

# SHIRE OF LEONORA

## NOTICE OF AN ORDINARY COUNCIL MEETING



**MINUTES OF ORDINARY MEETING HELD  
IN SHIRE CHAMBERS, LEONORA  
ON TUESDAY 16<sup>TH</sup> OCTOBER, 2012  
COMMENCING AT 9:30 AM**

**1.0 DECLARATION OF OPENING / ANNOUNCEMENTS OF VISITORS / FINANCIAL INTEREST DISCLOSURE**

**1.1 Deputy President, P Craig declared the meeting open at 9:30 am**

**1.2 Visitors or members of the public in attendance**

At 10:30am Dr. Adelyn Slew and Mr. Graeme Gammie, State Heritage Office and members of the Gwalia Reference Group

**1.3 Financial Interests Disclosure**

Nil

**2.0 DISCLAIMER NOTICE**

**3.0 RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE**

**3.1 Present**

Deputy President  
Councillors

P Craig  
G W Baker  
R A Norrie  
SJ Heather  
MWV Taylor  
J G Epis  
T M Browning

Chief Executive Officer  
Deputy Chief Executive Officer

**3.2 Apologies**

Cr JF Carter  
Cr LR Petersen

**3.3 Leave Of Absence (Previously Approved)**

Nil

**4.0 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Nil

**5.0 PUBLIC QUESTION TIME**

Nil

**6.0 APPLICATIONS FOR LEAVE OF ABSENCE**

Nil

**7.0 PETTITIONS / DEPUTATIONS / PRESENTATIONS**

Nil

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**8.0 CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETINGS**

**Moved Cr RA Norrie, Seconded Cr G Baker** that the Minutes of the Ordinary Meeting held on 18<sup>th</sup> September, 2012 be confirmed as a true and accurate record.

**CARRIED (5 VOTES TO 0)**

**9.0 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**

Nil

**10.0 REPORTS OF OFFICERS****10.1 CHIEF EXECUTIVE OFFICER****10.1(A) GWALIA REFERENCE GROUP**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.1 (A) OCT 12

**SUBJECT:** Gwalia Reference Group

**LOCATION / ADDRESS:** Not Applicable

**NAME OF APPLICANT:** Shire of Leonora

**FILE REFERENCE:** Gwalia Reference Group 8.14a

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** James Gregory Epis

**OFFICER:** Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 24<sup>th</sup> September, 2012

**BACKGROUND**

The Gwalia Reference Group (GRG) met on the 19<sup>th</sup> September, 2012. Minutes of this meeting are attached to this report. As detailed previously, matters raised at GRG meetings and detailed in the Minutes are to be considered by Council at its next monthly meeting. From the 19<sup>th</sup> September, 2012 Minutes, no issues require the attention of Council.

**STATUTORY ENVIRONMENT**

Section 3.1(2) of the Local Government Act 1995 states that the general function of a local government is to provide for the good government of persons in the district.

**POLICY IMPLICATIONS**

There are no Policy Implications resulting from the recommendation of this report.

**FINANCIAL IMPLICATIONS**

There are no Financial Implications resulting from the recommendations of this report.

**STRATEGIC IMPLICATIONS**

There are no strategic implications resulting from the recommendation of this report.

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**RECOMMENDATIONS**

That the Minutes of the Gwalia Reference Group Meeting of the 19<sup>th</sup> September, 2012 be noted.

**VOTING REQUIREMENT**

Simple majority required.

**COUNCIL DECISION**

**Moved Cr GW Baker, Seconded Cr SJ Heather** that the Minutes of the Gwalia Reference Group Meeting of the 19<sup>th</sup> September, 2012 be noted.

**CARRIED (5 VOTES TO 0)**

## GWALIA REFERENCE GROUP DRAFT MINUTES OF MEETING

Tuesday, 18 September 2012 at Hoover House, Gwalia

**The meeting opened at 2.45 pm.**

### **1. Attendance/Apologies**

Attendance: Jeff Carter; Judy Carter; Tralee Cable; Matt Taylor; Elaine Labuschagne; Gail Ross; Jacqui Sherriff

Apologies: Jeff Waddington

### **2. Confirmation of Minutes of Previous Meeting**

The minutes of the previous meeting, held on 21 August 2012, were confirmed with the following amendment: Add 'Carried' to Item 2 Confirmation of Minutes.

*Moved: Gail Ross; Seconded: Tralee Cable. Carried.*

### **3. Business Arising**

#### **3.1 Gwalia State Hotel**

It was agreed that this needs to be raised with St Barbara Ltd through their Reference Group representative. *To be discussed at the next meeting*

#### **3.2 Light at Entrance Gate**

Gail advised that the electrician has inspected the site and that she is still waiting on advice regarding most suitable solution. *Action: Gail*

#### **3.3 Wendy Duncan's Office (MLC; Member for Agricultural Region)**

Jacqui reported that she met with Wendy Duncan at Parliament House on Monday, 10 September. Ms Duncan was very interested in the work at Gwalia but was unable to provide any assistance or direction outside of the \$1 million allocation to the Goldfields Esperance Development Commission (2012/13 year) pending the results of the next State election. It may be possible to apply for large, one off projects after the election. *Action: Jacqui to follow up this year's funding opportunities with GEDC grants officer*

Ms Duncan advised the Royalties for Regions has provided some funding for regional events through EventsCorp that may be used for the 50<sup>th</sup> anniversary of the mine's closure next year.

*Action: Jacqui to follow up*

#### **3.4 50<sup>th</sup> anniversary of closure of Sons of Gwalia Mine, 1963**

Jeff advised that most people he had spoken with thinks that it is a good idea.

Jacqui reported that she has spoken with Norm Watson, organiser of the Ex Residents group.

Mr Watson thought that it was a good idea but it was hard to gauge how many people would attend. Mr Watson agreed to discuss it at their upcoming reunion in Perth on 5 November.

It was agreed that it should be an old-fashioned style event to mark the historic closure of the mine. An exhibition and/or programme of speakers talking on their memories of Gwalia and the mine was discussed. The possibility of a local videoing people recalling their associations with Gwalia was also discussed.

*Actions:*

- Jacqui – email Jeff Waddington, St Barbara Mines, re desire to use State Hotel for the event. Two or three rooms for an exhibition, showing Roland Roccichiolli's film and for a social event. Also ask that he nominate a proxy if he is unable to attend the next meeting.
- Jacqui – Contact Guy Brownlie with an outline of our intentions. Ask what deals he can do for coaches to and from Leonora and perhaps package train/bus transport to and from Perth.
- Tralee – Contact Alliance re flights to and from Perth
- All – send through ideas to Judy, Tralee and Gail who will commence putting a programme together.
- Judy, Tralee and Gail – commence draft programme for the weekend and associated budget.
- Jacqui – send information to Norm Watson so that it can be shared at the Ex Resident's Reunion and ask for input from residents: (i) what they would like to see/do at the weekend and (ii) what input they would like to have either before or during the weekend.

### 3.5 Friends Group & Newsletter

Various options for a friends and/or supporter group were discussed. It was agreed that the aim of the group was: (i) to establish a local supporter base of people who may be induced to volunteer, help with busy bees and events etc and (ii) a means for people associated with Gwalia but living elsewhere to continue to support Gwalia financially.

It was agreed that the newsletter should be compiled quarterly, beginning in November 2012.

*Motion:* That a supporters group of Gwalia Museum be created with the purpose of generating interest and funding small projects identified by the Gwalia Reference Group. Annual membership funds of the supporters group are to remain separate from other Shire funds and are to be used for specific targets within Gwalia Museum. The target for the funds is to be identified by the Gwalia Reference Group in June of each year for the following twelve months and advertised. The inaugural membership is to be set at \$20 per person and the target for the 2012/2013 funds is to be an event to mark the 50<sup>th</sup> anniversary of the closure of the mine.

*Moved: Tralee Cable; Seconded Judy Carter. Carried.*

#### *Actions:*

- Jacqui to draft a supporters' membership form and circulate to members for input prior to the next meeting.
- Jacqui to draft article for the Tower Street Times and investigate other avenues of advertising formation and purpose of the group (eg Museums Australia newsletter, Kalgoorlie Miner)
- Jacqui to compile list for mail out using past residents' database and other contacts from Reference Group members.

## **4. Promotion and Publicity**

### 4.1 Logo

The options for the logo were discussed. The preferred colour palette was agreed upon, as were directions to the graphic designer for a simplified design. *Action: Jacqui*

### 4.2 Website

Jacqui reported that the Deputy CEO advised that amendments to the existing Shire web pages need to be sent to Kiara for action. *Action: Jacqui*

#### 4.3 Media

Jacqui is yet to contact the Manager of ABC Regional Radio in Kalgoorlie regarding Northern Goldfields stories. *Action: Jacqui*

#### 4.4 Advertising Brochures

Jacqui and Gail have commenced drafting revised brochures. They will be printed as soon as the new logo is available. *Action: Jacqui/Gail/CEO*

### 5. Visitor Services

#### 5.1 Museum Visitor Numbers

Museum visitors for the month of August 2012: 529

#### 5.2 Hoover House B&B & Function Venue

B&B guests for the month of August 2012: 52 guests; 32 rooms

Functions: 1

Meetings: 1

Lunches: 3

#### 5.3 RV Site

It was noted that the site has been completed but the signage is yet to be installed.

Gail raised concerns regarding the parking of caravans at the site and taking away custom from the Caravan Park. It is understood that the intent of the site is for recreational vehicles only and caravans will only be allowed there when the Caravan Park is full. However, there is nothing in writing giving the Manager authority to move them on. It was agreed that the situation be monitored to determine if something in writing is needed at which time a request will be made to the Shire to this effect.

### 6. Projects

#### 6.1 Patroni's Guest Home Conservation Project

It was noted that work is progressing slowly.

#### 6.2 Gwalia Townsite Interpretation Project

It was noted that the work is progressing.

#### 6.3 Woodline Engine (Midland/Ken) Preservation Project

Council's resolution of that morning's meeting regarding not pursuing a tourist train between Leonora and Gwalia was noted.

### 7. Building Collection

#### 7.1 Townsite Conservation

Jacqui advised that she is continuing pulling the documentation together in preparation for grant applications. *Action: Jacqui*

It was noted that the Regional Heritage Advisor will be visiting Leonora on Friday 21 September.

#### 7.2 Headframe

It was noted a structural engineer had recently visited and that Council was awaiting a report and costings.



### 7.3 Mine Manager's House

Swimming pool site, pergola and hitching rail

It was noted that the contractor working on Patroni's had advised that the necessary building materials were on site. It was agreed that Gail follow up with Lani Peterson re availability of workers and costs. *Action: Gail*

Verandah

No report.

### 7.4 Swimming Pool

It was agreed that this needs to be raised with St Barbara Ltd through their Reference Group representative. *To be discussed at the next meeting*

## 8. Object Collection

### 8.2 Audit of small objects

The audit of small objects in the Mine Office Museum is progressing. *Noted*

## 9. Archives and Photographs Collection

### 9.1 Review of documents and photographs

Progressing. *Noted*

## 10. Professional Development

No report.

## 11. Other Business

### 11.1 Concert piano

It was noted that Roman Rudinsky, concert pianist, had suggested that the Shire purchase a baby grand piano for his concerts at Hoover House. The Shire's decision not to pursue this option was supported.

### 11.2 Country Local Government Fund Grant 2012/2013 – building for hearse and truck

It was reported that the CEO had requested that the Group begin to consider the location, size, design etc of the proposed building in readiness for specification detail. It was agreed that the building could house archival/object storage and a work area, in addition to exhibition space. Members discussed various options.

*Action: Jacqui to refer to Conservation Policy and Interpretation Policy for initial guidance and report to Group.*

## 12. Date of next meeting

2.30pm on Tuesday, 16 October 2012.

**The meeting closed at 4.05 pm.**

**10.0 REPORTS OF OFFICERS****10.1 CHIEF EXECUTIVE OFFICER****10.1(B) MOSQUITO MANAGEMENT LEONORA TOWNSITE**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.1 (B) OCT 12

**SUBJECT:** Mosquito Management Leonora Townsite

**LOCATION / ADDRESS:** Leonora

**NAME OF APPLICANT:** Shire of Leonora

**FILE REFERENCE:** Mosquito Control 30.2.0

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** James Gregory Epis

**OFFICER:** Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 27<sup>th</sup> September, 2012

**BACKGROUND**

Mosquito management techniques are used to reduce the breeding of mosquitoes in natural and man-made situations and/or to reduce exposure of people to mosquito bites. Approaches include the direct methods of physical, biological, chemical and cultural mosquito control, as well as indirect methods such as land use planning and wetland design.

There are almost 100 species of mosquitoes in Western Australia and many can be serious pests or transmit disease-causing viruses or parasites. The management of mosquitoes is important for reducing their impacts on health and lifestyle. Individuals should take personal preventative measures to minimise mosquito bites.

The most effective mosquito management programs are integrated programs, involving more than just the application of chemicals to kill larval or adult mosquitoes. Appropriate land use planning is crucial for achieving adequate buffers between wetlands and residential and recreational land uses. Man-made water bodies must be designed and managed so as to discourage mosquito breeding.

Direct methods, including physical control (such as source reduction by filling, draining or removing breeding sites, screening rainwater tanks, wearing protective clothing and the use of personal repellents) and cultural control (such as planning outdoor activities to avoid mosquito activity times, or building screened outdoor living areas) are also important components of an integrated management program.

Application of pesticides for mosquito control must be in accordance with the product label. Environmental approval may be required if mosquito management actions are to be undertaken in conservation areas.

Mosquitoes breed in standing water in natural and man-made wetlands, as well as a range of water-holding containers in urban environments. They can breed in fresh, brackish and saline water conditions and different mosquito species have different habitat requirements. Some mosquito species can disperse many kilometres from

breeding sites, so allowing for adequate buffers around wetlands is an important planning approach to reducing the impact of mosquitoes on people.

In urban environments mosquitoes breed in water-holding containers such as pot plants, drip trays, septic and water tanks, roof gutters, ponds and car tyres. The removal or maintenance of these sites can permanently reduce mosquito numbers in backyard situations.

