/18 is \$4300, comprising \$2500 as first prize, \$1500 as second prize and \$300 for pool entry prizes.

### **Interest on Overdue Rates and Services Charges**

Section 6.51 of the *Local Government Act 1995* allows a local government to charge interest on rates and service charges that remain unpaid after they are due and payable. Section 6.45 of the Act provides that rates are ordinarily payable by a single payment.

Regulation 60 of the *Local Government (Financial Management) Regulations 1996* allows a ratepayer to elect to pay by instalments by paying the due amount of the first instalment by the due date. If payment is not made by the due date, the whole amount of rates and charges becomes due and payable, and interest is payable on the total amount outstanding. The maximum interest rate that may be imposed is 11% (Regulation 70). Interest is also charged on overdue Emergency Services Levy payments at the rate of 11% per annum.

In accordance with the provisions of Section 6.51 (1) of the *Local Government Act 1995* and Regulation 70 of the *Local Government (Financial Management) Regulations*, it is proposed interest at a rate of 11% per annum be payable on a rates (and services charge) or any instalment of a rates and services charge that remains unpaid after it is due and payable.

Where a ratepayer exercises an option to pay by instalments by paying the first instalment under an option specified in the rate notice by the due date, interest is payable on any overdue instalment amount.

Where a ratepayer requests a special payment arrangement as set out in Section 6.49 of the *Local Government Act 1995* as amended, interest is payable on the balance outstanding until it is paid in full.

Eligible pensioners and eligible seniors are not required to pay interest.

### **Instalments – Additional Charge**

Section 6.45 of the *Local Government Act 1995* provides Council power to charge for payment by instalments. Regulation 67 of the *Local Government (Financial Management) Regulations 1996* states:

"For the purpose of determining the additional charge to be imposed where payment of a rate or service charge is made by instalments, the local government is to -

- (a) have regard to the additional costs of administration; and
- (b) consider the additional charge as a full or partial reimbursement of those costs and not a charge for the purpose of making a profit."

Regulation 68 provides the ability for local governments to charge interest (to a maximum of 5.5%) for payment by instalments.

It is proposed that:

1. A charge of \$9.00 per instalment on instalments two to four (total \$27.00) be imposed for ratepayers who exercise the option to pay by four instalments;
2. Where a rate record is amended during the year due to subdivision or revaluation and the ratepayer elects to pay by instalments, no instalment charge is imposed; and
3. Where the Shire accepts payment of a rate or service charge that is different to the instalment program and in accordance with an agreement made with the ratepayer, no charge will be imposed.

### **Rubbish Service Charge**

Section 67 of the *Waste Avoidance & Resource Recovery Act 2007* (WARR Act) allows for the imposition of charges for the collection and disposal of waste.

The following charges are proposed for the collection and disposal of waste in accordance with the provisions of the WARR Act:

1. For residential properties with a bin collection service, a rubbish and waste service charge of \$477;
2. For non-rateable properties, a charge of \$245 for a Mobile Green Bin serviced once a week;
3. For non-rateable properties, a kerbside recycling charge of \$93 per Mobile Green Bin for one service per fortnight;
4. Any additional Mobile Green Bin services, a charge of \$176 per service;
5. Any additional Recycling Bin services, a charge of \$72 per service;
6. For commercial properties, a rubbish and waste charge of \$385 for a Mobile Green Bin serviced once a week; and
7. A rubbish service charge of \$2,250 per annum for a 1.5 cubic metre bulk bin for one lift per week and for each additional lift per week \$2,050 per annum, \$1,420 per annum for one lift per fortnight.

### **Overdraft Facility and Credit Card Facilities**

Section 6.20 of the *Local Government Act 1995* allows a local government to borrow funds to enable it to perform its functions and exercise the powers conferred on it under this Act or any other written law.

Regulation 29 (b) of the *Local Government (Financial Management) Regulations 1996* requires that:

- “29. The notes to the annual budget are to include –

- (b) in relation to a principal amount carried forward by way of over drawings on current amount ("the overdraft")
- (i) an estimate of the amount brought forward on 1 July;
  - (ii) the purpose for which the overdraft was established;
  - (iii) the year in which the overdraft was first established;
  - (iv) an estimate of the amount by which the overdraft will be increased or decreased during the financial year; and
  - (v) an estimate of the amount of overdraft which will remain at 30 June:"

Note 3 c, which is included in the Annual Budget for the Year Ended 30 June 2018, is reproduced in below:

	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>Undrawn borrowing facilities</b>			
<b>credit standby arrangements</b>			
Bank overdraft limit	500,000	500,000	1,000,000
Bank overdraft at balance date	0	0	0
Credit card limit	83,000	83,000	300,000
Credit card balance at balance date	(45,000)	(55,000)	(35,000)
<b>Total amount of credit unused</b>	<u>538,000</u>	<u>528,000</u>	<u>1,265,000</u>
<b>Loan facilities</b>			
Loan facilities in use at balance date	<u>11,741,999</u>	<u>12,319,064</u>	<u>12,381,908</u>
Unused loan facilities at balance date	<u>0</u>	<u>0</u>	<u>0</u>

Council currently has an overdraft facility with the Bendigo Bank. In accordance with the provisions of Section 6.20 of the *Local Government Act 1995*, it is recommended that Council resolves to continue to have an overdraft facility of up to \$500,000 for the purpose of providing a credit facility for normal Municipal Fund operational expenditure during the year.

The Shire also utilises credit card facilities to enable employees to purchase goods and services for day to day Shire operations. It is recommended that this facility and current limit of \$83,000 remain in place for 2017/18.

### Trust Fund Budget

A fund established under Section 6.9 of the *Local Government Act 1995* for the purpose of holding money over which the local government does not exercise control. It is mandatory to have a trust fund and it must be kept separate and distinct from the municipal fund.

The Shire receives:

- Deposits, Bonds and Retentions
- Public Open Space and Road Construction
- Scheme Costs

- Building Construction Industry Training Levy
- Building Registration Board Levy.

As the Shire performs only a custodial role in respect of these monies, the monies are excluded from the annual budget.

## VOTING REQUIREMENT

Absolute Majority (Section 6.2 (1) of the *Local Government Act 1995*)

### RECOMMENDATION

That Council, by absolute majority, approves the adoption of the Annual Budget for the year ending 30 June 2018 as detailed in **ATTACHMENT 4**, incorporating:

- (i) a general rate of 8.01 cents in the dollar of the Gross Rental Value to be levied on all rateable property within the Shire of Mundaring for the 2017/18 financial year;
- (ii) a general rate of 0.539772 cents in the dollar to be levied on all Unimproved Value property within the Shire of Mundaring for the 2017/18 financial year;
- (iii) a minimum rate of \$816 for the 2017/18 financial year for Gross Rental Value Properties;
- (iv) a minimum rate of \$1031 for the 2017/18 financial year for Unimproved Value Properties;
- (v) the following dates being set for payment of rates by instalments and payment in full be approved:
 

Full payment and 1st instalment due date	-	7 September 2017
2nd quarterly instalment due date	-	9 November 2017
3rd quarterly instalment due date	-	11 January 2018
4th and final quarterly instalment due date	-	15 March 2018
- (vi) a charge of \$9.00 per instalment being imposed on instalments two to four (total \$27.00) for ratepayers who exercise the option to pay by four instalments for 2017/18;
- (vii) the provision of cash and in-kind incentive prizes for the early payment of rates prize draw totalling \$4300 from the 2017/18 budget;
- (viii) an interest rate of 11% per annum payable on a rates and services charge or any instalment of a rates and services charge that remains unpaid after it is due and payable;

- (ix) the adoption of the following charges for the collection and disposal of waste in accordance with the provisions of the *Waste Avoidance & Resources Recovery Act 2007*:
  - (a) For residential properties with a bin collection service, a rubbish and waste service charge of \$477;
  - (b) For non-rateable properties, a charge of \$245 for a Mobile Green Bin serviced once a week;
  - (c) For non-rateable properties, a kerbside recycling charge of \$93 per Mobile Green Bin for one service per fortnight;
  - (d) Any additional Mobile Green Bin services, a charge of \$176 per service;
  - (e) Any additional Recycling Bin services, a charge of \$72 per service;
  - (f) For commercial properties, a rubbish and waste charge of \$385 for a Mobile Green Bin serviced once a week; and
  - (g) A rubbish service charge of \$2,250 per annum for a 1.5 cubic metre bulk bin for one lift per week and for each additional lift per week \$2,050 per annum, \$1,420 per annum for one lift per fortnight.
- (x) the maintaining of an overdraft facility of up to \$500,000 and credit card facility of up to \$83,000 for the purpose of providing a credit facility for normal Municipal Fund operational expenditure during the year; and
- (xi) the adoption of the Trust Fund Budget for the year ending 30 June 2018.