Most local governments are involved in mosquito management on public land, but individuals have responsibility for management on their own property for protecting themselves and their families from mosquito bites.

I am proposing that a Mosquito Control Programme be introduced aimed at

- (i) Reducing or eliminating, if possible, the mosquito's vexatious intrusion into our social life; and
- (ii) Diminishing its potential in the spread of notifiable diseases such as Ross River Virus and Barman Forest Virus.

It is intended that the Programme would be implemented as per the following:

### **Adult Control**

The Leonora townsite is to be fogged several times per week during October (should normally be September) and the beginning of November (should be October) then once per month or on an as-need-basis from then on using 'Aqua-K-Othrine' diluted in 'Carmel Carrier'.

'Aqua-K-Othrine' is a pyrethroid product designed to be used as a thermal fog to kill flies, mosquitoes and midges. 'Aqua-K-Othrine' is used in large sector control programmes in many countries under the recommendations of the World Health Organisation (WHO).

Its quick knockdown performance and five minute kill onset means that there is a significant decrease in landing and biting ranges within fifteen minutes.

The low mammalian toxicity of pyrethroid combined with very high insecticidal activity means that extremely low application rates of 'Aqua-K-Othrine' are possible, rendering it an ideal solution in a pest control management strategy.

'Aqua-K-Othrine' biodegrades outdoors within as little as four hours; at recommended levels kills organophosphate tolerant and resistant strains of mosquitoes and flies and is not corrosive; similar to your normal commercial household spray.

'Carmel Carrier' is a specially formulated solution for use as a diluents and carrier in both thermal fogging machines and cold aerosol generators (UVL Aerosol Generators, Misting Applicators). 'Carmel Carrier' replaces petrochemical diluents such as diesoline and kerosene.

### **Larval Control**

Where evidence of the larval stage of a mosquito and midge life cycle is found in casual water around town, Abate 10SG granules will be introduced.

### ***Thermal Fogging Machine***

The Shire's mosquito control programme will consist of the use of a thermal fogging machine on a regular basis to control adult mosquito population. Fogging frequencies will increase in line with an increase in mosquito activities.

The aim for the proposed Council's Mosquito Control Programme is to reduce the risk of mosquito-borne viruses, and to make spending time outdoors during the warmer months much more pleasant for the whole community.

## **STATUTORY ENVIRONMENT**

Section 3.1(2) of the Local Government Act 1995 states that the general function of a local government is to provide for the good government of persons in the district.

## **POLICY IMPLICATIONS**

There are no Policy Implications resulting from the recommendation of this report.

## **FINANCIAL IMPLICATIONS**

An amount of \$2,300.00 is earmarked in the current budget for mosquito control. If Council resolves to proceed with the purchase of a Thermal Fogging Machine together with appropriate insecticides, a review of the current budget will be required.

## **STRATEGIC IMPLICATIONS**

Broadly speaking, the benefits of mosquito control can be divided into three classes; nuisance benefits, economic benefits and public health benefits. Nuisance benefits include relief to people around homes or in parks and recreational areas. Nuisance benefits can even be said to extend to pets and wildlife. Economic benefits include increased real estate values, enhanced tourism and related business interests or could increase livestock or other production. Public health benefits include the reduction of infectious diseases.

## **RECOMMENDATIONS**

That Council resolve to implement an annual Mosquito Control Programme and that a Thermal Fogging Machine together with required insecticides be purchased to enable the Programme to commence without further delay, and that an educational flyer is to be circulated to the community about the programme, as well as prevention education of mosquitoes.

## **VOTING REQUIREMENT**

Simple majority required.

## **COUNCIL DECISION**

**Moved Cr MWV Taylor, Seconded Cr SJ Heather**, that Council resolve to implement an annual Mosquito Control Programme and that a Thermal Fogging Machine together with required insecticides be purchased to enable the Programme to commence without further delay, and that an educational flyer is to be circulated to the community about the programme, as well as prevention education of mosquitoes.

**CARRIED (5 VOTES TO 0)**

**10.0 REPORTS OF OFFICERS****10.1 CHIEF EXECUTIVE OFFICER****10.1(C) COMMUNITY GRANTS**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.1 (C) OCT 12

**SUBJECT:** Community Grants

**LOCATION / ADDRESS:** Not Applicable

**NAME OF APPLICANT:** Not Applicable

**FILE REFERENCE:** Grants – Leonora/Leinster 11.16

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** James Gregory Epis

**OFFICER:** Chief Executive Officer

**INTEREST DISCLOSURE:** Author is a Life Member and Senior Vice President of Leonora Race club and is a member of Leonora Golf Club.

**DATE:** 8<sup>th</sup> October, 2012

**BACKGROUND**

In the past, the Shire of Leonora has made an annual financial contribution of \$40,000.00 directly to community and sporting organisations at both Leinster and Leonora. The following flyer was distributed within both the Leonora and Leinster Communities during August/September, 2012.

**GRANT:** Assisting your Community

**PROVIDER:** Shire of Leonora

**CLOSES:** 5<sup>th</sup> October, 2012

**FUNDING POOL:** \$40,000.00

**FUNDING ALLOCATION:** Maximum \$10,000 - Minimum \$500.00

**PURPOSE:** To provide the additional resources often needed by community groups to develop their own projects and find their own ways of getting people to work together for the common goal of promoting and benefiting the whole community.

**ACTIVITIES SUPPORTED:**

- Development Projects
  - Talent identification and development.
  - Developing sport and recreation within the community.
  - Creating school – community links.

- Skill development clinics.
- Coaches/ officials course
- Participation Projects
  - Outdoor and indoor recreation
  - Community Participation
  - Annual events at local level
  - Introduction of new competitions
- Community Service Groups

**WHO CAN APPLY:**

To be eligible for funding, organisations must be:

- Not for profit
- Incorporated
- Community based

Community organisations which are not incorporated should approach an incorporated community based organisation to auspice the project.

Since the 1<sup>st</sup> July, 2004 the following organisations/clubs at Leinster have been allocated \$320,000.00, details below.

Leinster Community Library	\$ 55,050.00
Leinster Race Club	\$ 47,700.00
Leinster Community Resource Centre	\$ 37,185.00
Leinster Golf Club	\$ 35,721.00
Leinster Sports Recreation Association	\$ 34,100.00
Leinster Community Day Care	\$ 26,435.00
Leinster Drive-In	\$ 25,981.00
Leinster St John Ambulance	\$ 13,500.00
Leinster P & C Association	\$ 9,023.00
Leinster Play Group	\$ 8,450.00
Leinster Charity Ball	\$ 6,000.00
Leinster Toy Library	\$ 5,000.00
Leinster Craft Group	\$ 4,000.00
Northern Goldfields Sport	\$ 4,000.00
Leinster Community Ball	\$ 3,000.00
Leinster Swimming Club	\$ 2,500.00
Leinster Kinderym	\$ 2,355.00
TOTAL	<u>\$320,000.00</u>

Since the 1<sup>st</sup> July, 2005 the following organisations/clubs at Leonora have been allocated \$280,000.00, details below.

Leonora Clay Target Club	\$ 40,271.00
Leonora Race Club	\$ 35,992.00
Leonora St John Ambulance	\$ 27,300.00
Leonora RSL Club	\$ 18,828.45
Leonora Aquatic Centre	\$ 17,905.00
Leonora Community Resource Centre	\$ 16,824.00
Leonora Auskick	\$ 15,200.00
Leonora Child Care Centre	\$ 14,642.00
Leonora Bush Mission	\$ 14,000.00
Leonora Golf Club	\$ 13,000.00

Leonora Rifle Club	\$ 11,000.00
Leonora Motocross	\$ 6,500.00
Leonora Information Centre/Library	\$ 6,398.00
Leonora P & C Association	\$ 5,500.00
Walkatjurra Cultural Centre	\$ 5,400.00
Leonora Youth Services	\$ 5,000.00
Leonora Police Rangers	\$ 5,000.00
Leonora Recreation Centre	\$ 5,000.00
Leonora Health Service	\$ 4,532.55
Leonora Milo IN2 Program	\$ 4,200.00
Tower Street Times	\$ 2,600.00
Aboriginal Football Training Squad	\$ 2,000.00
Leonora Bowls Club	\$ 1,907.00
Leonora Playgroup	<u>\$ 1,000.00</u>
TOTAL	<u>\$280,000.00</u>

When applications for funding closed on the 5<sup>th</sup> October, 2012 the following community groups and sporting organisations had expressed an interest in the available funding.

### **LEINSTER**

Leinster St John Ambulance	\$10,000.00
Leinster Community Library	\$10,000.00
Leinster Race Club	\$10,000.00
Leinster Golf Club	\$10,000.00
Leinster Art and Craft Group	<u>\$ 6,000.00</u>
TOTAL	<u>\$46,000.00</u>

Unfortunately for Leinster, the total amount sought exceeds the funding pool by \$6,000.00. The Leinster Community Library, the Leinster Race Club and the Leinster Golf Club have in the past received grants of \$55,050.00, \$47,700.00 and \$35,721.00 respectively. I think it is fair and reasonable that the request from all three organisations be reduced by \$2000.00

### **LEONORA**

Leonora Child Care Centre	\$ 8,000.00
Leonora Rifle Club	\$ 7,260.00
Leonora Bush Mission	\$ 5,400.00
Leonora Golf Club	\$ 5,000.00
Gwalia Reference Group	\$ 5,000.00
Leonora Bowls Club	\$ 3,000.00
Leonora Visitor Information Centre	\$ 2,500.00
Leonora St John Ambulance	\$ 2,000.00
Leonora RSL	\$ 2,000.00
Leonora Milo in 2 Cricket	\$ 1,625.00
Leonora NAB Aukick	<u>\$ 1,290.00</u>
TOTAL	<u>\$42,075.00</u>

Unfortunately for Leonora the total amount sought exceeds the funding pool by \$3,075.00. To make the allocation of funds "fit" I have reduced the two highest requests by \$1,537.00 (Leonora Child Care Centre) and \$1,538.00 (Leonora Rifle Club).

**STATUTORY ENVIRONMENT**

Section 3.1 of the Local Government Act 1995 states that “The general function of a Local Government is to provide for the good government of persons in its district.”

**POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendation of this report.

**FINANCIAL IMPLICATIONS**

An amount of \$80,000.00 is contained within the current budget for expenditure as detailed.

**STRATEGIC IMPLICATIONS**

To provide the additional resources often needed by community groups and sporting organisations to develop their own projects and to find ways of getting people to work together for the common goal of promoting and benefiting the whole community.

**RECOMMENDATIONS**

That Council approve the allocation of funding to the following sporting groups/organisations:

**LEINSTER**

Leinster St John Ambulance	\$10,000.00
Leinster Community Library	\$ 8,000.00
Leinster Race Club	\$ 8,000.00
Leinster Golf Club	\$ 8,000.00
Leinster Art and Craft Group	<u>\$ 6,000.00</u>
TOTAL	<u>\$40,000.00</u>

**LEONORA**

Leonora Child Care Centre	\$ 6,463.00
Leonora Rifle Club	\$ 5,722.00
Leonora Bush Mission	\$ 5,400.00
Leonora Golf Club	\$ 5,000.00
Gwalia Reference Group	\$ 5,000.00
Leonora Bowls Club	\$ 3,000.00
Leonora Visitor Information Centre	\$ 2,500.00
Leonora St John Ambulance	\$ 2,000.00
Leonora RSL	\$ 2,000.00
Leonora Milo in 2 Cricket	\$ 1,625.00
Leonora NAB Aukick	<u>\$ 1,290.00</u>
TOTAL	<u>\$40,000.00</u>

**VOTING REQUIREMENT**

Simple majority required.



**COUNCIL DECISION**

**Moved Cr MWV Taylor, Seconded Cr RA Norrie**, that Council approve the allocation of funding to the following sporting groups/organisations:

**LEINSTER**

Leinster St John Ambulance	\$10,000.00
Leinster Community Library	\$ 8,000.00
Leinster Race Club	\$ 8,000.00
Leinster Golf Club	\$ 8,000.00
Leinster Art and Craft Group	<u>\$ 6,000.00</u>
TOTAL	<u>\$40,000.00</u>

**LEONORA**

Leonora Child Care Centre	\$ 6,463.00
Leonora Rifle Club	\$ 5,722.00
Leonora Bush Mission	\$ 5,400.00
Leonora Golf Club	\$ 5,000.00
Gwalia Reference Group	\$ 5,000.00
Leonora Bowls Club	\$ 3,000.00
Leonora Visitor Information Centre	\$ 2,500.00
Leonora St John Ambulance	\$ 2,000.00
Leonora RSL	\$ 2,000.00
Leonora Milo in 2 Cricket	\$ 1,625.00
Leonora NAB Aukick	<u>\$ 1,290.00</u>
TOTAL	<u>\$40,000.00</u>

**CARRIED (5 VOTES TO 0)**

**10.0 REPORTS OF OFFICERS****10.1 CHIEF EXECUTIVE OFFICER****10.1(D) TOWN PLANNING SCHEME AMENDMENT**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.1 (D) OCT 12

**SUBJECT:** Town Planning Scheme Amendment

**LOCATION / ADDRESS:** Leonora

**NAME OF APPLICANT:** Shire of Leonora

**FILE REFERENCE:** Town Planning 5.33

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** James Gregory Epis

**OFFICER:** Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 10<sup>th</sup> October, 2012

**BACKGROUND**

Council at its meeting on the 19<sup>th</sup> June, 2012 resolved in pursuance to Section 75 of the Planning and Development Act 2005 to amend the Leonora Town Planning Scheme to reclassify the following:

- Rezone Lot 1125 Hall Street and Lots 5, 6, 7 and 8 Kurrajong Street from 'Industrial' to 'Mining Accommodation'
- To rezone Lots 300, 923, and UCL west of railway and Gwalia Historic Precinct from 'Recreation' to 'Rural'
- To rezone portion of railway reserve south of Leonora Townsite from 'Railway' to 'Rural'
- To rezone portion of rural land south of Leonora Townsite from 'Rural' to 'Railway'

The Scheme Amendment was advertised in the Kalgoorlie Miner on the 19<sup>th</sup> July 2012 allowing 42 days in which submissions could be made in regard the proposed amendments.