**Next Report**

## **ATTACHMENT 4**

**Item 6.3**

**38 pages**



## **SHIRE OF MUNDARING**

### **BUDGET**

**FOR THE YEAR ENDED 30 JUNE 2018**

## **TABLE OF CONTENTS**

	<b><u>Page</u></b>
Budget Overview	3
Statement of Comprehensive Income by Nature and Type	7
Statement of Comprehensive Income by Program	8
Statement of Cash Flows	9
Rate Setting Statement	10
Notes to and forming part of the budget	11

## BUDGET OVERVIEW

The Shire of Mundaring's 2017/18 budget has been based on an increase of 3.95% in the total rate yield (based on 2016/17 budget rates revenue). All properties in the Shire were subject to a revaluation, which was undertaken by Landgate. The revised values provided by Landgate have been used to calculate the rates payable for all properties in 2017/18.

For each category of properties the valuations changed as per the table below.

Rate Type	Average increase/(decrease)
GRV - Commercial	4.5%
GRV - Light Industrial	-9.7%
GRV - Residential	-0.6%
GRV - Rural Residential	2.4%
UV - Rural	-7.3%

The rate in the dollar for GRV properties has been increased by 2.95%, whilst the rate in the dollar for UV properties has been increased by 11.5%.

For non-minimum rated properties the average increase per assessment for 2017/18 is as per the table below.

Rate Type	2016/17 \$	2017/18 \$	increase/(decrease)
GRV - Commercial	6,525	7,017	7.5%
GRV - Light Industrial	4,976	4,620	-7.2%
GRV - Residential	1,530	1,565	2.3%
GRV - Rural Residential	1,627	1,713	5.3%
UV - Rural	3,224	3,331	3.3%

The minimum rate for GRV and UV properties has been increased by 3.3%.

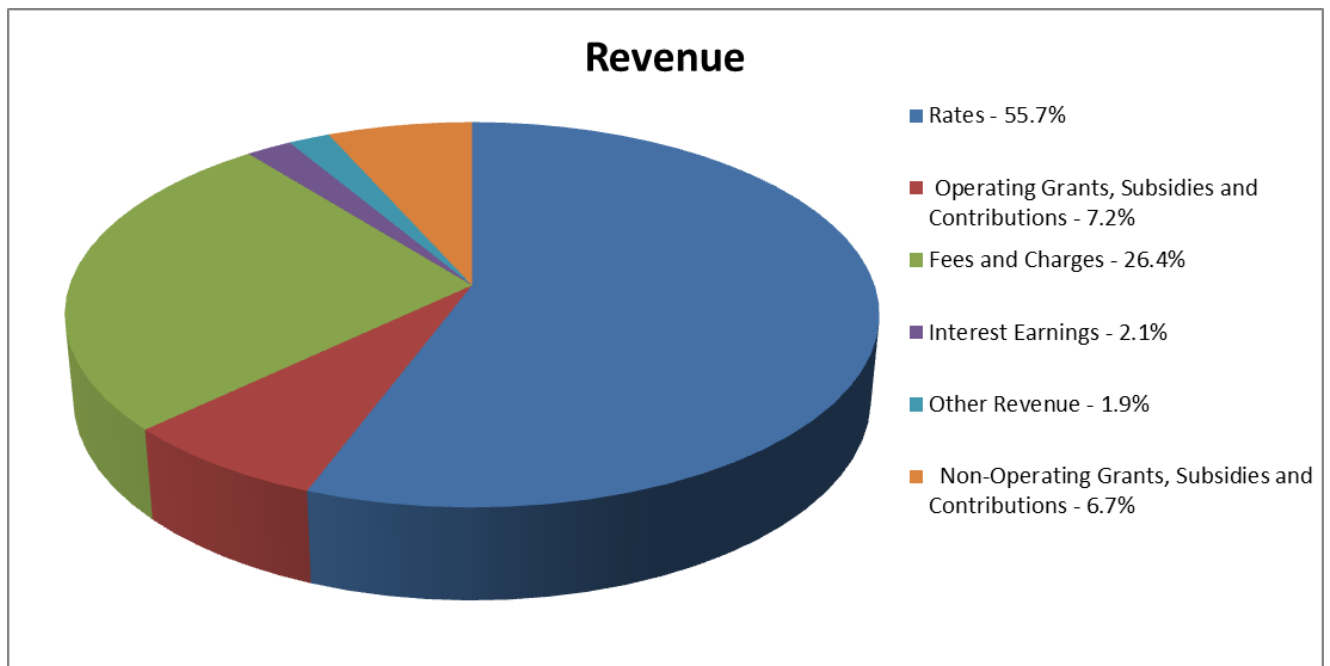
A detailed disclosure of rating information for 2017/18 is provided in Note 8 of the Budget document.

### Closing Budget Position

The budget forecasts a closing surplus of \$1,886,328 as at 30 June 2018. A detailed disclosure of the Shire's forecast closing budget position is provided in the Rate Setting Statement and Note 4 of the Budget document.

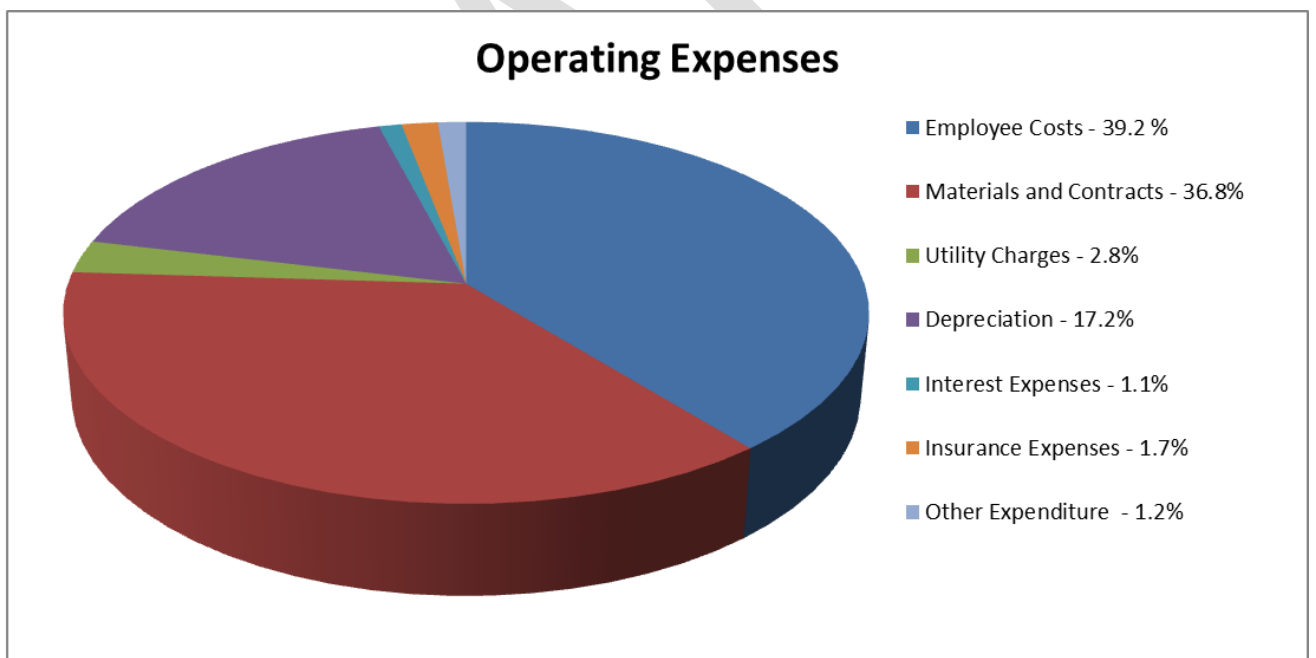
### Revenue

The Shire's total revenue for 2017/18 is forecast to be \$48,994,566. The breakdown of revenue by nature and type is provided below:

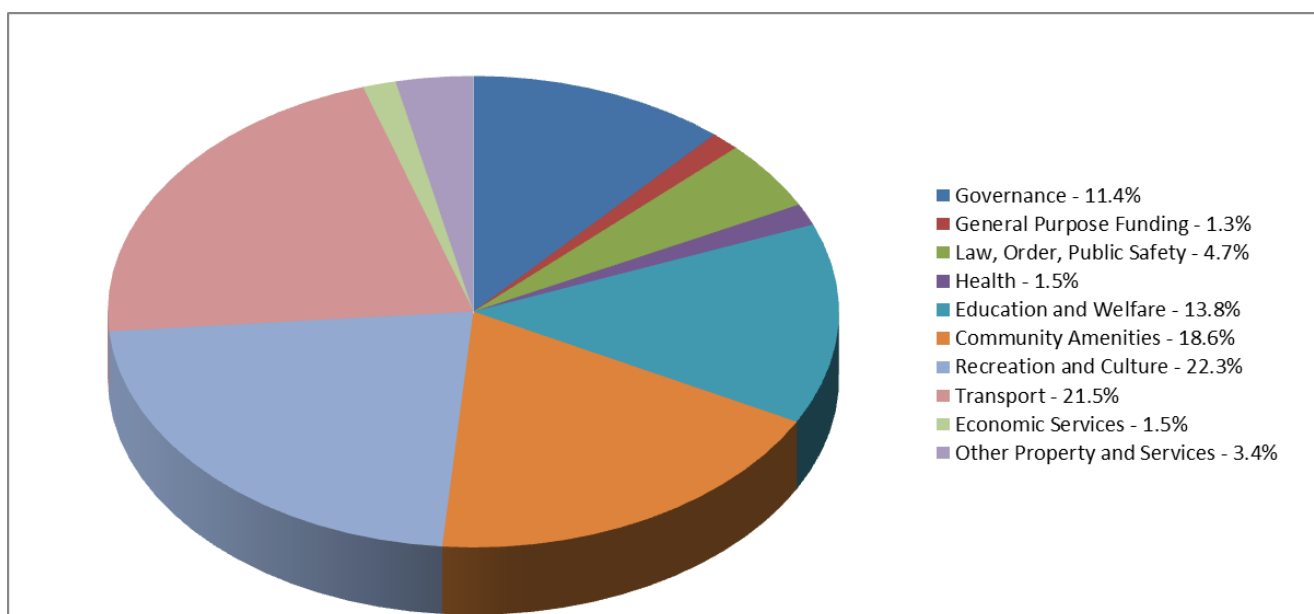


### Operating Expenses

The Shire's total operating expenditure for 2017/18 is forecast to be \$49,907,819. The breakdown of operating expenditure by nature and type is provided below:



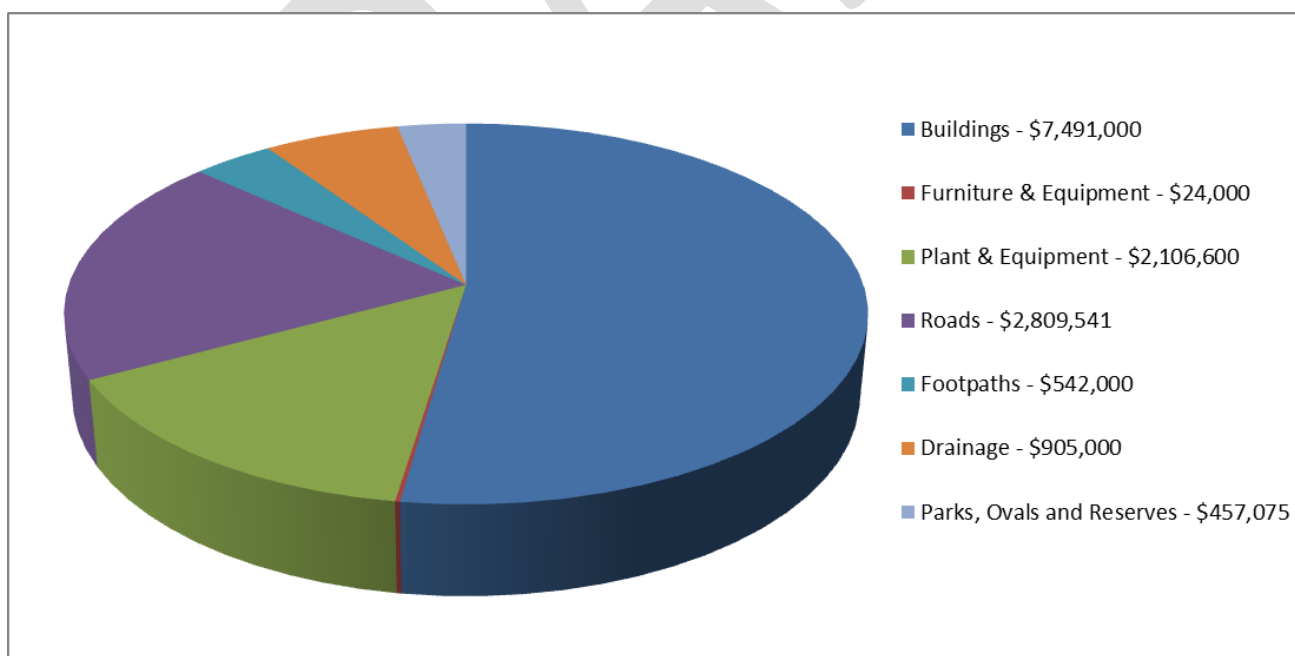
The breakdown of operating expenditure by Program is provided below:



A detailed explanation of the activities undertaken under each Program can be found in Note 2 (b) of the budget document.

### Capital Expenditure

The Shire's total capital expenditure for 2017/18 is forecast to be \$14,335,216. A breakdown of capital expenditure by class of assets is provided below:



A detailed breakdown of acquisitions on an individual asset basis can be found in the Shire's Corporate Business Plan and Long Term Financial Plan.

### Loan Liability

The Shire's forecast loan liability at 30 June 2018, as disclosed in Note 7 of the budget, is \$11,741,999. There is no new loan debt forecast in the 2017/18 budget.

**SHIRE OF MUNDARING**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY NATURE OR TYPE**  
**FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>Revenue</b>				
Rates	8	27,296,129	26,399,920	26,259,031
Operating grants, subsidies and contributions	15	3,546,836	5,679,943	4,622,520
Fees and charges	14	12,916,830	12,252,405	11,970,019
Interest earnings	2(a)	1,033,788	899,750	1,148,750
Other revenue	2(a)	936,875	1,447,789	1,257,495
		<u>45,730,458</u>	<u>46,679,807</u>	<u>45,257,815</u>
<b>Expenses</b>				
Employee costs		(19,550,744)	(19,081,735)	(19,133,690)
Materials and contracts		(18,373,695)	(18,326,412)	(19,080,670)
Utility charges		(1,386,974)	(1,252,845)	(1,310,656)
Depreciation on non-current assets	2(a)	(8,573,167)	(8,608,236)	(7,462,491)
Interest expenses	2(a)	(528,979)	(555,735)	(617,808)
Insurance expenses		(840,473)	(806,747)	(855,467)
Other expenditure		(653,787)	(1,050,799)	(889,378)
		<u>(49,907,819)</u>	<u>(49,682,509)</u>	<u>(49,350,160)</u>
		(4,177,361)	(3,002,702)	(4,092,345)
Non-operating grants, subsidies and contributions	15	3,264,108	4,749,851	4,920,919
Loss on asset disposals	6	(43,700)	(125,240)	(114,255)
<b>Net result</b>		<b>(956,953)</b>	<b>1,621,909</b>	<b>714,319</b>
<b>Other comprehensive income</b>				
Changes on revaluation of non-current assets		0	0	0
<b>Total other comprehensive income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive income</b>		<b><u>(956,953)</u></b>	<b><u>1,621,909</u></b>	<b><u>714,319</u></b>