The Public Transport Authority of Western Australia, the Department of Environment and Conservation and the Heritage Council of Western Australia provided general comments supporting the Amendment.

A submission was received from the Water Corporation opposing the rezoning of Lots 5, 6 and 7 Kurrajong Street from "Industrial" to "Mining Accommodation" as they are partially impacted by the Water Corporation's Wastewater Treatment Plant (odour) and accommodation would be considered an incompatible land use under the State Industrial Buffer Policy.

It is claimed by the Water Corporation that the buffer is required to operate an economical treatment and disposal system for the Town of Leonora. Complaints generated as a result of non-compatible land use within the buffer that

would compel the Water Corporation to reduce the buffer area would impact on the treatment and disposal capacity of the Wastewater Plant and therefore reduce its capacity to serve the existing and any future expansion of the Leonora Townsite.

Horizon Power and Telstra did not provide comment.

If Council decides to proceed with the amendment and it is my recommendation that it does, then the following observations should be made as a result of the Water Corporation's objection:

- (i) The buffer as identified by the Water Corp only impacts part of the subject land, and the majority is not impacted
- (ii) The prevailing winds (although not formally modelled) are easterly, thereby ameliorating the odour impact
- (iii) The Draft EPA *Guidance for the Assessment of Environmental Factors – Separation Distances between Industrial and Sensitive Land Uses* does not set a generic buffer for Wastewater treatment plans (Appendix 1)
- (iv) While the amendment will allow for residential development, this is a particular form of development for a transient population that will be less impacted by any potential amenity issues

### **STATUTORY ENVIRONMENT**

In accordance with Section 75 of the Planning and Development Act 2005 and the Shire of Leonora Town Planning Scheme published in the Government Gazette dated 23<sup>rd</sup> November, 2004.

### **POLICY IMPLICATIONS**

There are no Policy Implications resulting from the recommendation of this report.

### **FINANCIAL IMPLICATIONS**

An amount of \$15,000.00 is contained within the current budget to assist with matters dealing with town planning.

### **STRATEGIC IMPLICATIONS**

There are no strategic implications resulting from the recommendation of this report

### **RECOMMENDATIONS**

That the proposed Amendment No 12 as presented and adopted at the meeting of Council held on the 19<sup>th</sup> June, 2012 be submitted to the Minister for Planning for Final Approval without modification.

### **VOTING REQUIREMENT**

Simple majority required.

### **COUNCIL DECISION**

**Moved Cr RA Norrie, Seconded Cr GW Baker**, that the proposed Amendment No 12 as presented and adopted at the meeting of Council held on the 19<sup>th</sup> June, 2012 be submitted to the Minister for Planning for Final Approval without modification.

**CARRIED (5 VOTES TO 0)**

**10.0 REPORTS OF OFFICERS****10.2 DEPUTY CHIEF EXECUTIVE OFFICER****10.2(A) MONTHLY FINANCIAL STATEMENTS**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.2 (A) OCT 12

**SUBJECT:** Monthly Financial Statements

**LOCATION / ADDRESS:** Leonora

**NAME OF APPLICANT:** Shire of Leonora

**FILE REFERENCE:** Nil

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** Tanya Browning

**OFFICER:** Deputy Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 9<sup>th</sup> August, 2012

**BACKGROUND**

In complying with the Local Government Financial Management Regulations 1996, a monthly statement of financial activity must be submitted to an Ordinary Council meeting within 2 months after the end of the month to which the statement relates. The statement of financial activity is a complex document but gives a complete overview of the “cash” financial position as at the end of each month. The statement of financial activity for each month must be adopted by Council and form part of the minutes.

It is understood that parts of the statement of financial activity have been submitted to Ordinary Council meetings previously. In reviewing the Regulations the complete statement of financial activity is to be submitted, along with the following reports that are not included in the statement.

Monthly Financial Statements submitted for adoption include:

- (a) Statement of Financial Activity – 30<sup>th</sup> September, 2012
- (b) Compilation Report
- (c) Material Variances – 30<sup>th</sup> September, 2012

**STATUTORY ENVIRONMENT*****Part 4 — Financial reports— s. 6.4***

34. *Financial activity statement report – s. 6.4*

(1A) *In this regulation —*

***committed assets*** means revenue unspent but set aside under the annual budget for a specific purpose.

34. (1) *A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail —*

- (a) *annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c);*
  - (b) *budget estimates to the end of the month to which the statement relates;*
  - (c) *actual amounts of expenditure, revenue and income to the end of the month to which the statement relates;*
  - (d) *material variances between the comparable amounts referred to in paragraphs (b) and (c); and*
  - (e) *the net current assets at the end of the month to which the statement relates.*
34. (2) *Each statement of financial activity is to be accompanied by documents containing —*
- (a) *an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets;*
  - (b) *an explanation of each of the material variances referred to in subregulation (1)(d); and*
  - (c) *such other supporting information as is considered relevant by the local government.*
34. (3) *The information in a statement of financial activity may be shown —*
- (a) *according to nature and type classification; or*
  - (b) *by program; or*
  - (c) *by business unit.*
34. (4) *A statement of financial activity, and the accompanying documents referred to in subregulation (2), are to be —*
- (a) *presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and*
  - (b) *recorded in the minutes of the meeting at which it is presented.*
34. (5) *Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.*

### **POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendation of this report.

### **FINANCIAL IMPLICATIONS**

There are no financial implications resulting from the recommendation of this report.

### **STRATEGIC IMPLICATIONS**

There are no strategic implications resulting from the recommendation of this report.

**RECOMMENDATIONS**

That the Monthly Financial Statements for the month ended 30<sup>th</sup> September, 2012 consisting of:

- (a) Statement of Financial Activity – 30<sup>th</sup> September, 2012
- (b) Compilation Report
- (c) Material Variances – 30<sup>th</sup> September, 2012

be accepted.

**VOTING REQUIREMENT**

Simple Majority

**RECOMMENDATIONS**

That Planning Approval is granted to Gwalia Properties Pty Ltd of PO Box 9050 Alice Springs NT 0871 for the development of a 2 bedroom transportable building to be used as “additional accommodation” at Lot 1258 Bell Court Leonora, as described by the Application for Planning Approval attached to this report.

Advice

The proponent is not to commence any site preparation or commence building work until/unless an application for building permit has been lodged with the Shire and a formal Building Permit issued.

**VOTING REQUIREMENT**

Simple majority required.

**COUNCIL DECISION**

**Moved Cr MWV Taylor, Seconded Cr RA Norrie**, that the Monthly Financial Statements for the month ended 30<sup>th</sup> September, 2012 consisting of:

- (a) Statement of Financial Activity – 30<sup>th</sup> September, 2012
- (b) Compilation Report
- (c) Material Variances – 30<sup>th</sup> September, 2012

be accepted.

**CARRIED (5 VOTES TO 0)**

The Chief Executive Officer  
Shire of Leonora  
PO Box 56  
LEONORA WA 6438

### COMPILATION REPORT TO THE SHIRE OF LEONORA

We have compiled the accompanying Local Government special purpose financial statements of the Shire of Leonora, which comprise the Statement of Financial Activity, a summary of significant accounting policies and other explanatory notes for the period ending 30 September 2012. The financial statements have been compiled to meet compliance with the Local Government Act 1995 and associated Regulations.

### THE RESPONSIBILITY OF THE SHIRE OF LEONORA

The Shire of Leonora are solely responsible for the information contained in the special purpose financial statements and are responsible for the maintenance of an appropriate accounting system in accordance with the relevant legislation.

### OUR RESPONSIBILITY

On the basis of information provided by the Shire of Leonora we have compiled the accompanying special purpose financial statements in accordance with the requirements of the Local Government Act 1995, associated Regulations and APES 315 Compilation of Financial Information.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the Shire of Leonora provided, in compiling the financial statements. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

The Local Government special purpose financial statements were compiled exclusively for the benefit of the Shire of Leonora. We do not accept responsibility to any other person for the contents of the special purpose financial statements.

*UHY Haines Norton (WA) Pty Ltd*

UHY Haines Norton (WA) Pty Ltd  
Chartered Accountants



Paul Breman  
Director

5 October 2012

5 October 2012

The Chief Executive Officer  
 Shire of Leonora  
 P O Box 56  
 LEONORA WA 6438

Dear Jim

**ACCOUNTING SERVICE INFORMATION REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2012**

We advise that we have completed the compilation of your Statutory Monthly Statement of Financial Activity for the month ended 30 September 2012 and enclose our Compilation Report and Statements.

We are required under APES 315 Compilation of Financial Information to report certain matters in our compilation report. Other matters arising during the course of our compilation we wish to bring to your attention are raised in this report.

It should be appreciated that our procedures are designed primarily to enable us to compile the monthly financial statement and therefore may not bring to light all weaknesses in systems and procedures, or all financial matters of interest to management and Council, which may exist. However, we aim to use our knowledge of the Shire's financial operations gained during our work to make comments and suggestions, which, we hope, will be useful to you.

Please note our report does not include details of the material variances between the year to date information and year to date budget (as required by Local Government (Financial Management) Regulation 34(1) (d)). Preparation of variance explanations requires knowledge held by Council Staff.

**COMMENTS/POINTS**

- **Classifications** – Public Works Overheads are under allocated by \$ 35,437 and Plant Operating Costs are over allocated by \$ 11,810.
- **Allocation of 2012-13 Budget by month** - Please review the monthly split of the Housing operating expenses as currently it shows a positive figure of \$ 3,747 in September, this may be due to the timing of the allocations. We do not have the monthly split for the fixed asset acquisitions therefore the YTD budget is an equal split for twelve months.
- **Suspense Accounts** – Please review all suspense accounts and clear where possible.
- **Unpresented Cheques** – please investigate why the following cheques have not been presented to the bank :

6/01/2012 15306 Tanya Nardone \$ 279.33

18/01/2012 15323 BHP Billiton Limited \$ 2,501.98

26/01/2012 15391 BHP Billiton \$ 2,501.98

24/02/2012 15499 Maceline Chimonbe \$ 49.95



**MONTHLY FINANCIAL REPORTS**

Please complete the new format Monthly Financial Report by:

- Please add comments and explanation throughout the report in the areas provided as required.
- Entering any comments on Note 8 Capital Disposals and Acquisitions relating to the status of the project. For example if the project is delayed or completed or reasons for the project being under/over budget.
- Reviewing Note 11 – Grants and Contributions to update the approved Y/N status.
- Completing Note 13 – Major Variations by providing a comment for each item where the Council's YTD Budget and YTD Actual are over the variance threshold. These items are indicated with a ▼ or ▲. Should you wish to discuss any matter relating to our service or any other matter, please do not hesitate to contact us.

Yours sincerely



Paul Breman  
Director

# Shire of Leonora

## MONTHLY FINANCIAL REPORT

**For the Period Ended 30th September 2012**

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

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**Shire of Leonora**  
**STATEMENT OF FINANCIAL ACTIVITY**  
**(Statutory Reporting Program)**  
**For the Period Ended 30th September 2012**

Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(b)	Var.
<b>Operating Revenues</b>						
	\$	\$	\$	\$	%	
Governance	1,820	0	102	102	100.00%	
General Purpose Funding	1,304,550	163,871	144,351	(19,520)	(13.52%)	▼
Law, Order and Public Safety	15,530	2,820	2,028	(792)	(39.05%)	
Health	74,584	9,324	9,128	(196)	(2.15%)	
Education and Welfare	163,370	39,146	49,665	10,519	21.18%	
Housing	46,740	11,691	10,106	(1,585)	(15.68%)	
Community Amenities	89,771	80,348	84,261	3,913	4.64%	
Recreation and Culture	205,579	75,170	22,331	(52,839)	(236.62%)	▼
Transport	3,286,324	705,310	149,686	(555,624)	(371.19%)	▼
Economic Services	530,724	78,638	110,712	32,074	28.97%	▲
Other Property and Services	131,697	32,049	27,928	(4,121)	(14.76%)	
<b>Total (Ex. Rates)</b>	<b>5,850,689</b>	<b>1,198,367</b>	<b>610,298</b>	<b>(588,069)</b>		
<b>Operating Expense</b>						
Governance	(444,302)	(118,811)	(137,439)	(18,628)	(13.55%)	▲
General Purpose Funding	(321,990)	(88,253)	(81,424)	6,829	8.39%	
Law, Order and Public Safety	(155,837)	(36,681)	(30,297)	6,384	21.07%	
Health	(576,692)	(170,618)	(151,835)	18,783	12.37%	▼
Education and Welfare	(454,078)	(110,596)	(95,022)	15,574	16.39%	▼
Housing	(15,000)	3,747	(2,723)	(6,470)	(237.61%)	▼
Community Amenities	(393,913)	(148,024)	(31,828)	116,196	365.07%	▼
Recreation and Culture	(1,065,368)	(267,073)	(243,191)	23,882	9.82%	▼
Transport	(6,202,421)	(1,503,825)	(1,018,649)	485,176	47.63%	▼
Economic Services	(1,518,990)	(280,479)	(278,451)	2,028	0.73%	
Other Property and Services	(70,007)	(59,578)	(8,984)	50,594	563.16%	▼
<b>Total</b>	<b>(11,218,598)</b>	<b>(2,780,191)</b>	<b>(2,079,843)</b>	<b>700,348</b>		
<b>Funding Balance Adjustment</b>						
Add back Depreciation	1,557,338	388,409	413,768	25,359	6.13%	▲
Adjust (Profit)/Loss on Asset Disposal	303,023	2,222	41,072	38,850	94.59%	▲
Adjust Provisions and Accruals	0	0	(15,773)	(15,773)	(100.00%)	▼
<b>Net Operating (Ex. Rates)</b>	<b>(3,507,548)</b>	<b>(1,191,193)</b>	<b>(1,030,478)</b>	<b>160,715</b>		
<b>Capital Revenues</b>						
Grants, Subsidies and Contributions	471,643	0	0	0		
Proceeds from Disposal of Assets	720,800	180,200	70,907	(109,293)	(154.14%)	▼
Transfer from Reserves	50,000	0	4,000	4,000	100.00%	
<b>Total</b>	<b>1,242,443</b>	<b>180,200</b>	<b>74,907</b>	<b>(105,293)</b>		
<b>Capital Expenses</b>						
Land Held for Resale	0	0	0	0		
Land and Buildings	(1,181,796)	(295,449)	(4,998)	290,451	5811.34%	▼
Plant and Equipment	(862,562)	(215,641)	(156,727)	58,914	37.59%	▼
Furniture and Equipment	(235,748)	(58,937)	0	58,937	100.00%	▼
Infrastructure Assets - Roads	(323,243)	(80,811)	0	80,811	100.00%	▼
Infrastructure Assets - Other	(913,860)	(228,465)	(6,214)	222,251	3576.62%	▼
Transfer to Reserves	(336,740)	0	(7,440)	(7,440)	(100.00%)	
<b>Total</b>	<b>(3,853,949)</b>	<b>(879,302)</b>	<b>(175,379)</b>	<b>703,923</b>		
<b>Net Capital</b>						
	<b>(2,611,506)</b>	<b>(699,102)</b>	<b>(100,472)</b>	<b>598,630</b>		
<b>Total Net Operating + Capital</b>						
	<b>(6,119,054)</b>	<b>(1,890,295)</b>	<b>(1,130,950)</b>	<b>759,346</b>		
Opening Funding Surplus(Deficit)	1,408,625	1,408,625	1,412,542	3,917	0.28%	
Rate Revenue	4,710,429	4,708,156	4,713,387	5,231	0.11%	
<b>Closing Funding Surplus(Deficit)</b>	<b>0</b>	<b>4,226,486</b>	<b>4,994,979</b>	<b>768,493</b>		

Indicates a variance between Year to Date (YTD) Budget and YTD Actual data above the adopted materiality threshold. ▲ ▼

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**1. SIGNIFICANT ACCOUNTING POLICIES**

The significant accounting policies which have been adopted in the preparation of this statement of financial activity are:

**(a) Basis of Accounting**

This statement is a special purpose financial report, prepared in accordance with applicable Australian Accounting Standards, other mandatory professional reporting requirements and the Local Government Act 1995 (as amended) and accompanying regulations (as amended).

**(b) The Local Government Reporting Entity**

All Funds through which the Council controls resources to carry on its functions have been included in this statement.

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

All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 12.

**(c) Rounding Off Figures**

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

**(d) Rates, Grants, Donations and Other Contributions**

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

**(e) Goods and Services Tax**

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables are stated inclusive of applicable GST.

**(f) Cash and Cash Equivalents**

Cash and cash equivalents comprise cash at bank and in hand and short-term deposits that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Cash Flow Statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts are included as short-term borrowings in current liabilities.

**(g) Trade and Other Receivables**

Trade receivables, which generally have 30 - 90 day terms, are recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method, less any allowance for uncollectible amounts.

Collectability of trade 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 Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**(h) Inventories**

**General**

Inventories are valued 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 **Closing Funding Surplus(Deficit)**

Inventories held from trading are classified as current even if not expected to be realised in the next 12 months.

**Land Held for Resale**

Land purchased for development and/or resale is valued at the lower of the cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

Revenue arising from the sale of property is recognised in the operating statement as at the time of signing a binding contract of sale.

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

**(i) Fixed Assets**

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

**(j) Depreciation of Non-Current Assets**

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

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

Buildings	30 to 50 years
Furniture and Equipment	2 to 15 years
Plant and Equipment	5 to 15 years
Roads - Aggregate	25 years
Roads - Unsealed - Gravel	35 years
Drains and Sewers	75 years
Airfield - Runways	12 years

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**(k) Trade and Other Payables**

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the local government prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

**(l) Employee Benefits**

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

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

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

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

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the Shire does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

**(m) Interest-bearing Loans and Borrowings**

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

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

***Borrowing Costs***

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

**(n) Provisions**

Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**(o) Current and Non-Current Classification**

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

**(p) Nature or Type Classifications**

**Rates**

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

**Operating Grants, Subsidies and Contributions**

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

**Non-Operating Grants, Subsidies and Contributions**

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

**Profit on Asset Disposal**

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

**Fees and Charges**

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

**Service Charges**

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

**Interest Earnings**

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

**Other Revenue / Income**

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

**Employee Costs**

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

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**(q) Nature or Type Classifications (Continued)**

**Materials and Contracts**

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

**Utilities (Gas, Electricity, Water, etc.)**

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

**Insurance**

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

**Loss on asset disposal**

Loss on the disposal of fixed assets.

**Depreciation on non-current assets**

Depreciation expense raised on all classes of assets.

**Interest expenses**

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

**Other expenditure**

Statutory fees, taxes, provision for bad debts, member's fees or levies including WA Fire Brigade Levy and State taxes. Donations and subsidies made to community groups.

**(r) Statement of Objectives**

In order to discharge its responsibilities to the community, the Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis and for each of its broad activities/programs.

Council operations as disclosed in this statement encompass the following service orientated activities/programs:



**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**GOVERNANCE**

Includes costs and revenues associated with the President and Councillors in the exercise of their obligations as a governing body. Items of expenditure include conference, travel, meeting attendance fees, presidential allowance, receptions, donations, subscriptions and phone rentals. Costs of advertising and conducting elections are also included. Revenues include election nomination fees and reimbursements by members for private expenses.

An administration cost is also allocated which enables staff to process Council Meeting procedures, implement all government decisions and conduct Council meetings. Cost of conducting audit of Council books of accounts and procedures is also include under this heading.

**GENERAL PURPOSE FUNDING**

*1 Rates*

- (a) GRV (gross rental value) refers to property rates for Leonora, Gwalia, Leinster and Agnew town sites and operational mines and associated infrastructure.
- (b) UV (unimproved value) refers to mining properties and tenements (other than mines and other associated infrastructure) and includes prospecting licences, exploration licences and mining leases. It also refers to broad acre rural pastoral properties.
- (c) Additional rates and rates written back refer mainly to mining rates where tenements are granted or surrendered following the adoption of the budget.
- (d) Administration charge refers to the charge levied on ratepayers electing to make payment of rates on the offered instalment plan and is based on the actual cost involved in administering this process
- (e) Administration costs allocated are the costs of maintaining records, levying and collecting all rates.

*2 Grants*

- (a) Grants Commission - a general purpose grant allocated annually by the Federal Government to all local governments. The amount is determined by various formulae devised by the Grants Commission, with a significant component being based on population.
- (b) Roads Grant - An untied road grant allocated by the Federal Government and again distributed by the Grants Commission utilising a pre-determined formula.
- (c) Administration costs allocated to grants refers to the costs associated in collection of Federal Government grants including provision and updating of data used in grants commission formula.

*3 Interest from Investments*

Includes interest received on surplus funds invested throughout the year from both operating and reserve accounts.

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**(r) STATEMENT OF OBJECTIVE (Continued)**

**LAW, ORDER, PUBLIC SAFETY**

Costs and revenues associated with animal control within the Shire and also includes fire insurance, dog control and registration.

**HEALTH**

Costs and revenues associated with compliance with the Health Act including inspections and approvals, food quality control, mosquito control, septic tank inspection/control, food hygiene inspection/control, contribution to doctors expenses, Royal Flying Doctor donation and notification of disease.

**EDUCATION AND WELFARE**

Provision of support for education and aged and disabled facilities within the district for the betterment of the residents.

**HOUSING**

Costs of maintaining Council owned accommodation units and collection of rentals paid by staff for use of those buildings. Costs that can be accurately attributed to other programs are allocated. Revenue associated with a State Government owned house by way of loan repayments to Council are also included.

Accommodation units include 3 houses, 2 duplexes and a single persons quarters.

**COMMUNITY AMENITIES**

Costs of collection and disposal of domestic and commercial refuse for town site of Leonora and Gwalia and maintenance of the landfill refuse site. Revenue collection by way of an annual fee for this service which is included on rate assessment notices.

Costs associated with review and administration of Council's Town Planning Scheme.

Provision of Christmas decorations in Leonora Town site.

Operation of the Leonora Cemetery.

**RECREATION AND CULTURE**

Provision and maintenance of Council owned parks, gardens and grassed oval/recreation ground at Leonora and a contribution to similar facilities within Leinster town site.

Costs of operation and maintenance of a purpose built recreation centre which includes indoor basketball court, two squash courts, kitchen, gymnasium and associated facilities and revenues collected from the public for use of these facilities.

Costs of maintenance of Council owned and provided television and radio re-transmission service which includes GWN, WIN and SBS television and WAFM and ABC fine music radio.

Costs and revenues associated with the operation and maintenance of library facilities at Leonora in conjunction with the Library Board of Western Australia.

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

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

**(r) STATEMENT OF OBJECTIVE (Continued)**

**TRANSPORT**

Maintenance and improvements of 1,300 kilometres of Council controlled unsealed roads, town site footpaths and streets, drainage control, street cleaning and provision and maintenance of street trees. Costs of providing electricity for steel lights in the Leonora/Gwalia town sites and maintenance of Council's works depot and associated infrastructure.

Operation, maintenance and management of Leonora Aerodrome including runways, runway lighting, tarmac and terminal building and gardens. Purchase of aviation fuel for resale to aircraft operators.

Revenues by way of landing fees and Head Tax charges charged to all aircraft with the exception of the Royal Flying Doctors Service, lease/renting of building to all users of facilities and charges for fuel supplied to aircraft.

**ECONOMIC SERVICES**

Costs associated with tourism promotion throughout the Shire including employment of a Curator/Promotion Officer at the Gwalia Museum and historic precinct.

Contribution to employment of a Goldfields/Esperance Development Officer operating from Shire Offices - Leonora.

Costs and revenues associated with building control under building regulations, including inspections and issuing building permits.

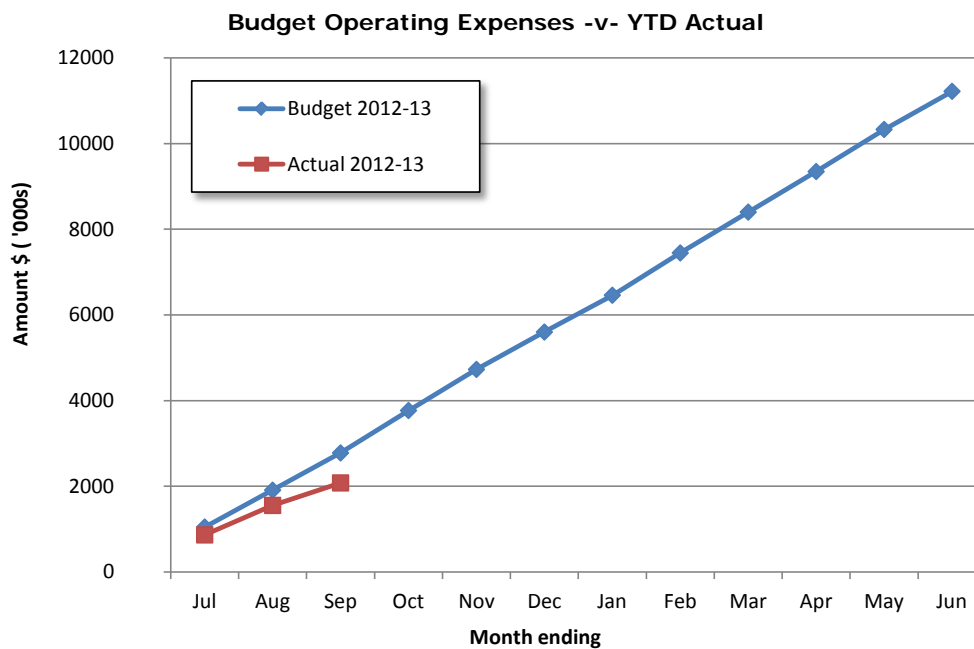
**OTHER PROPERTY & SERVICES**

Costs and revenues for private hire of Council machinery and operators for completion of private works for ratepayers and others.

Costing allocation pools including administration, overheads, plant operation costs and salaries and wages which are all individually detailed and then allocated throughout all previously mentioned operating activities, works and services.