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

**SHIRE OF MUNDARING**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY PROGRAM**  
**FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>Revenue (refer notes 1,2,8,10 to 15)</b>				
Governance		108,800	307,308	91,500
General purpose funding		29,633,119	30,919,309	30,172,183
Law, order, public safety		519,200	665,761	477,200
Health		55,700	61,922	55,700
Education and welfare		5,181,184	4,583,207	4,541,318
Community amenities		7,975,885	7,784,785	7,744,284
Recreation and culture		1,336,930	1,189,698	1,169,180
Transport		48,000	287,699	114,000
Economic services		332,185	280,483	298,625
Other property and services		539,455	599,635	593,825
		<u>45,730,458</u>	<u>46,679,807</u>	<u>45,257,815</u>
<b>Expenses excluding finance costs (refer notes 1, 2 &amp; 16)</b>				
Governance		(5,453,054)	(5,205,704)	(5,623,869)
General purpose funding		(646,034)	(854,634)	(655,034)
Law, order, public safety		(2,369,109)	(2,346,703)	(2,394,299)
Health		(736,140)	(758,081)	(785,579)
Education and welfare		(6,868,933)	(7,044,398)	(7,226,524)
Community amenities		(9,292,660)	(9,109,159)	(9,489,766)
Recreation and culture		(10,867,052)	(10,704,824)	(10,562,548)
Transport		(10,706,924)	(10,659,497)	(9,404,175)
Economic services		(733,653)	(793,549)	(796,591)
Other property and services		(1,705,281)	(1,650,225)	(1,793,967)
		<u>(49,378,840)</u>	<u>(49,126,774)</u>	<u>(48,732,352)</u>
<b>Finance costs (refer notes 2 &amp; 7)</b>				
Governance		(267,034)	(283,445)	(283,445)
Recreation and culture		(261,945)	(272,290)	(334,363)
		<u>(528,979)</u>	<u>(555,735)</u>	<u>(617,808)</u>
		<u>(4,177,361)</u>	<u>(3,002,702)</u>	<u>(4,092,345)</u>
Non-operating grants, subsidies and contributions	15	3,264,108	4,749,851	4,920,919
(Loss) on disposal of assets	6	(43,700)	(125,240)	(114,255)
		<u>3,220,408</u>	<u>4,624,611</u>	<u>4,806,664</u>
<b>Net result</b>		<b>(956,953)</b>	<b>1,621,909</b>	<b>714,319</b>
<b>Other comprehensive income</b>				
Changes on revaluation of non-current assets		0	0	0
<b>Total other comprehensive income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive income</b>		<b><u>(956,953)</u></b>	<b><u>1,621,909</u></b>	<b><u>714,319</u></b>

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

**SHIRE OF MUNDARING  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Rates		27,296,129	26,399,920	26,259,031
Operating grants, subsidies and contributions		3,546,836	5,679,943	4,622,520
Fees and charges		12,916,830	12,252,405	11,970,019
Interest earnings		1,033,788	899,750	1,148,750
Goods and services tax		1,350,000	1,350,000	1,700,000
Other revenue		936,875	1,447,789	1,257,495
		<u>47,080,458</u>	<u>48,029,807</u>	<u>46,957,815</u>
<b>Payments</b>				
Employee costs		(19,550,744)	(19,081,735)	(19,133,690)
Materials and contracts		(18,373,695)	(18,326,412)	(19,080,670)
Utility charges		(1,386,974)	(1,252,845)	(1,310,656)
Interest expenses		(528,979)	(555,735)	(617,808)
Insurance expenses		(840,473)	(806,747)	(855,467)
Goods and services tax		(1,350,000)	(1,350,000)	(1,700,000)
Other expenditure		(653,787)	(1,050,799)	(889,378)
		<u>(42,684,652)</u>	<u>(42,424,273)</u>	<u>(43,587,669)</u>
<b>Net cash provided by (used in) operating activities</b>	3(b)	<u>4,395,806</u>	<u>5,605,534</u>	<u>3,370,146</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Payments for purchase of property, plant & equipment	5	(9,621,600)	(10,028,162)	(16,753,361)
Payments for construction of infrastructure	5	(4,713,616)	(7,518,510)	(6,427,670)
Non-operating grants, subsidies and contributions used for the development of assets		3,264,108	4,749,851	4,920,919
Proceeds from sale of plant & equipment	6	2,709,437	549,135	517,846
<b>Net cash provided by (used in) investing activities</b>		<u>(8,361,671)</u>	<u>(12,247,686)</u>	<u>(17,742,266)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings	7	(577,065)	(550,310)	(527,018)
<b>Net cash provided by (used in) financing activities</b>		<u>(577,065)</u>	<u>(550,310)</u>	<u>(527,018)</u>
<b>Net increase (decrease) in cash held</b>		<u>(4,542,930)</u>	<u>(7,192,462)</u>	<u>(14,899,138)</u>
Cash at beginning of year		<u>29,239,159</u>	<u>36,431,621</u>	<u>32,636,868</u>
<b>Cash and cash equivalents at the end of the year</b>	3(a)	<u><u>24,696,229</u></u>	<u><u>29,239,159</u></u>	<u><u>17,737,730</u></u>

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

**SHIRE OF MUNDARING  
RATE SETTING STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>Net current assets at start of financial year - surplus/(deficit)</b>	<b>4</b>	<b>6,069,313</b>	<b>6,144,334</b>	<b>3,298,762</b>
		<b>6,069,313</b>	<b>6,144,334</b>	<b>3,298,762</b>
<b>Revenue from operating activities (excluding rates)</b>				
Governance		108,800	307,308	91,500
General purpose funding		2,336,990	4,519,389	3,913,152
Law, order, public safety		519,200	665,761	477,200
Health		55,700	61,922	55,700
Education and welfare		5,181,184	4,583,207	4,541,318
Community amenities		7,975,885	7,784,785	7,744,284
Recreation and culture		1,336,930	1,189,698	1,169,180
Transport		48,000	287,699	114,000
Economic services		332,185	280,483	298,625
Other property and services		539,455	599,635	593,825
		<b>18,434,329</b>	<b>20,279,887</b>	<b>18,998,784</b>
<b>Expenditure from operating activities</b>				
Governance		(5,725,188)	(5,489,149)	(5,907,314)
General purpose funding		(646,034)	(854,634)	(655,034)
Law, order, public safety		(2,369,109)	(2,346,703)	(2,394,299)
Health		(736,140)	(758,081)	(785,579)
Education and welfare		(6,868,933)	(7,044,398)	(7,226,524)
Community amenities		(9,293,460)	(9,109,159)	(9,489,766)
Recreation and culture		(11,131,497)	(10,977,114)	(10,896,911)
Transport		(10,742,224)	(10,784,737)	(9,518,430)
Economic services		(733,653)	(793,549)	(796,591)
Other property and services		(1,705,281)	(1,650,225)	(1,793,967)
		<b>(49,951,519)</b>	<b>(49,807,749)</b>	<b>(49,464,415)</b>
<b>Operating activities excluded from budget</b>				
Loss on disposal of assets	6	43,700	125,240	114,255
Depreciation on assets	2(a)	8,573,167	8,608,236	7,462,491
<b>Amount attributable to operating activities</b>		<b>(16,831,010)</b>	<b>(14,650,052)</b>	<b>(19,590,123)</b>
<b>INVESTING ACTIVITIES</b>				
Non-operating grants, subsidies and contributions	15	3,264,108	4,749,851	4,920,919
Purchase property, plant and equipment	5	(9,621,600)	(10,028,162)	(16,753,361)
Purchase and construction of infrastructure	5	(4,713,616)	(7,518,510)	(6,427,670)
Proceeds from disposal of assets	6	2,709,437	549,135	517,846
<b>Amount attributable to investing activities</b>		<b>(8,361,671)</b>	<b>(12,247,686)</b>	<b>(17,742,266)</b>
<b>FINANCING ACTIVITIES</b>				
Repayment of borrowings	7	(577,065)	(550,310)	(527,018)
Transfers to cash backed reserves (restricted assets)	9	(6,616,787)	(1,840,999)	(2,218,000)
Transfers from cash backed reserves (restricted assets)	9	6,976,732	8,958,440	15,258,082
<b>Amount attributable to financing activities</b>		<b>(217,120)</b>	<b>6,567,131</b>	<b>12,513,064</b>
<b>Budgeted deficiency before general rates</b>		<b>(25,409,801)</b>	<b>(20,330,607)</b>	<b>(24,819,325)</b>
<b>Estimated amount to be raised from general rates</b>	<b>8</b>	<b>27,296,129</b>	<b>26,399,920</b>	<b>26,259,031</b>
<b>Net current assets at end of financial year - surplus/(deficit)</b>	<b>4</b>	<b>1,886,328</b>	<b>6,069,313</b>	<b>1,439,706</b>

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

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES**

**(a) Basis of preparation**

The budget has been prepared in accordance with applicable Australian Accounting Standards (as they apply to local government and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations. Material accounting policies which have been adopted in the preparation of this budget are presented below and have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the budget has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

**Critical accounting estimates**

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

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

**The local government reporting eEntity**

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

In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 17 to the budget.

**(b) 2016/17 actual balances**

Balances shown in this budget as 2016/17 Actual are as forecast at the time of budget preparation and are subject to final adjustments.