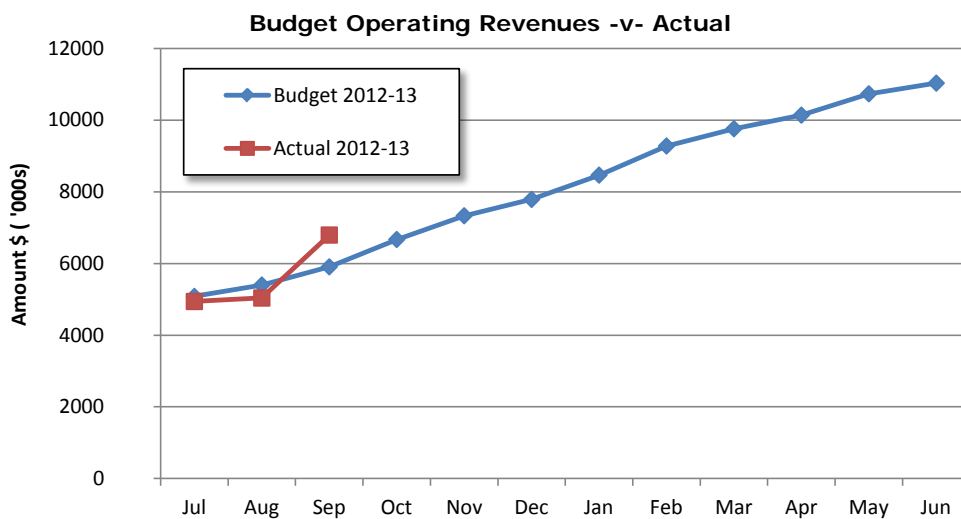
**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 2 - Graphical Representation - Source Statement of Financial Activity**



**Comments/Notes - Operating Expenses**

No significant comments at this time (refer to Note 13)

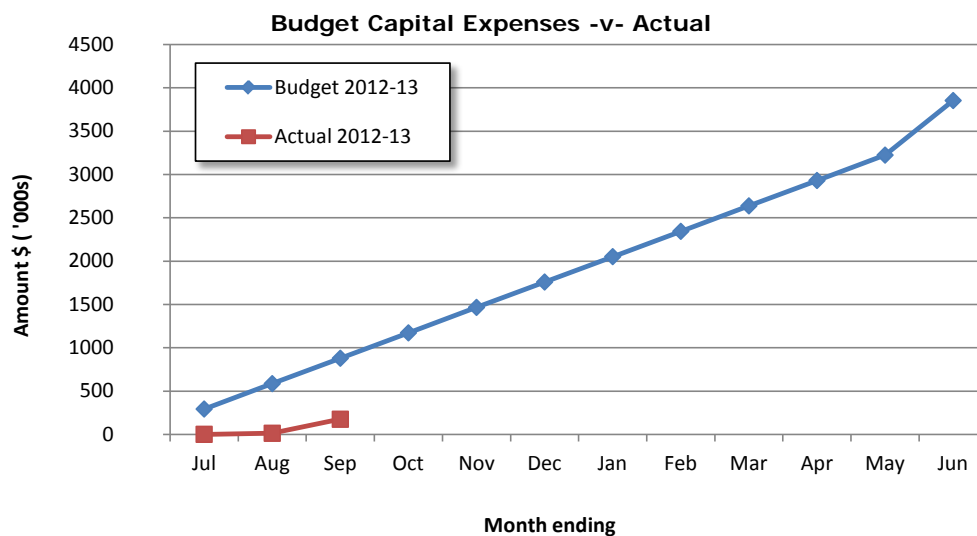


**Comments/Notes - Operating Revenues**

No significant comments at this time (refer to Note 13)

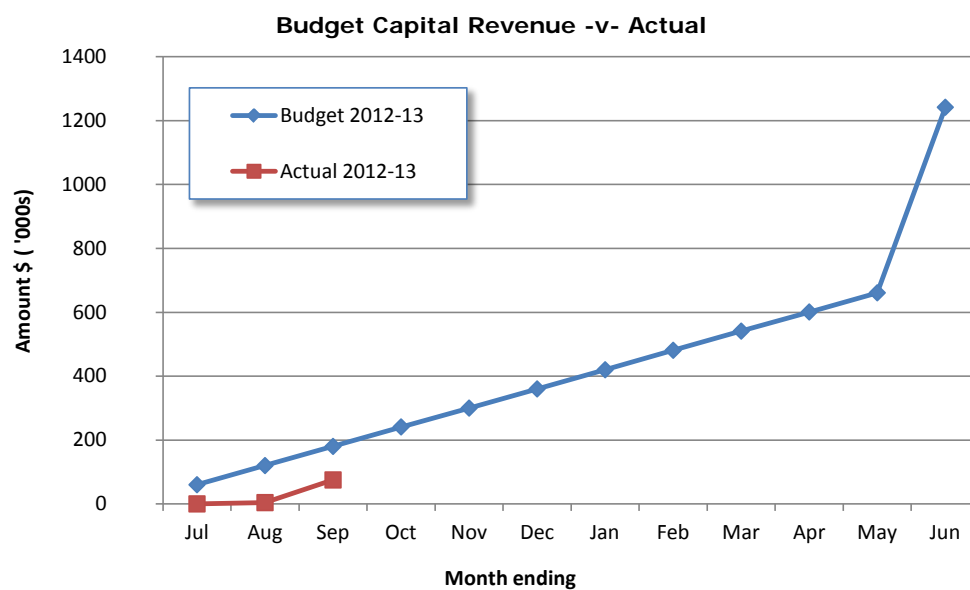
**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 2 - Graphical Representation - Source Statement of Financial Activity**



**Comments/Notes - Capital Expenses**

No significant comments at this time (refer to Note 13)



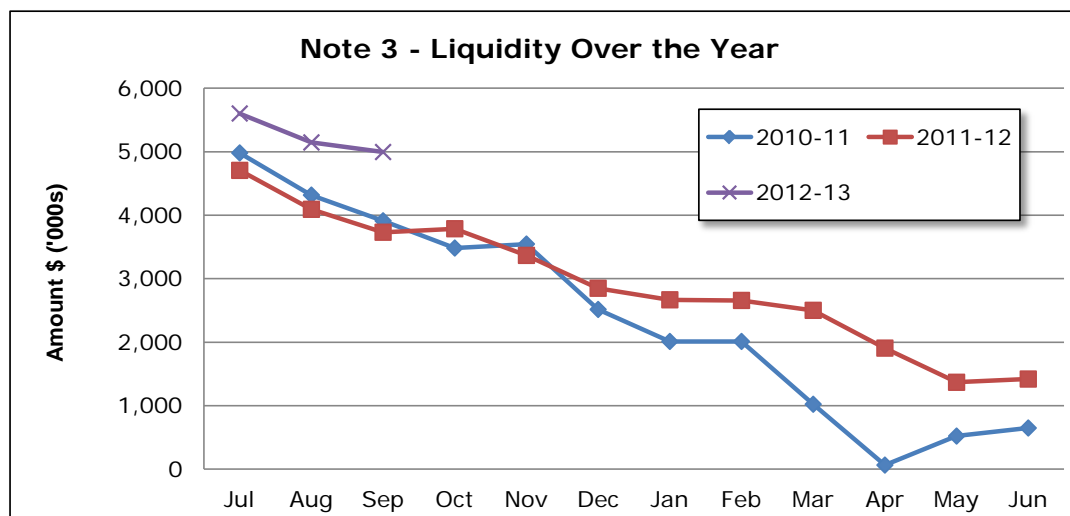
**Comments/Notes - Capital Revenues**

No significant comments at this time (refer to Note 13)

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 3: NET CURRENT FUNDING POSTION**

		Positive=Surplus (Negative=Deficit)		
		2012-13		
	Note	YTD 30 September 2012	30 June 2012	YTD 30th September 2011
		\$	\$	\$
<b>Current Assets</b>				
Cash Unrestricted	4	3,825,784	1,084,981	3,433,190
Cash Restricted	4	394,442	391,002	312,127
Receivables - Rates	6	1,222,533	41,773	652,762
Receivables -Other	6	117,388	357,524	175,427
Inventories		39,688	47,364	21,998
		5,599,835	1,922,644	4,595,504
<b>Less: Current Liabilities</b>				
Payables		(207,560)	(132,019)	(207,466)
Provisions		(311,403)	(311,403)	(343,633)
		(518,963)	(443,422)	(551,099)
Less: Cash Reserves	7	(394,442)	(391,002)	(312,127)
Add: Cash Backed Provisions		308,549	324,322	0
<b>Net Current Funding Position</b>		<b>4,994,979</b>	<b>1,412,542</b>	<b>3,732,278</b>

**Comments - Net Current Funding Position**

No significant comments at this time (refer to Note 13)

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 4: CASH AND INVESTMENTS**

	<b>Interest Rate</b>	<b>Unrestricted \$</b>	<b>Restricted \$</b>	<b>Total Amount \$</b>	<b>Institution</b>	<b>Maturity Date</b>
(a) <b>Cash Deposits</b>						
Municipal Account	Variable	3,824,514		3,824,514	NAB	Cheque Acc.
LSL Maximiser	Variable		169,688	169,688	NAB	Cheque Acc.
Fire Maximiser	Variable		11,362	11,362	NAB	Cheque Acc.
Plant Maximiser	Variable		992	992	NAB	Cheque Acc.
Annual Leave Maximiser	Variable		147,747	147,747	NAB	Cheque Acc.
Gwalia Precinct Maximiser	Variable		64,653	64,653	NAB	Cheque Acc.
Cash On Hand	Nil	1,270		1,270	NAB	On Hand
(b) <b>Term Deposits</b>				0		
N/A				0		
(c) <b>Other Investments</b>				0		
N/A				0		
<b>Total</b>		<b>3,825,784</b>	<b>394,442</b>	<b>4,220,226</b>		

**Comments/Notes - Investments**

Reserve funds are held in interest bearing accounts, and are available to be called upon at any time.

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note5: BUDGET AMENDMENTS**

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

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
	<b>Surplus/(Deficit) on Budget Adoption 17/07/2012</b>			\$ 0	\$ 0	\$ 0	\$ 0
	There were no budget amendments for the period ending 30 September 2012						0
	<b>Closing Funding Surplus (Deficit)</b>			0	0	0	0



**Shire of Leonora  
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
For the Period Ended 30th September 2012**

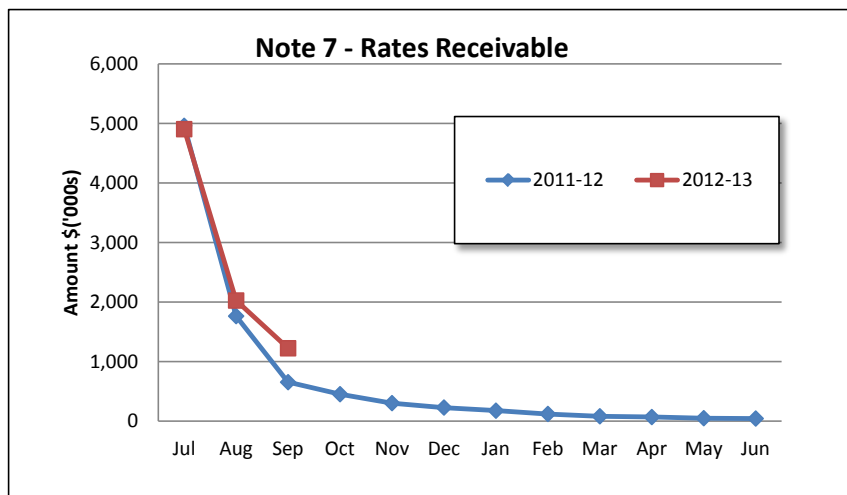
**Note 6: RECEIVABLES**

**Receivables - Rates Receivable**

Opening Arrears Previous Years  
Levied this year  
Less Collections to date  
Equals Current Outstanding

**Net Rates Collectable**  
% Collected

	YTD 30th September 2012	YTD 30th June 2012
	\$	\$
Opening Arrears Previous Years	41,773	53,938
Levied this year	4,713,386	5,037,515
<u>Less</u> Collections to date	(3,532,626)	(5,049,680)
Equals Current Outstanding	<b>1,222,533</b>	<b>41,773</b>
<b>Net Rates Collectable</b>	<b>1,222,533</b>	<b>41,773</b>
% Collected	74.29%	99.18%



**Comments/Notes - Receivables Rates and Rubbish**

Rates recovery is progressing very well to date, with final notices recently issued. The first week of October has closed the gap at the end of September even further,

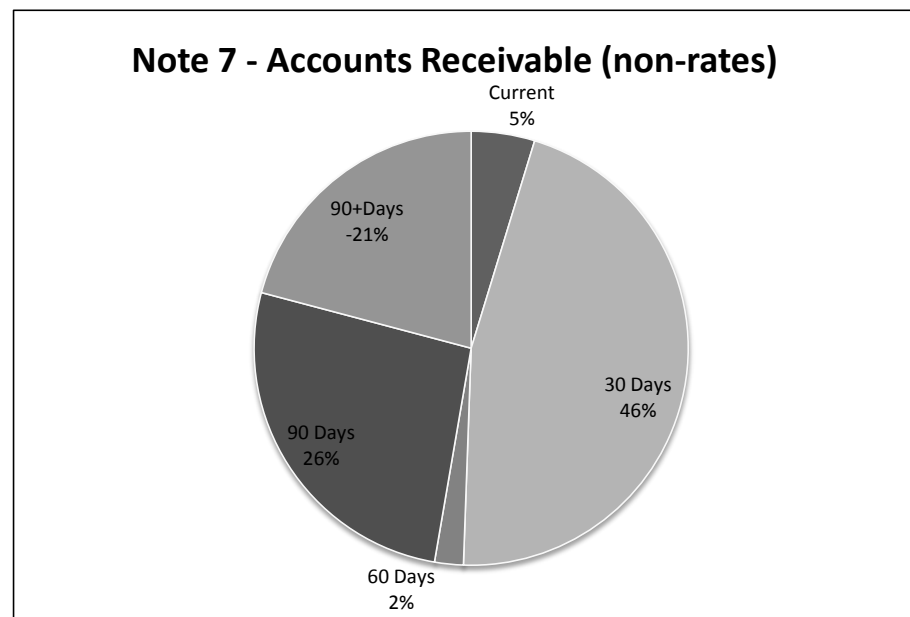
**Receivables - General**

Receivables - General

**Total Receivables General Outstanding**

Amounts shown above include GST (where applicable)

	Current	30 Days	60 Days	90 Days	90+Days
	\$	\$	\$	\$	\$
Receivables - General	9,531	92,364	4,311	53,238	(42,056)
<b>Total Receivables General Outstanding</b>					<b>117,388</b>