**(c) Rounding off figures**

All figures shown in this budget, other than a rate in the dollar, are rounded to the nearest dollar.

**(d) Comparative figures**

Where required, comparative figures have been adjusted to conform with changes in presentation for the current budget year.

**(e) Budget comparative figures**

Unless otherwise stated, the budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(f) Forecast fair value adjustments**

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

Fair value adjustments relating to the re-measurement of financial assets at fair value through profit or loss will be assessed at the time they occur with compensating budget amendments made as necessary.

It is anticipated, in all instances, any changes upon revaluation of non-current assets will relate to non-cash transactions and as such, have no impact on this budget document.

**(g) Rates, grants, donations and other contributions**

Rates, grants, donations and other contributions are recognised as revenues when the Shire of Mundaring obtains control over the assets comprising the contributions.

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

**(h) Goods and services tax (GST)**

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

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

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

**(i) Superannuation**

The Shire of Mundaring contributes to a number of superannuation funds on behalf of employees.

All funds to which the Shire of Mundaring contributes are defined contribution plans.

**(j) Cash and cash equivalents**

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

Bank overdrafts are shown as short term borrowings in current liabilities in Note 4 - Net Current Assets.

**(k) Trade and other receivables**

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

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(l) Inventories**

**General**

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

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

**Land held for resale**

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

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

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

**(m) Fixed assets**

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

**Mandatory requirement to revalue non-current assets**

Effective from 1 July 2012, the *Local Government (Financial Management) Regulations* were amended and the measurement of non-current assets at Fair Value became mandatory.

During the year ended 30 June 2013, the Shire of Mundaring commenced the process of adopting fair value in accordance with the Regulations.

Whilst the amendments initially allowed for a phasing in of fair value in relation to fixed assets over three years, as at 30 June 2015 all non-current assets were carried at fair value in accordance with the requirements.

Thereafter, each asset class must be revalued in accordance with the regulatory framework established and the Shire of Mundaring revalues its asset classes in accordance with this mandatory timetable.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

**Initial recognition and measurement between mandatory revaluation dates**

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire of Mundaring includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believes this approximates fair value. They will be subject to subsequent revaluation of the next anniversary date in accordance with the mandatory measurement framework detailed above.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(m) Fixed assets (continued)**

***Revaluation***

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

***Land under roads***

In Western Australia, all land under roads is Crown land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in *Australian Accounting Standard AASB 1051 Land Under Roads* and the fact *Local Government (Financial Management) Regulation 16(a)(i)* prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, *Local Government (Financial Management) Regulation 16(a)(i)* prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, *Local Government (Financial Management) Regulation 4(2)* provides, in the event of such an inconsistency, the *Local Government (Financial Management) Regulations* prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Shire

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(m) Fixed assets (continued)**

**Depreciation**

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

Major depreciation periods used for each class of depreciable asset are:

**Buildings**

- Structure	25 to 50 years
- Fit out	10 years
- Mechanical	5 to 15 years
- Roof Cladding	30 to 50 years

**Furniture and Equipment**

3 to 12 years

**Plant and Equipment**

3 to 20 years

**Sealed Roads and Streets**

- Formation	not depreciated
- Pavement	70 to 110 years
- Surface	15 to 30 years
- Kerb	70 years

**Unsealed Roads**

- Formation	not depreciated
- Surface	15 years

**Drainage**

75 years

**Culverts**

70 years

**Bridges**

35 to 100 years

**Footpaths**

15 to 80 years

**Heritage Trails**

75 years

**Waste Transfer Stations**

15 to 100 years

**Bus Shelters**

50 years

**Parks Hard Assets**

10 to 75 years

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

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

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

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(n) Fair value of assets and liabilities**

When performing a revaluation, the Shire of Mundaring uses a mix of both independent and management valuations using the following as a guide:

Fair value is the price that the Shire of Mundaring would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (ie the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

***Fair value hierarchy***

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

**Level 1**

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2**

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3**

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

***Valuation techniques***

The Shire of Mundaring selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire of Mundaring are consistent with one or more of the following valuation approaches:

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(n) Fair value of assets and liabilities (continued)**

**Market approach**

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

**Income approach**

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**Cost approach**

Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire of Mundaring gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability and considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

The mandatory measurement framework imposed by the *Local Government (Financial Management) Regulations* requires, as a minimum, all assets to be revalued at least every 3 years. Relevant disclosures, in accordance with the requirements of Australian Accounting Standards have been made in the budget as necessary.

**(o) Financial instruments**

**Initial recognition and measurement**

Financial assets and financial liabilities are recognised when the Shire of Mundaring becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Shire of Mundaring commits itself to either the purchase or sale of the asset (ie trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

**Classification and subsequent measurement**

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost.

Amortised cost is calculated as:

- (a) the amount in which the financial asset or financial liability is measured at initial recognition;
- (b) less principal repayments and any reduction for impairment; and
- (c) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest rate method.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(o) Financial instruments (continued)**

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

*(i) Financial assets at fair value through profit and loss*

Financial assets are classified at "fair value through profit or loss" when they are held for trading for the purpose of short term profit taking. Assets in this category are classified as current assets. Such assets are subsequently measured at fair value with changes in carrying amount being included in profit or loss.

*(ii) Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Loans and receivables are included in current assets where they are expected to mature within 12 months after the end of the reporting period.

*(iii) Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets with fixed maturities and fixed or determinable payments that the Shire of Mundaring management has the positive intention and ability to hold to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Held-to-maturity investments are included in current assets where they are expected to mature within 12 months after the end of the reporting period. All other investments are classified as non-current.

*(iv) Available-for-sale financial assets*

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income (except for impairment losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets are included in current assets, where they are expected to be sold within 12 months after the end of the reporting period. All other available for sale financial assets are classified as non-current.

*(v) Financial liabilities*

Non-derivative financial liabilities (excl. financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in the profit or loss.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(o) Financial instruments (continued)**

***Impairment***

A financial asset is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

***Derecognition***

Financial assets are derecognised where the contractual rights for receipt of cash flows expire or the asset is transferred to another party, whereby the Shire of Mundaring no longer has any significant continual involvement in the risks and benefits associated with the asset.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

**(p) Impairment of assets**

In accordance with Australian Accounting Standards the Shire of Mundaring assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116) whereby any impairment loss of a revaluation decrease in accordance with that other standard.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(p) Impairment of assets (continued)**

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

At the time of adopting this budget, it is not possible to estimate the amount of impairment losses (if any) as at 30 June 2018.

In any event, an impairment loss is a non-cash transaction and consequently, has no impact on this budget document.

**(q) Trade and other payables**

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

**(r) Employee benefits**

**Short-term employee benefits**

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

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

**Other long-term employee benefits**

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

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

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(s) Borrowing costs**

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

**(t) Provisions**

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

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

**(u) Leases**

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the Shire of Mundaring, are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(v) Interests in joint arrangements**

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint venture entities providing joint venturers with an interest to net assets are classified as a joint venture and accounted for using the equity method. Refer to note 1(o) for a description of the equity method of accounting.

Joint venture operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The Shire of Mundaring's interests, in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements. Information about the joint ventures is set out in Note 20.

**(w) Current and non-current classification**

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

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>2. REVENUES AND EXPENSES</b>			
(a) <b>Net result</b>			
The net result includes:			
(i) Charging as an expense:			
<b>Auditors remuneration</b>			
Audit services	21,500	23,107	20,000
Other services	8,500	1,893	15,000
<b>Depreciation by program</b>			
Governance	541,930	541,357	539,957
Law, order, public safety	248,644	252,630	402,783
Health	41,141	44,791	46,966
Education and welfare	178,907	188,612	207,011
Community amenities	48,982	48,555	79,086
Recreation and culture	2,507,667	2,517,337	2,353,234
Transport	4,894,387	4,903,755	3,718,755
Economic services	2,984	2,674	6,174
Other property and services	108,525	108,525	108,525
	<u>8,573,167</u>	<u>8,608,236</u>	<u>7,462,491</u>
<b>Depreciation by asset class</b>			
Buildings	2,731,228	2,739,124	2,761,124
Furniture and equipment	78,374	89,340	161,193
Plant and equipment	694,044	707,839	853,241
Infrastructure	5,069,521	5,071,933	3,686,933
	<u>8,573,167</u>	<u>8,608,236</u>	<u>7,462,491</u>
<b>Interest expenses (finance costs)</b>			
- Borrowings (refer note 7(a))	528,979	555,735	617,808
	<u>528,979</u>	<u>555,735</u>	<u>617,808</u>
(ii) Crediting as revenues:			
<b>Interest earnings</b>			
Investments			
- Reserve funds	518,788	425,000	650,000
- Municipal fund	350,000	313,750	343,750
Other interest revenue (refer note 12)	165,000	161,000	155,000
	<u>1,033,788</u>	<u>899,750</u>	<u>1,148,750</u>

**SHIRE OF MUNDARING  
NOTES TO AND FORMING PART OF THE BUDGET  
FOR THE YEAR ENDED 30 JUNE 2018**

**REVENUES AND EXPENSES (Continued)**

**(b) Statement of objective**

In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the Shire's Community Vision, and for each of its broad activities/programs.

**COMMUNITY VISION**

"a sense of space, a sense of place"

The Shire operations as disclosed in this budget encompass the following service orientated activities/programs:

**GOVERNANCE**

**Objective:**

To provide a decision making process for the efficient allocation of resources.

**Activities:**

Includes the activities of members of council and the administrative support required for the Council and Shire services.

**GENERAL PURPOSE FUNDING**

**Objective:**

To collect revenue to allow for the provision of services.

**Activities:**

Rates, general purpose government grants and interest revenue.

**LAW, ORDER, PUBLIC SAFETY**

**Objective:**

To provide services to help ensure a safer community.

**Activities:**

Supervision and enforcement of legislation and various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.

**HEALTH**

**Objective:**

To provide an operational framework for environmental and community health.

**Activities:**

Prevention of human illnesses, including inspection of premises/food control.

**EDUCATION AND WELFARE**

**Objective:**

To provide services to disadvantaged persons, the elderly, children and youth.

**Activities:**

Operating and maintaining child minding centres and playgroup centres.

Provision of services and programs for the youth and seniors of the Shire.

**SHIRE OF MUNDARING  
NOTES TO AND FORMING PART OF THE BUDGET  
FOR THE YEAR ENDED 30 JUNE 2018**

**REVENUES AND EXPENSES (Continued)**

**(b) Statement of objective (Continued)**

**COMMUNITY AMENITIES**

**Objective:**

To provide essential services required by the community.

**Activities:**

Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemeteries and public conveniences.

**RECREATION AND CULTURE**

**Objective:**

To establish and effectively manage infrastructure and resources which will help the social well being of the community.

**Activities:**

Maintenance of public halls, civic centres, aquatic centres, lake, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of libraries and other cultural facilities.

**TRANSPORT**

**Objective:**

To provide safe, effective and efficient transport services to the community.

**Activities:**

Construction and maintenance of roads, streets, pathways, depots, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.

**ECONOMIC SERVICES**

**Objective:**

To help promote the Shire and its economic wellbeing.

**Activities:**

Tourism and area promotion. Provision of standpipes. Approval of building construction and implementation of statutory building controls.

**OTHER PROPERTY & SERVICES**

**Objective:**

To monitor and control the Shire's overheads operating accounts.

**Activities:**

Public works overheads, plant and equipment operations and activities not reported in the above programs.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**3. NOTES TO THE STATEMENT OF CASH FLOWS**

**(a) Reconciliation of cash**

For the purposes of the statement of cash flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

	<b>2017/18 Budget \$</b>	<b>2016/17 Actual \$</b>	<b>2016/17 Budget \$</b>
Cash - unrestricted	5,615,849	9,798,834	3,320,882
Cash - restricted	19,080,380	19,440,325	14,416,848
	<u>24,696,229</u>	<u>29,239,159</u>	<u>17,737,730</u>

The following restrictions have been imposed by regulation or other externally imposed requirements:

Plant Replacement Reserve	849,562	667,091	539,530
Civic Facilities Reserve	5,953,596	9,027,431	2,919,734
Information Technology Reserve	694,090	792,734	721,380
Long Service Leave Reserve	298,711	114,623	471,110
Children Services Reserve	2,066,311	2,060,793	2,317,771
Gravel Pit Rehabilitation Reserve	111,055	56,532	35,162
Capital Investment Reserve	6,358,838	3,962,099	5,144,737
Capital Income Reserve	2,748,217	2,575,824	2,267,424
Unspent Grants Reserve	0	183,198	0
	<u>19,080,380</u>	<u>19,440,325</u>	<u>14,416,848</u>

**(b) Reconciliation of net cash provided by operating activities to net result**

Net result	(956,953)	1,621,909	714,319
Depreciation	8,573,167	8,608,236	7,462,491
(Profit)/loss on sale of asset	43,700	125,240	114,255
Grants/contributions for the development of assets	(3,264,108)	(4,749,851)	(4,920,919)
<b>Net cash from operating activities</b>	<u>4,395,806</u>	<u>5,605,534</u>	<u>3,370,146</u>

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**3. NOTES TO THE STATEMENT OF CASH FLOWS (Continued)**

	2017/18 Budget \$	2016/17 Actual \$	2016/17 Budget \$
<b>Undrawn borrowing facilities</b>			
<b>credit standby arrangements</b>			
Bank overdraft limit	500,000	500,000	1,000,000
Bank overdraft at balance date	0	0	0
Credit card limit	83,000	83,000	300,000
Credit card balance at balance date	(45,000)	(55,000)	(35,000)
<b>Total amount of credit unused</b>	<u>538,000</u>	<u>528,000</u>	<u>1,265,000</u>
<b>Loan facilities</b>			
Loan facilities in use at balance date	<u>11,741,999</u>	<u>12,319,064</u>	<u>12,381,908</u>
Unused loan facilities at balance date	<u>0</u>	<u>0</u>	<u>0</u>

	Note	2017/18 Budget \$	2016/17 Actual \$
<b>4. NET CURRENT ASSETS</b>			
<b>Composition of estimated net current assets</b>			
<b>Current assets</b>			
Cash - unrestricted	3(a)	5,615,849	9,798,834
Cash - restricted reserves	3(a)	19,080,380	19,440,325
Receivables		1,900,544	1,900,544
Inventories		103,837	103,837
		<u>26,700,610</u>	<u>31,243,540</u>
<b>Less: current liabilities</b>			
Trade and other payables		(2,540,354)	(2,540,354)
Short term borrowings		0	0
Long term borrowings		(605,330)	(577,065)
Provisions		(3,193,548)	(3,193,548)
		<u>(6,339,232)</u>	<u>(6,310,967)</u>
<b>Unadjusted net current assets</b>		<b>20,361,378</b>	<b>24,932,573</b>
Differences between the net current assets at the end of each financial year in the rate setting statement and net current assets detailed above arise from amounts which have been excluded when calculating the budget deficiency in accordance with <i>Local Government (Financial Management) Regulation 32</i> as movements for these items have been funded within the budget estimates. These differences are disclosed as adjustments below.			
<b>Adjustments</b>			
Less: Cash - restricted reserves	3(a)	(19,080,380)	(19,440,325)
Add: Current portion of borrowings		605,330	577,065
<b>Adjusted net current assets - surplus/(deficit)</b>		<u><b>1,886,328</b></u>	<u><b>6,069,313</b></u>

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**5. ACQUISITION OF ASSETS**

The following assets are budgeted to be acquired during the year.

Asset class	Reporting program				2017/18 Budget total \$	2016/17 Actual total \$
	Law, order, public safety \$	Community amenities \$	Recreation and culture \$	Transport \$		
<i><u>Property, Plant and Equipment</u></i>						
Land and buildings	0	0	7,491,000	0	7,491,000	8,389,099
Furniture and equipment	0	0	24,000	0	24,000	45,500
Plant and equipment	977,000	0	0	1,129,600	2,106,600	1,593,563
	<b>977,000</b>	<b>0</b>	<b>7,515,000</b>	<b>1,129,600</b>	<b>9,621,600</b>	<b>10,028,162</b>
<i><u>Infrastructure</u></i>						
Roads	0	0	0	2,809,541	2,809,541	4,958,008
Footpaths	0	0	0	542,000	542,000	634,500
Drainage	0	0	0	905,000	905,000	362,000
Parks, ovals and reserves	0	49,050	408,025	0	457,075	1,564,002
	<b>0</b>	<b>49,050</b>	<b>408,025</b>	<b>4,256,541</b>	<b>4,713,616</b>	<b>7,518,510</b>
<b>Total acquisitions</b>	<b>977,000</b>	<b>49,050</b>	<b>7,923,025</b>	<b>5,386,141</b>	<b>14,335,216</b>	<b>17,546,672</b>

A detailed breakdown of acquisitions on an individual asset basis can be found in the Shire's Corporate Business Plan and Long Term Financial Plan.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**6. DISPOSALS OF ASSETS**

The following assets are budgeted to be disposed of during the year.