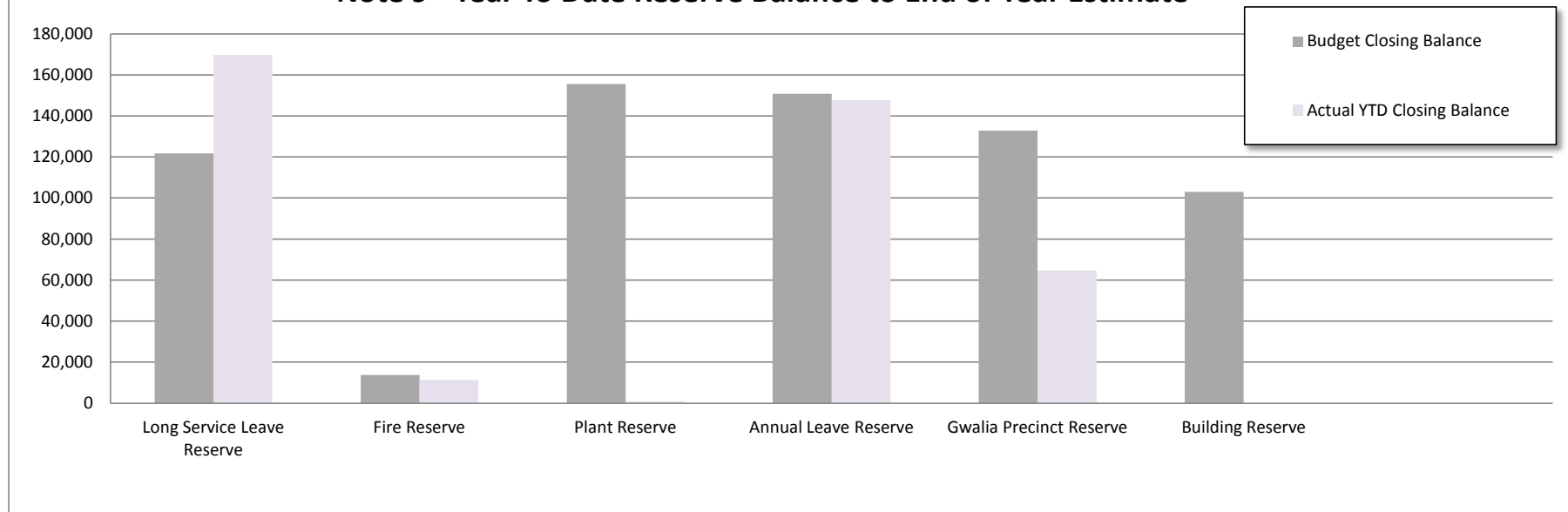
**Comments/Notes - Receivables General**

Outstanding debtors are followed up periodically (every two weeks), with reminders and final demands issued on bad debtors. Collection agency is engaged on long overdue

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 7: Cash Backed Reserve**

2012-13										
Name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Transfer out Reference	Budget Closing Balance	Actual YTD Closing Balance
Long Service Leave Reserve	\$ 168,216	\$ 0	\$ 1,472	\$ 3,546	\$ 0	\$ (50,000)	\$ 0		\$ 121,762	\$ 169,688
Fire Reserve	11,267	0	95	2,398	4,000	0	(4,000)		13,665	11,362
Plant Reserve	992	0	0	154,530	0	0	0		155,522	992
Annual Leave Reserve	146,465	0	1,282	4,394	0	0	0		150,859	147,747
Gwalia Precinct Reserve	64,062	0	591	68,872	0	0	0		132,934	64,653
Building Reserve	0	0	0	103,000	0	0	0		103,000	0
									0	0
	<b>391,002</b>	<b>0</b>	<b>3,440</b>	<b>336,740</b>	<b>4,000</b>	<b>(50,000)</b>	<b>(4,000)</b>		<b>677,742</b>	<b>394,442</b>

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

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 8: CAPITAL DISPOSALS AND ACQUISITIONS**

Actual YTD Profit(Loss) of Asset Disposal				Disposals	Current Budget		
Cost	Accum Depr	Proceeds	Profit (Loss)		YTD 30 September 2012		
					Annual Budget Profit/(Loss)	Actual Profit/(Loss)	Variance
\$	\$	\$	\$	\$	\$	\$	
				<b>Plant and Equipment</b>			
			0	Asset 300 Great Wall Utility D/Cab	(7,276)	0	7,276
			0	Asset 321 2011 Ford Falcon 4L	(9,659)	0	9,659
			0	Asset 9 2009 Ford Ranger L2229	(5,371)	0	5,371
36,852	(6,401)	19,090	(11,361)	Asset310 2010 Ford Ranger L2293	0	(11,361)	(11,361)
			0	Asset 32 2009 Ford Ranger L2169	(10,154)	0	10,154
			0	Asset 26 Mack Prime Mover P2019	(85,047)	0	85,047
44,884	(2,038)	22,727	(20,119)	Asset 326 2011 Nissan Navara 6L	(18,621)	(20,119)	(1,498)
			0	Asset 38 2009 Nilfilsk Sweeper P2253	(42,304)	0	42,304
			0	Asset 18 Haulmore Trailer P781	20,000	0	(20,000)
			0	Asset 16 Haulmore Trailer P 782	20,000	0	(20,000)
41,876	(3,194)	29,090	(9,592)	Asset 322 2011 Ford Falcon 2L	(10,348)	(9,592)	756
			0	Asset 320 2011 Ford FG Sedan 1L	(11,243)	0	11,243
			0				
			0	<b>Land and Buildings</b>			
			0	Asset L211 Industrial Land	(143,000)	0	143,000
			0				
<b>123,612</b>	<b>(11,633)</b>	<b>70,907</b>	<b>(41,072)</b>		<b>(303,023)</b>	<b>(41,072)</b>	<b>261,951</b>

**Comments - Capital Disposal/Replacements**

Comments	Summary Acquisitions	Current Budget		
		Budget	Actual	Variance
		\$	\$	\$
	<b>Property, Plant &amp; Equipment</b>	862,562	156,727	(705,835)
	<b>Land and Buildings</b>	1,181,796	4,998	(1,176,798)
	<b>Furniture and Equipment</b>	235,748	0	(235,748)
	<b>Infrastructure</b>			
	Roadworks	323,243	0	(323,243)
	Drainage	0	0	0
	Bridges	0	0	0
	Footpath & Cycleways	0	0	0
	Parks, Gardens & Reserves	0	0	0
	Airports	0	0	0
	Sewerage	0	0	0
	Other Infrastructure	913,860	6,214	(907,646)
	<b>Capital Totals</b>	<b>3,517,209</b>	<b>167,939</b>	<b>(3,349,270)</b>

Comments	Buildings	Current Budget		
		This Year		
		Budget	Actual	Variance
		\$	\$	\$
Awaiting final CLGF approval	Youth Centre - External Refurbishment	60,000	0	(60,000)
Tender documents being prepared	Construct New Satff Housing	450,000	0	(450,000)
Progressing in consultation with heritage consultants	Patroni's Guest House Restoration	371,796	4,998	(366,798)
Awaiting final CLGF approval	Building for Vintage Hearse and Truck	300,000	0	(300,000)
				0
	<b>Capital Totals</b>	<b>1,181,796</b>	<b>4,998</b>	<b>(1,176,798)</b>

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 8: CAPITAL DISPOSALS AND ACQUISITIONS**

Comments	Plant & Equipment	Current Budget		
		This Year		
		Budget	Actual	Variance (Under)Over
		\$	\$	\$
Purchased October 2012	Health Vehicle 4L	41,737	0	(41,737)
Will be purchased by end of 2012	Maintenance Grading Camp Genset	17,500	0	(17,500)
Finalised	Utility Vehicle	65,000	65,149	149
Quotations being sourced	Utility Vehicle	38,000	0	(38,000)
Finalised	Utility Vehicle	46,000	45,021	(979)
Quotations being sourced	Street Sweeper	80,463	0	(80,463)
Quotations being sourced	Side Tipper Trailer	105,000	0	(105,000)
Quotations being sourced	Side Tipper Trailer	105,000	0	(105,000)
Tender documents being prepared	Prime Mover	240,000	0	(240,000)
Finalised	DCEO Vehicle 2L	41,737	46,557	4,820
Purchased October 2012	CEO Vehicle 1L	52,237	0	(52,237)
Awaiting outcome of position/restructure	CDO Vehicle	29,888	0	(29,888)
				0
	<b>Capital Totals</b>	<b>862,562</b>	<b>156,727</b>	<b>(705,835)</b>

Comments	Furniture & Equipment	Current Budget		
		This Year		
		Budget	Actual	Variance (Under)Over
		\$	\$	\$
Funding application through R4R successful. Tender documents being prepared at regional level. Currently liaising with suppliers	TV Radio - Upgrade self help site to digital	139,748	0	(139,748)
	Accounting Software Upgrade	96,000	0	(96,000)
				0
	<b>Capital Totals</b>	<b>235,748</b>	<b>0</b>	<b>(235,748)</b>

Comments	Roads	Current Budget		
		This Year		
		Budget	Actual	Variance (Under)Over
		\$	\$	\$
Scheduled to commence 2013	R2R - Townsite Reseal	323,243	0	(323,243)
	<b>Capital Totals</b>	<b>323,243</b>	<b>0</b>	<b>(323,243)</b>

Comments	Other Infrastructure	Current Budget		
		This Year		
		Budget	Actual	Variance (Under)Over
		\$	\$	\$
	Extend Rubbish Tip Boundary Fence	20,000	0	(20,000)
	Main Street Verandah Refurbishment	10,000	0	(10,000)
Awaiting final CLGF approval	Town Entry Statements	57,610	0	(57,610)
Progressing (engineer currently on site)	Footpath Renewal	320,164	0	(320,164)
Awaiting final CLGF approval	Extension to Street Lighting	220,000	0	(220,000)
Will be progressing by end of 2012	Aerodrome - Bitulastic Seal Apron	71,400	0	(71,400)
Progressing (heritage engineer recently on site to inspect)	Gwalia Headframe Renewal	67,000	544	(66,456)
Progressing	Restoration Ken Locomotive	15,000	5,670	(9,330)
Awaiting outcome of funding applications	Restoration Leonora Electric Tram	75,000	0	(75,000)
Currently being investigated	Stock Yards	57,686	0	(57,686)
				0
	<b>Capital Totals</b>	<b>913,860</b>	<b>6,214</b>	<b>(907,646)</b>

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 9: RATING INFORMATION**

RATE TYPE		Rate in \$	Number of Properties	Rateable Value \$	Rate Revenue \$	Interim Rates \$	Back Rates \$	Total Revenue \$	Budget Rate Revenue \$	Budget Interim Rate \$	Budget Back Rate \$	Budget Total Revenue \$
<b>Differential Rates</b>												
GRV	Residential	0.0580	483	6,440,356	373,541	0	0	373,541	373,541	2,500	0	376,041
	Industrial	0.0580	47	3,537,480	205,174	0	0	205,174	205,174	0	0	205,174
	Commercial	0.0580	29	3,460,322	200,699	0	0	200,699	200,699	0	0	200,699
	Town Centre	0.0580	4	246,770	14,313	0	0	14,313	14,313	0	0	14,313
	Vacant	0.0580	1	17,368	1,007	0	0	1,007	1,007	0	0	1,007
	Miscellaneous	0.0580	11	404,468	23,459	0	0	23,459	25,602	0	0	25,602
	Mining Tenement	0.0580	6	2,399,248	139,156	0	0	139,156	139,156	0	0	139,156
UV	Mining Tenement	0.1280	1,112	26,398,746	3,379,039	2,957	0	3,381,996	3,375,658	0	0	3,375,658
	Pastoral	0.0480	26	1,244,156	59,719	0	0	59,719	59,800	0	0	59,800
	Rural	0.0480	2	50,000	2,400	0	0	2,400	1,924	0	0	1,924
<b>Sub-Totals</b>			1,721	44,198,914	4,398,508	2,957	0	4,401,465	4,396,874	2,500	0	4,399,374
<b>Minimum Rates</b>		<b>Minimum \$</b>										
GRV	Residential	267	19	0	5,073	0	0	5,073	5,073	0	0	5,073
	Industrial	267	11	0	2,937	0	0	2,937	2,937	0	0	2,937
	Commercial	267	4	0	1,068	0	0	1,068	1,068	0	0	1,068
	Town Centre	267	3	0	801	0	0	801	801	0	0	801
	Vacant	267	59	0	15,753	(1,137)	0	14,616	16,020	0	0	16,020
	Miscellaneous	267	3	0	801	0	0	801	801	0	0	801
UV	Mining tenement	267	1,048	0	279,816	4,941	0	284,757	282,486	15,000	0	297,486
	Pastoral	267	4	0	1,068	0	0	1,068	1,068	0	0	1,068
	Rural	267	3	0	801	0	0	801	801	0	0	801
<b>Sub-Totals</b>			1,154	0	308,118	3,804	0	311,922	311,055	15,000	0	326,055
Written Back								4,713,387				4,725,429
								0				(15,000)
								4,713,387				4,710,429
Discounts								0				0
<b>Totals</b>								4,713,387				4,710,429

**Comments - Rating Information**

All land except exempt land in the Shire of Leonora is rated according to its Gross Rental Value (GRV) in town sites or Unimproved Value (UV) in the remainder of the Shire.

The general rates detailed above for the 2012/13 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 bearing 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.

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**10. INFORMATION ON BORROWINGS**

(a) Debenture Repayments

The Shire of Leonora has no borrowings.

(b) New Debentures

No new debentures were raised during the reporting period.

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 11: GRANTS AND CONTRIBUTIONS**

Program/Details GL	Grant Provider	Approval	2012-13 Budget	Variations Additions (Deletions)	Operating	Capital	Recoup Status	
							Received	Not Received
		(Y/N)	\$	\$	\$	\$	\$	\$
<b>GENERAL PURPOSE GRANTS</b>								
Grants Commission	WALGGC	Y	276,986		276,986		64,347	212,639
Federal Roads	WALGGC	Y	263,589		263,589		59,210	204,379
Country Local			675,220		675,220		0	675,220
<b>HEALTH</b>								
Medical Centre			20,000		20,000		0	20,000
EHO Contributions	Various Shires	Y	0	7,141	7,141		7,141	0
Aged Care Feasibility			20,000		20,000		0	20,000
<b>LAW, ORDER, PUBLIC SAFETY</b>								
Fire Prevention Grant			7,280		7,280		0	7,280
<b>WELFARE SERVICES</b>								
Childcare	Dept. Comm & Welfare		61,552		61,552		11,000	50,552
Youth Programs	Dept. Child Protect.		65,518		65,518		30,260	35,258
<b>RECREATION AND CULTURE</b>								
Recreation Centre	Dept. of Sports & Rec.		113,000			113,000	0	113,000
Centrelink Agent	Centrelink		37,779		37,779		9,445	28,334
CRC			111,500		111,500		0	111,500
<b>ECONOMIC SERVICES</b>								
Contract building Surveyor	Various Shires	Y	0	7,137	7,137	0	7,137	0
GEDC Officer	Various Shires	Y	0	13,636	13,636		13,636	0
Gold Treat Plant	Shire of Menzies	Y	0	10,000	10,000		10,000	0
Tidy Towns			0	970	970		970	0
Golden Gift Contribution	Various	Y		4,880	4,880		4,880	0
<b>TRANSPORT</b>								
<b>MRWA ROAD FUNDING</b>								
Project Grants	MRWA Funding		132,099		96,699	35,400	3,801	128,298
Direct Grants	MRWA RRG		373,257		373,257	0	0	373,257
<b>OTHER ROAD/STREETS GRANTS</b>								
Roads To Recovery	Building Program		2,586,411		2,263,168	323,243	0	2,586,411
<b>OTHER PROPERTY &amp; SERVICES</b>								
Grant - Projects			91,500		91,500	0	0	91,500
<b>TOTALS</b>			<b>4,835,691</b>	<b>43,764</b>	<b>4,407,812</b>	<b>471,643</b>	<b>221,827</b>	<b>4,657,628</b>

Operating	221,827
Non-Operating	0
	221,827

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 12: TRUST FUND**

Council holds no funds on behalf of other entities.