<b><u>By Program</u></b>	<b>Net book value \$</b>	<b>Sale proceeds \$</b>	<b>2017/18 Budget Profit \$</b>	<b>2017/18 Budget Loss \$</b>	<b>2016/17 Actual Profit \$</b>	<b>2016/17 Actual Loss \$</b>	<b>2016/17 Budget Profit \$</b>	<b>2016/17 Budget Loss \$</b>
Governance	40,000	34,900	0	(5,100)	0	0	0	0
Law, order, public safety	31,337	31,337	0	0	0	0	0	0
Community amenities	114,000	113,200	0	(800)	0	0	0	0
Recreation and culture	28,000	25,500	0	(2,500)	0	0	0	0
Transport	249,800	214,500	0	(35,300)	0	(125,240)	0	(114,255)
Other property and services	2,290,000	2,290,000	0	0	0	0	0	0
	<b>2,753,137</b>	<b>2,709,437</b>	<b>0</b>	<b>(43,700)</b>	<b>0</b>	<b>(125,240)</b>	<b>0</b>	<b>(114,255)</b>

<b><u>By Class</u></b>	<b>Net book value \$</b>	<b>Sale proceeds \$</b>	<b>2017/18 Budget Profit \$</b>	<b>2017/18 Budget Loss \$</b>	<b>2016/17 Actual Profit \$</b>	<b>2016/17 Actual Loss \$</b>	<b>2016/17 Budget Profit \$</b>	<b>2016/17 Budget Loss \$</b>
Land	2,290,000	2,290,000	0	0	0	0	0	0
Plant and equipment	463,137	419,437	0	(43,700)	0	(125,240)	0	(114,255)
	<b>2,753,137</b>	<b>2,709,437</b>	<b>0</b>	<b>(43,700)</b>	<b>0</b>	<b>(125,240)</b>	<b>0</b>	<b>(114,255)</b>

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**7. INFORMATION ON BORROWINGS**

**(a) Borrowing repayments**

Movement in borrowings and interest between the beginning and the end of the current financial year.

Purpose	Principal 1-Jul-17	New loans	Principal repayments		Principal outstanding		Interest repayments	
			2017/18 Budget \$	2016/17 Actual \$	2017/18 Budget \$	2016/17 Actual \$	2017/18 Budget \$	2016/17 Actual \$
<b>Governance</b>								
Loan 170 - Civic Facility Redevelopment	3,904,539	0	245,085	228,676	3,659,454	3,904,539	267,034	283,445
<b>Recreation and culture</b>								
Loan 171 - Community Building Projects	8,414,525	0	331,980	321,634	8,082,545	8,414,525	261,945	272,290
	<b>12,319,064</b>	<b>0</b>	<b>577,065</b>	<b>550,310</b>	<b>11,741,999</b>	<b>12,319,064</b>	<b>528,979</b>	<b>555,735</b>

All borrowing repayments will be financed by general purpose revenue.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**7. INFORMATION ON BORROWINGS (Continued)**

**(b) New borrowings - 2017/18**

The Shire will not undertake any new debentures in 2017/18.

**(c) Unspent borrowings**

Loan Details	Purpose of the loan	Date borrowed	Amount	Expended	Amount as
			b/fwd	2017/18	at 30 June
			\$	Budget	2018 \$
Loan 171	Community Building Facilities	May 2016	787,325	(787,325 )	0
			787,325	(787,325 )	0

The unspent loan funds were held in the Civic Facilities Reserve as at 30 June 2017. These funds are anticipated to be expended on the construction of Mundaring Arena during 2017/18.

**(d) Overdraft**

The Shire has not utilised an overdraft facility during the financial year although an overdraft facility of \$500,000 with the Bendigo Bank does exist. It is not anticipated that this facility will be required to be utilised during 2017/18.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**8. RATING INFORMATION**

<b>RATE TYPE</b>	<b>Rate in \$</b>	<b>Number of properties</b>	<b>Rateable value \$</b>	<b>2017/18 Budgeted rate revenue \$</b>	<b>2017/18 Budgeted interim rates \$</b>	<b>2017/18 Budgeted back rates \$</b>	<b>2017/18 Budgeted total revenue \$</b>	<b>2016/17 Actual \$</b>
<b>General rate</b>								
GRV - Residential	0.080100	11,196	218,707,436	17,518,466	135,802	0	17,654,268	16,972,251
GRV - Commercial	0.080100	273	23,914,109	1,915,520	0	0	1,915,520	1,860,827
GRV - Light Industrial	0.080100	283	16,323,298	1,307,496	0	0	1,307,496	1,414,788
GRV - Rural Residential	0.080100	3,053	65,295,870	5,230,199	0	0	5,230,199	4,964,403
UV - Rural	0.00539772	240	148,094,000	799,370	0	0	799,370	702,549
<b>Sub-Totals</b>		15,045	472,334,713	26,771,051	135,802	0	26,906,853	25,914,818
<b>Minimum payment</b>								
	<b>Minimum \$</b>							
GRV - Residential	816	402	3,062,206	328,032	0	0	328,032	413,960
GRV - Commercial	816	3	22,790	2,448	0	0	2,448	4,740
GRV - Light Industrial	816	1	8,400	816	0	0	816	790
GRV - Rural Residential	816	66	595,430	53,856	0	0	53,856	61,620
UV - Mining Lease	1031	4	51,435	4,124	0	0	4,124	3,992
<b>Sub-Totals</b>		476	3,740,261	389,276	0	0	389,276	485,102
<b>Total rates</b>		<b>15,521</b>	<b>476,074,974</b>	<b>27,160,327</b>	<b>135,802</b>	<b>0</b>	<b>27,296,129</b>	<b>26,399,920</b>

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**8(a). RATING INFORMATION**

All land except exempt land in the Shire of Mundaring is rated according to its Gross Rental Value (GRV) in townsites or Unimproved Value (UV) in the remainder of the Shire of Mundaring.

The general rates detailed above for the 2017/18 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the Local Government services/facilities.

All properties in the Shire were subject to a revaluation, which was undertaken by Landgate. The revised values provided by Landgate have been used to calculate the rates payable for all properties in 2017/18.

For non-minimum rated properties the valuations changed as per the table below.

<b>Rate Type</b>	<b>Average increase/(decrease)</b>
GRV - Commercial	4.5%
GRV - Light Industrial	-9.7%
GRV - Residential	-0.6%
GRV - Rural Residential	2.4%
UV - Rural	-7.3%

The rate in the dollar for GRV properties has been increased by 2.95%, whilst the rate in the dollar for UV properties has been increased by 11.5%.

For non-minimum rated properties the average increase per assessment for 2017/18 is as per the table below.

<b>Rate Type</b>	<b>2016/17 \$</b>	<b>2017/18 \$</b>	<b>increase/(decrease)</b>
GRV - Commercial	6,525	7,017	7.5%
GRV - Light Industrial	4,976	4,620	-7.2%
GRV - Residential	1,530	1,565	2.3%
GRV - Rural Residential	1,627	1,713	5.3%
UV - Rural	3,224	3,331	3.3%

The minimum rates for GRV and UV properties has been increased by 3.3%.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**9. CASH BACKED RESERVES**