**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 13: MAJOR VARIANCES**

**Comments/Reason for Variance**

**13.1 OPERATING REVENUES**

**13.1.2 GENERAL PURPOSE FUNDING**

*I030019 - Grant Equalisation*

Reduction in allocation from data provided at budget preparation

*I030021 - Grant Roads (Untied)*

Reduction in allocation from data provided at budget preparation

**13.1.7 RECREATION AND CULTURE**

*I117001 - CRC Operational Wages Grant*

Grant acquittals submitted, awaiting payment authorisation

*I117002 - Grant - CRC Equipment*

Grant acquittals submitted, awaiting payment authorisation

*I117003 - Grant - CRC Other*

Grant acquittals submitted, awaiting payment authorisation

**13.1.8 TRANSPORT**

*I122213 - Natural Disaster Reinstatement*

Still awaiting previous claim to be approved before continuing works and submitting more claims

**13.1.9 ECONOMIC SERVICES**

*I136456 Contribution to GEDC Officer*

Invoices issued earlier than budgeted

*I134 Gwalia Historical Precinct*

Higher income than budget estimate

**13.2 OPERATING EXPENSE**

**13.2.1 GOVERNANCE**

*E041070 Presidential Allowance*

Allowance issued month earlier than budgeted

*E041187 Deputy President Allowance*

Allowance issued month earlier than budgeted

*E041187 Strategic Plan Development*

Invoice received earlier than originally budgeted

**13.2.4 HEALTH**

*E074075 Doctor Top Up Salary*

Payment made for six months rather than quarterly

**13.2.5 EDUCATION & WELFARE**

*E081 Education*

Operating with less staff than budgeted at child care centre

*E082 Youth Services*

Operating with less staff than budgeted at youth centre

**13.2.6 COMMUNITY AMENITIES**

*E101020 Domestic Refuse Collection*

YTD budget should be allocated at 1/12 per month, not as full allocation at this point.

*E102020 Commercial Refuse Collection*

YTD budget should be allocated at 1/12 per month, not as full allocation at this point.

*E107042 Othe Community Amenities Insurance*

YTD budget should be allocated at 1/12 per month, not as full allocation at this point.

**13.2.7 RECREATION AND CULTURE**

*E114294 Repairs and Maintenance Rec Centre*

Alteration to timing of programme

**Shire of Leonora**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 30th September 2012**

**Note 13: MAJOR VARIANCES**

**Comments/Reason for Variance**

**13.2.8 TRANSPORT**

*E122209 - Natural Disaster Reinstatement*

Still awaiting previous claim to be approved before continuing works and submitting more claims

*E122040 Roadworks Maintenance*

Alteration to timing of programme

*E122043 Bush Grading*

Alteration to timing of programme

*E122044 Depn Road Infrastructure*

Alteration to timing of programme

*E122207 RRG Kookynie Malcolm Road*

Alteration to timing of programme

*E122208 RRG Leonora Mt Ida Road*

Alteration to timing of programme

*E122212 RRG 12-13 Preservation Old Agnew*

Alteration to timing of programme

*E122213 RRG 12-13 Improvement Old Agnew*

Alteration to timing of programme

**13.2.10 OTHER PROPERTY AND SERVICES**

*E142030 Insurance Admin*

YTD Budget allocation should be amended to reflect full allocation at this point

*E143040 Insurance on Works*

YTD Budget allocation should be amended to reflect full allocation at this point

*E144010 Fuels and Oils*

Alteration to timing of program

*E144030 Parts and Repairs*

Alteration to timing of program

**13.3 CAPITAL REVENUE**

**13.3.2 PROCEEDS FROM DISPOSAL OF ASSETS**

Alteration to timing of programme

**13.4 CAPITAL EXPENSES**

**13.4.2 LAND AND BUILDINGS**

Alteration to timing of programme

**13.4.3 PLANT AND EQUIPMENT**

Alteration to timing of programme

**13.4.4 FURNITURE AND EQUIPMENT**

Alteration to timing of programme

**13.4.5 INFRASTRUCTURE ASSETS - ROADS**

Alteration to timing of programme

**13.4.6 INFRASTRUCTURE ASSETS - OTHER**

Alteration to timing of programme

**10.0 REPORTS OF OFFICERS****10.2 DEPUTY CHIEF EXECUTIVE OFFICER****10.2(B) ACCOUNTS FOR PAYMENT**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16th October, 2012

**AGENDA REFERENCE:** 10.2 (B) AUG 12

**SUBJECT:** Accounts for Payment

**LOCATION / ADDRESS:** Nil

**NAME OF APPLICANT:** Nil

**FILE REFERENCE:** Nil

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** Tanya Browning

**OFFICER:** Deputy Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 10<sup>th</sup> September, 2012

**BACKGROUND**

Attached statement consists of accounts paid by Delegated Authority and Direct Bank Transactions represented by **Cheques 16322 to 16329** and **16351 to 16366** and totalling **\$275,632.25**, and accounts paid by Council Authorisation represented by **Cheques 16367 to 16419** totalling **\$200,046.48** be authorised for payment.

**POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendation of this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications resulting from the recommendation of this report.

**STRATEGIC IMPLICATIONS**

There are no strategic implications resulting from the recommendation of this report.

**RECOMMENDATIONS**

That accounts paid by Delegated Authority and Direct Bank Transactions represented by **Cheques 16322 to 16329** and **16351 to 16366** and totalling **\$275,632.25**, and accounts paid by Council Authorisation represented by **Cheques 16367 to 16419** totalling **\$200,046.48** be authorised for payment.

**VOTING REQUIREMENT**

Simple Majority

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**COUNCIL DECISION**

**Moved Cr SJ Heather Seconded Cr RA Norrie**, that accounts paid by Delegated Authority and Direct Bank Transactions represented by **Cheques 16322 to 16329** and **16351 to 16366** and totalling **\$275,632.25**, and accounts paid by Council Authorisation represented by **Cheques 16367 to 16419** totalling **\$200,046.48** be authorised for payment.

**CARRIED (5 VOTES TO 0)**

<b>Shire of Leonora</b>				
<b>Monthly Report - List of Accounts Paid by Delegated Authority</b>				
<b>Submitted to Council on the 16th October, 2012</b>				
<p>The following list of accounts has been paid via <b>direct bank transactions</b> since the previous list of accounts, totalling <b>\$19,069.40</b>.</p>				
<p>_____</p> <p><b>CHIEF EXECUTIVE OFFICER</b></p>				
<b>Direct Deposits</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment</b>
1 (D/D)	20/09/2012	National Australia Bank	Master Card Charges – September 2012 B/S	11,173.42
1 (D/D)	20/09/2012	Westnet Pty Ltd	CRC Internet – September 2012 B/S	11.00
1 (D/D)	20/09/2012	Alliance Equipment Finance	CRC P/Copier Lease – September 2012 B/S	275.84
1 (D/D)	20/09/2012	Toyota Financial Services	GEDC Vehicle – September 2012 B/S	1,476.05
1 (D/D)	20/09/2012	National Australia Bank	Bank Fee – September 2012 B/S	105.00
1 (D/D)	21/09/2012	Alliance Equipment Finance	Lease on P/Copier – September 2012 B/S	1,121.55
1 (D/D)	28/09/2012	National Australia Bank	Bank Fee – September 2012 B/S	151.40
1 (D/D)	09/10/2012	National Australia Bank	Bank Fee – EFTPOS – October 2012 B/S	148.01
1 (D/D)	10/10/2012	National Australia Bank	Bank Fee – October 2012 B/S	105.00
1 (D/D)	10/09/2012	Westnet Pty Ltd	CRC Internt – October 2012 B/S	11.00
1 (D/D)	10/092012	National Australia Bank	Master Card Fees – October 2012 B/S	4,491.13
			<b>GRAND TOTAL</b>	<b>\$19,069.40</b>

<b>Shire of Leonora</b>				
<b>Monthly Report - List of Accounts Paid by Delegated Authority</b>				
<b>Submitted to Council on the 16th October, 2012</b>				
The following list of accounts has been paid under delegation, by the Chief Executive Officer, since the previous list of accounts. Cheques numbered from <b>16322</b> to <b>16329</b> and <b>16351</b> to <b>16366</b> and totalling <b>\$256,562.85</b>				
<hr/>				
<b>CHIEF EXECUTIVE OFFICER</b>				
<b>Cheque</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment by Delegated Authority</b>
16322	12/07/2012	Garry J Agnew (CANCELLED CHQ Direct Deposit)	Health & Building Report	4,756.31
1 (D/D)	19/09/2012	Shire of Leonora	Salaries & Wages – PPE: 19/09/2012	55,717.00
16323	19/09/2012	L.G.R.C.E.U.	Union Fee – PPE: 19/09/2012	19.40
16324	19/09/2012	Shire of Leonora	Tax/Rent – PPE: 19/09/2012	19,315.13
16325	19/09/2012	W.A.L.G.S. Plan	Superannuation – PPE: 19/09/2012	9,642.57
16326	19/09/2012	Child Support Agency	Child Support – PPE: 19/09/2012	952.70
16327	19/09/2012	Asgard	Superannuation – PPE: 19/09/2012	413.82
16328	19/09/2012	Plum Super	Superannuation – PPE: 19/09/2012	112.24
16329	21/09/2012	John Oxley	Contract Grader	840.00
16351	18/09/2012	Australian Taxation Office	August 2012 BAS	3,173.00
16352	20/09/2012	Environmental Power Solutions	Supply and Install new Data Points at CRC	2,546.32
16353	20/09/2012	Mr R. C. Biggs	Expense Claim – 17 <sup>th</sup> September – Restoration of Ken Locomotive	3,031.40
16354	20/09/2012	West Australian Football Development	AusKick Participant packs – Leonora Community Grant	1,290.00
16355	24/09/2012	Pipeline Mining and Civil Contracting	Installation of Bollards on Otterburn Street, Grave Restoration Works and Roadworks as requested.	44,482.35
16356	27/09/2012	R F Young	Contract Grading	8,446.70
1 (D/D)	03/10/2012	Shire of Leonora	Salaries & Wages – PPE: 03/10/2012	55,206.00
16357	03/10/2012	L.G.R.C.E.U.	Union Fee – PPE: 03/10/2012	19.40
16358	03/10/2012	Shire of Leonora	Tax/Rent – PPE: 03/10/2012	19,030.93
16359	03/10/2012	W.A.L.G.S Plan	Superannuation – PPE: 03/10/2012	9,711.69
16360	03/10/2012	Child Support Agency	Child Support – PPE: 03/10/2012	952.70
16361	03/10/2012	Asgard Super	Superannuation – PPE: 03/10/2012	289.33
16362	03/10/2012	Plum Super	Superannuation – PPE: 03/10/2012	111.24
16363	02/10/2012	Mr. R. C. Biggs	Expense Claim – 02/10/2012 – Restoration of KEN Locomotive	1,342.65
16364	04/10/2012	Garry J. Agnew (CANCELLED CHQ Direct Deposit)	Health & Building Report	4,741.02
16365	9/10/2012	Synthetic Turf Products	50% Deposit on Synthetic Grass – Bowls Club	9,340.00
16366	09/10/2012	Tanya Browning	Refund on Rates Paid Direct into Bank	1,078.95
<b>GRAND TOTAL</b>				<b>\$256,562.85</b>

<b>Shire of Leonora</b>				
<b>Monthly Report - List of Accounts Paid by Authorisation of Council</b>				
<b>Submitted to Council on the 16th October, 2012</b>				
<p>Cheques numbered from <b>16367</b> to <b>16419</b> totaling <b>\$200,046.48</b> submitted to each member of the Council on 16th October, 2012 have been checked and are fully supported by remittances and duly certified invoices with checks being carried out as to prices, computations and costing.</p>				
<p>_____</p> <p><b>CHIEF EXECUTIVE OFFICER</b></p>				
<b>Cheque</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment</b>
16367	16/10/2012	Air BP	Fuel and Avgas Drums for Resale	7,487.78
16368	16/10/2012	ATOM Supply	Pump Diesel Fuel Auto Nozzle, Hose Screws and Chains and Saw Cold Metal Multi Cutter for Works Depot	2,232.71
16369	16/10/2012	Austral Mercantile Collections P/L	Legal Costs - Outstanding Rate Debtor Oro Del Sur Pty Ltd	391.00
16370	16/10/2012	Bridgestone	Radial Tyres and o-rings to suit P000	7,348.00
16371	16/10/2012	Bunnings Building Supplies Pty Ltd	Plants, Hardware and Maintenance Supplies for Museum, Parks and Gardens and Depot	738.11
16372	16/10/2012	Chadson Engineering Pty Ltd	New Pump for Leonora Swimming Pool	6,050.00
16373	16/10/2012	Chubb Security Services Ltd	ATM Expenses for the month of August 2012	1,991.18
16374	16/10/2012	Corporate Express	Art Diaries for Child Care Centre	24.05
16375	16/10/2012	Courier Australia	Freight Costs	128.42
16376	16/10/2012	Daniel Yates	Reimbursement for Plate Changes for P6	39.00
16377	16/10/2012	Dell Australia	Toners for Medical Centre & Information Centre	789.80
16378	16/10/2012	Eagle Petroleum (WA) Pty Ltd	Motorcharge Cards - August 2012 + Diesel and Diesel Stock	43,624.38
16379	16/10/2012	Elite Gym Hire	Hire of Treadmills + Rower for Leonora Recreation Centre Gym	376.15
16380	16/10/2012	Express Yourself Printing	Goods sold on consignment by the CRC	296.32
16381	16/10/2012	Floorspec Pty Ltd	Monel for Cleaning Supplies	198.00
16382	16/10/2012	Goldfields Commercial Security P/L	Security Monitoring - Shire Businesses	1,279.47
16383	16/10/2012	Goldfields Nissan	New Shire Vehicles Less Trade-in	66,166.35
16384	16/10/2012	Goldfields Pilbara Forklift Services	Service of Forklift as per Works Manager's Instructions	2,079.00
16385	16/10/2012	Goldline Distributors	Cleaning supplies + Goods ordered by Hoover House	416.26
16386	16/10/2012	Harvey Norman, Kalgoorlie	Fiano Lounge Setting _ Printer and Cartridge set	2,086.95
			<b>Sub Total</b>	<b>\$143,742.93</b>