	2017/18 Budget Opening balance \$	2017/18 Budget Transfer to \$	2017/18 Budget Transfer (from) \$	2017/18 Budget Closing balance \$	2016/17 Actual Opening balance \$	2016/17 Actual Transfer to \$	2016/17 Actual Transfer (from) \$	2016/17 Actual Closing balance \$	2016/17 Budget Opening balance \$	2016/17 Budget Transfer to \$	2016/17 Budget Transfer (from) \$	2016/17 Budget Closing balance \$
Plant Replacement Reserve	667,091	873,971	(691,500)	849,562	831,353	806,973	(971,235)	667,091	701,196	809,849	(971,515)	539,530
Civic Facilities Reserve	9,027,431	2,243,199	(5,317,034)	5,953,596	13,706,248	230,372	(4,909,189)	9,027,431	14,625,567	351,437	(12,057,270)	2,919,734
Information Technology Reserve	792,734	61,356	(160,000)	694,090	871,196	54,643	(133,105)	792,734	870,464	60,916	(210,000)	721,380
Long Service Leave Reserve	114,623	403,088	(219,000)	298,711	301,702	165,071	(352,150)	114,623	377,823	169,079	(75,792)	471,110
Children Services Reserve	2,060,793	55,518	(50,000)	2,066,311	2,998,563	50,399	(988,169)	2,060,793	2,979,380	71,591	(733,200)	2,317,771
Gravel Pit Rehabilitation Reserve	56,532	90,523	(36,000)	111,055	69,077	1,161	(13,706)	56,532	93,906	91,256	(150,000)	35,162
Capital Investment Reserve	3,962,099	2,396,739	0	6,358,838	3,896,605	65,494	0	3,962,099	5,024,015	120,722	0	5,144,737
Capital Income Reserve	2,575,824	492,393	(320,000)	2,748,217	2,611,068	466,886	(502,130)	2,575,824	2,378,404	543,150	(654,130)	2,267,424
Unspent Grants Reserve	183,198	0	(183,198)	0	1,271,954	0	(1,088,756)	183,198	406,175	0	(406,175)	0
	<b>19,440,325</b>	<b>6,616,787</b>	<b>(6,976,732)</b>	<b>19,080,380</b>	<b>26,557,766</b>	<b>1,840,999</b>	<b>(8,958,440)</b>	<b>19,440,325</b>	<b>27,456,930</b>	<b>2,218,000</b>	<b>(15,258,082)</b>	<b>14,416,848</b>

In accordance with council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

<b>Reserve name</b>	<b>Anticipated date of use</b>	<b>Purpose of the reserve</b>
Plant Replacement Reserve	Ongoing	To fund the replacement and purchase of works plant and light vehicles.
Civic Facilities Reserve	Ongoing	To fund the construction and/or purchase of public buildings and facilities.
Information Technology Reserve	Ongoing	To fund the upgrade and replacement of the Shire's information technology.
Long Service Leave Reserve	Ongoing	To fund the Shire's Long Service Leave Liability.
Children Services Reserve	Ongoing	To provide funds for the purchase of capital items, preventative maintenance for Children Service's buildings and employee entitlements. Also allows cash surpluses to be quarantined to fund operations for future years.
Gravel Pit Rehabilitation Reserve	Ongoing	To fund the production of gravel and the rehabilitation of gravel pits.
Capital Investment Reserve	Ongoing	To fund the advancement of the Shire's Property Strategy.
Capital Income Reserve	Ongoing	To fund the development of Shire facilities and infrastructure.
Unspent Grants Reserve	2017/18	To isolate any unspent grant funds at the end of each financial year.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**10. SPECIFIED AREA RATE**

The Shire of Mundaring will not levy any Specified Area Rates in 2017/18.

**11. SERVICE CHARGES**

The Shire of Mundaring will not levy any Service Charges in 2017/18.

**12. INTEREST CHARGES AND INSTALMENTS - RATES AND SERVICE CHARGES**

The following instalment options are available to ratepayers for the payment of rates and service charges.

<b>Instalment options</b>	<b>Date due</b>	<b>Instalment plan admin charge \$</b>	<b>Instalment plan interest rate %</b>	<b>Unpaid rates interest rates %</b>
<b>Option one</b>				
Single full payment	7 September 2017	0	0.00%	11.00%
<b>Option two</b>				
First instalment	7 September 2017	0	0.00%	11.00%
Second instalment	9 November 2017	\$ 9.00	0.00%	11.00%
Third instalment	11 January 2018	\$ 9.00	0.00%	11.00%
Fourth instalment	15 March 2018	\$ 9.00	0.00%	11.00%

**Option three**

A payment arrangement agreed under section 6.49 of the *Local Government Act 1995*.

Ratepayers who enter an agreement to pay rates as provided in Section 6.49 of the Act are not levied an administrative charge but interest (11%) is paid on the rates balance outstanding until it is paid in full.

	<b>2017/18 Budget revenue \$</b>	<b>2016/17 Actual \$</b>
Instalment plan admin charge revenue	145,000	144,912
Unpaid rates interest earned	165,000	161,000
	<u>310,000</u>	<u>305,912</u>

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

**13. PAYMENT DISCOUNTS, WAIVERS AND CONCESSIONS**

	Type	2017/18 Budget \$	2016/17 Actual \$
Rates	Write-Off	1,500	1,500
Rates - Penalty Interest	Write-Off	1,500	1,500
Waste Charges	Write-Off	1,000	1,000
Legal Fees	Write-Off	50	50
Infringements	Write-Off	3,250	3,250
Sundry Debts	Write-Off	500	500
		7,800	7,800

No discount on rates is available.

The cost to the Shire for the early payment of rates incentive will be \$4,300 being \$2,500 towards the first prize, \$1,500 towards the second prize and \$300 for pool entry.

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

	<b>2017/18 Budget \$</b>	<b>2016/17 Actual \$</b>
<b>14. FEES &amp; CHARGES REVENUE</b>		
Governance	0	57
General purpose funding	145,000	144,912
Law, order, public safety	170,200	237,761
Health	55,700	61,922
Education and welfare	3,117,700	2,732,988
Community amenities	7,975,885	7,782,285
Recreation and culture	1,103,160	984,224
Transport	16,000	26,773
Economic services	332,185	280,483
Other property and services	1,000	1,000
	<u>12,916,830</u>	<u>12,252,405</u>
<b>15. GRANT REVENUE</b>		
Grants, subsidies and contributions are included as operating revenues in the Statement of Comprehensive Income:		
<b>By Program:</b>		
<b>Operating grants, subsidies and contributions</b>		
General purpose funding	1,070,202	3,379,402
Law, order, public safety	349,000	428,000
Education and welfare	2,006,384	1,699,819
Community amenities	0	2,500
Recreation and culture	83,000	67,427
Transport	32,000	92,000
Other property and services	6,250	10,795
	<u>3,546,836</u>	<u>5,679,943</u>
<b>Non-operating grants, subsidies and contributions</b>		
Law, order, public safety	902,000	0
Recreation and culture	770,000	2,334,000
Transport	1,592,108	2,415,851
	<u>3,264,108</u>	<u>4,749,851</u>

**SHIRE OF MUNDARING**  
**NOTES TO AND FORMING PART OF THE BUDGET**  
**FOR THE YEAR ENDED 30 JUNE 2018**

	<b>2017/18</b>	<b>2016/17</b>
	<b>Budget</b>	<b>Actual</b>
	<b>\$</b>	<b>\$</b>
<b>16. ELECTED MEMBERS REMUNERATION</b>		
The following fees, expenses and allowances were paid to council members.		
Meeting fees	255,420	255,420
President's allowance	50,852	50,852
Deputy President's allowance	12,713	12,713
Travelling expenses	11,500	11,500
Telecommunications allowance	42,000	42,000
	<u>372,485</u>	<u>372,485</u>

**17. TRUST FUNDS**

Funds held at balance date over which the local government has no control and which are not included in the financial statements are as follows:

<b>Detail</b>	<b>Balance 1-Jul-17 \$</b>	<b>Estimated amounts received \$</b>	<b>Estimated amounts paid (\$)</b>	<b>Estimated balance 30-Jun-18 \$</b>
Deposits, Bonds & Retentions	835,717	620,000	(800,000)	655,717
POS & Road Construction	4,436,799	540,000	(120,000)	4,856,799
Scheme 7 Costs	40,523	550	0	41,073
BCITF Levy	0	170,000	(170,000)	0
Building Services Levy	0	180,000	(180,000)	0
	<u>5,313,039</u>	<u>1,510,550</u>	<u>(1,270,000)</u>	<u>5,553,589</u>

**SHIRE OF MUNDARING  
NOTES TO AND FORMING PART OF THE BUDGET  
FOR THE YEAR ENDED 30 JUNE 2018**

**18. MAJOR LAND TRANSACTIONS**

It is not anticipated any major land transactions will occur in 2017/18.

**19. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS**

It is not anticipated any trading undertakings or major trading undertakings will occur in 2017/18.

**20. INTERESTS IN JOINT ARRANGEMENTS**

The Shire has an 11% share in the net assets of the Eastern Metropolitan Regional Council (EMRC) as a member Council. The value of this investment is based on the Shire's share of the net assets as disclosed in the financial statements of the EMRC.

## **7.0 CONFIDENTIAL REPORTS**

Nil

## **8.0 CLOSING PROCEDURES**

### **8.1 Date, Time and Place of the Next Meeting**

The next Ordinary Council meeting will be held on Tuesday, 8 August 2017, at 6.30pm in the Council Chamber.

### **8.2 Closure of the Meeting**