<b>Cheque</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment</b>
			<b>Balance Brought Forward</b>	<b>\$143,742.93</b>
16387	16/10/2012	Ian Diffen Tyres & Mufflers	Parts ordered for P2229 as per Works Managers Instructions	604.00
16388	16/10/2012	Intelara Pty Ltd	Site visit to inspect Barnes Federal Theatre and Headframe and establish quote for work	3,073.13
16389	16/10/2012	J L Sherriff	Consultancy Services September 2012	10,265.80
16390	16/10/2012	J.R. & A. Hersey Pty Ltd	Yearly Uniform Order - Depot 2012	4,474.72
16391	16/10/2012	Kalgoorlie Retravision	Toshiba Notebook for Gwalia Historical Precinct Mosaic Database	915.00
16392	16/10/2012	Kleenheat Gas	Gas Orders/Deliveries	360.93
16393	16/10/2012	L & W Sales & Service Pty Ltd	Paint and Retic Parts for Hoover House	260.66
16395	16/10/2012	Leonora Post Office	Post for Shire Businesses - September, 2012	405.27
16396	16/10/2012	Leonora Supermarket and Hardware	Supermarket Purchases - August/September 2012	1,357.29
16397	16/10/2012	McMahon Burnett Transport	Freight costs	1,368.60
16398	16/10/2012	Midwest Aviation	2 Boxes Aviation Oil - Airport	244.32
16399	16/10/2012	MRGTV	Repeat of Shire Segment in "Best Country Towns TV Series"	2,750.00
16400	16/10/2012	Mukinbudin Agencies July 08	Simazine 15kg Granulated -	148.50
16401	16/10/2012	Office National Kalgoorlie	Monthly Copy Charge for Shire /CRC Printers, Avery Message Labels, Maintenance Travel Costs and Supplies for Office Printers	1,174.81
16402	16/10/2012	Onsite Rental Group	Plant Hire - August, 2012	7,808.74
16403	16/10/2012	Ozowned Supplies & Services	Clean Carpets and Polish Wood Floor at Shire Office	330.00
16404	16/10/2012	Poitier Medical Practice	Pre-employment medical + Drug Screen for W. Mitchell	196.00
16405	16/10/2012	Quest South Perth	Accommodation, Meals and Incidentals for Patrick Kelly	410.00
16406	16/10/2012	Reliance Petroleum	Fuel Purchased using Shire Cards and Vanellus Multifleet for Depot	2,440.35
16407	16/10/2012	RLG Mechanical Services	supply Battery Isolator for Depot	179.78
16408	16/10/2012	Skippers Aviation Pty Ltd	Flight costs - J & J Carter, J Sherrif and M Silk	2,392.00
16409	16/10/2012	Squire Sanders (AU)	Fees and Disbursements for Advice regarding wandering livestock	684.75
16410	16/10/2012	Statewide Cleaning Supplies	Buffing Pads and Spraybuff for Cleaning	104.26
16411	16/10/2012	Sunny Brushware Supplies Pty Ltd	Re Bristle Street Sweeper	759.00
16412	16/10/2012	Telstra	Phone/Internet Usage - Leonora Properties	98.95
16413	16/10/2012	Toll Fast	Freight Costs	220.12
16414	16/10/2012	Toll Ipec Pty Ltd	Freight Costs	149.23
16415	16/10/2012	UHY Haines Norton	Accounting Service Fee for August 2012	6,270.00
16416	16/10/2012	Water Corporation	Water Usage - Standpipe, Sports Ground and Industrial Waste Fee	3,866.75
			<b>Sub Total</b>	<b>\$197,055.89</b>



Signed: \_\_\_\_\_

President: \_\_\_\_\_

<b>Cheque</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment</b>
			<b>Balance Brought Forward</b>	<b>\$197,055.89</b>
16417	16/10/2012	Westland Autos No1 Pty Ltd	Accessories for Nissan Patrol (P448) as Per Works Manager's Instructions	410.50
16418	16/10/2012	WesTrac Pty Ltd	Batteries and Kits for Depot	1,294.17
16419	16/10/2012	Wurth Australia Pty Ltd	Parts and tools ordered as per Works Manager's Instructions	1,285.92
			<b>GRAND TOTAL</b>	<b>\$200,046.48</b>

**10.0 REPORTS OF OFFICERS****10.2 DEPUTY CHIEF EXECUTIVE OFFICER****10.2(C) REVIEW OF STRATEGIC COMMUNITY PLAN**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.2 (C) OCT 12

**SUBJECT:** Review of Strategic Community Plan

**LOCATION / ADDRESS:** Leonora

**NAME OF APPLICANT:** N/A

**FILE REFERENCE:** 9.13

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** Tanya Browning

**OFFICER:** Deputy Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 8<sup>th</sup> October 2012

**BACKGROUND**

With the introduction of the Integrated Strategic Planning Framework, all local governments are required to prepare a ten year Strategic Community Plan. The Shire of Leonora had only just adopted its Strategic Plan following extensive consultation with the community when this framework was released. As a result, a great deal of current community consultation and information was on hand to begin developing a new plan in line with the Integrated Strategic Planning Framework, and further community engagement was also carried out.

KPMG have assisted most local governments in the region with their plans, and in April 2012, a final review was carried out by Council to adopt the plan. Since that time, a Corporate Business Plan was also adopted by Council, and the annual budget was largely formulated using both the Strategic Community and Corporate Business Plan, as well as other documents such as the Forward Capital Works Plan.

In reformatting the Shire of Leonora's original strategic planning document, it has been noted that the current plan does not clearly encompass all aspects of the original document as per community consultation. In particular, projects such as Leonora Townsite Sewerage Infill Extension Program, and Underground Power projects are not easily identified in the current document. However, they are still included in the project table of the Corporate Business Plan, as well as the Forward Capital Works Plan.

The Forward Capital Works Plan clearly show the linkages to the original Strategic Plan, and provides some background as to how the projects came about in the first place. Extracts are included in the agenda. To provide better clarity and linkages between operational documents, it is recommended that the Strategic Community Plan and Corporate Business Plan be updated to include these projects in a similar format to other projects listed, and community consultation carried out to provide some explanation of the changes. It should be noted that updated project costs etc will need to be examined when carrying out this task.

**STATUTORY ENVIRONMENT**

Local governments are required to adopt a Strategic Community Plan and a Corporate Business Plan by 30 June 2013. Budgets must be compiled from these two documents after this time.

**POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendation of this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications resulting from the recommendation of this report, although consistency between the integrated planning documents will reduce the risk of oversights when preparing budgets etc.

**STRATEGIC IMPLICATIONS**

The attached plan will be the Shire of Leonora’s Strategic Community Plan once adopted.

**RECOMMENDATIONS**

That subject to no further amendments, the attached review of the Shire of Leonora’s Strategic Community Plan be adopted.

**VOTING REQUIREMENT**

Absolute Majority

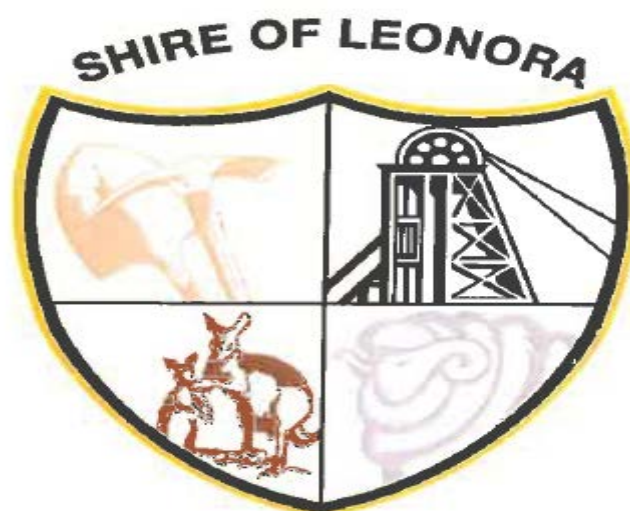
**COUNCIL DECISION**

**Moved Cr GW Baker, Seconded Cr SJ Heather**, that subject to no further amendments, the attached review of the Shire of Leonora’s Strategic Community Plan be adopted.

**CARRIED BY ABSOLUTE MAJORITY (5 VOTES TO 0)**

# Shire of Leonora

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## **Strategic Community Plan Template**

1 July 2012 to 30 June 2022

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# Executive Summary

## Document purpose

This Strategic Community Plan will help shape the services that the Shire of Leonora will deliver over the next ten years.

It has been developed with our community's aspirations and needs at its heart. These have been gathered through an in-depth process of consultation and engagement. We used a number of methods to make sure we sought the view from as wide a range of people in our community as possible including residents, business owners, Councillors, Government Agencies, Local Administration staff and others.

## Consultation process undertaken

The Shire of Leonora employs a variety of methods to collect community feedback. These include:

- **Annual community satisfaction surveys** to gauge community perceptions on areas of importance and the Shire's performance relative to those areas (the participation and results are published);
- **Workshops** that stimulate engagement and involvement in creating the Shire's strategic direction and activities;
- **Council meetings** where local residents and the wider community are invited to attend; and
- Other techniques such as **newsletter distribution, informal conversations between community members and Councillors** and **online council website enquiries**.

These consultation activities have allowed for a broad understanding of the community's aspirations to be captured which has led to the development of the themes in the following section. These themes will be subject to further community engagement during reviews and revalidation of the plan.

## High level results from community consultation

A summary of the issues raised by the community during the community engagement process include the following:

### **Social Issues**

- Limited aged care facilities provided within the Shire
- Loss of population as community members living in Leinster may not wish to live within the Shire once retired

- Demographics of Shire is changing as a result of FIFO workers
- FIFO workers not listed on electoral role yet utilise Shire services and facilities
- Differing employment rates between Leinster and Leonora
- High cost of entering the rental market as those not working in the mining industry are being priced out of the local rental market

### ***Economic Issues***

- Impact of the volatile prices of metal and gold on the local economy
- High dependence of the pastoral industry on the price of wool
- Limited supporting services in the Shire such e.g. Pharmacy

### ***Environmental Issues***

- Management and costs involved with heritage listed buildings
- Management costs associated with controlling weeds of significance, such as cactus

### ***Civic Leadership Issues***

- High competition in the attraction and retention of qualified staff
- Cost of accommodation/housing for staff as well as the living costs associated with distance
- Limited participation and programs to encourage junior councils and young civic leadership programs
- Limited community understanding of the activities involved in being a Councillor
- Devolution of responsibilities to local government from Federal and State levels of government without appropriate resourcing to facilitate those responsibilities

## **Our Vision**

The Shire of Leonora will be a progressive Shire supporting its residents in an environment of development while maintaining quality of life, values and retaining ownership of its future.

## **Key strategic themes**

The four themes formed from the community engagement process include:

### **(1) An empowered and spirited community:**

A community that leverages the skills, knowledge and facilities of the Shire, to build a strong sense of community.

### **(2) Economic hub of the Northern Goldfields:**

A diverse, local economy that encompasses mining support, transport services, medical services and vocational training services.

### **(3) Forward thinking environmental management:**

Manage the impact of our activity on the environment in a practical and sustainable manner.

**(4) Innovative and proactive Shire and Councillors:**

Equip our staff and councillors with the skills to lead the Shire into the future.

**Monitoring process and next steps**

Our Strategic Community Plan will undergo a full review and assessment every four years. In addition to this, we will undertake regular community consultation as outlined in Section 8 of this plan.

This draft has been created on the basis of consultation with the community and takes into account the resources available to our Local Government to ensure that the Shire is sustainably meeting needs of current and future community members.



# 1. Introduction

This Strategic Community Plan will help shape the services that the Shire of Leonora will deliver over the next ten years.

It has been developed with our community's aspirations and needs at its heart. These have been gathered through an in-depth process of consultation and engagement. We used a number of methods to make sure we sought the view from as wide a range of people in our community as possible including residents, business owners, Councillors, Government Agencies, Local Administration staff and others.

We have grouped the aspirations and needs you shared with us during the consultation into four key themes, each with supporting goals and measures of success. The four themes are:

**(1) An empowered and spirited community:**

A community that leverages the skills, knowledge and facilities of the Shire to build a strong sense of community.

**(2) Economic hub of the Northern Goldfields:**

A diverse, local economy that encompasses mining support, transport services, medical services and vocational training services.

**(3) Forward thinking environmental management:**

Manage the impact of our activity on the environment in a practical and sustainable manner.

**(4) Innovative and proactive Shire and Councillors:**

Equip our staff and councillors with the skills to lead the Shire into the future.

Our Strategic Community Plan will undergo a full review and assessment every four years, as well as interim review every two years. In addition to this, we will undertake regular community consultation as outlined in Section 5 of this plan.

This draft has been created on the basis of consultation with the community and takes into account the resources available to our Local Government.

## 2. Our Community

### About the Shire

The Shire of Leonora is situated within the Northern Goldfields region, covering an area of 32,189 square kilometres and is a service centre for the mining, exploration and the pastoral industry.

A map of the Shire of Leonora appears below to illustrate its size and position within the Goldfields-Esperance region.



Source: Department of Regional Development and Lands

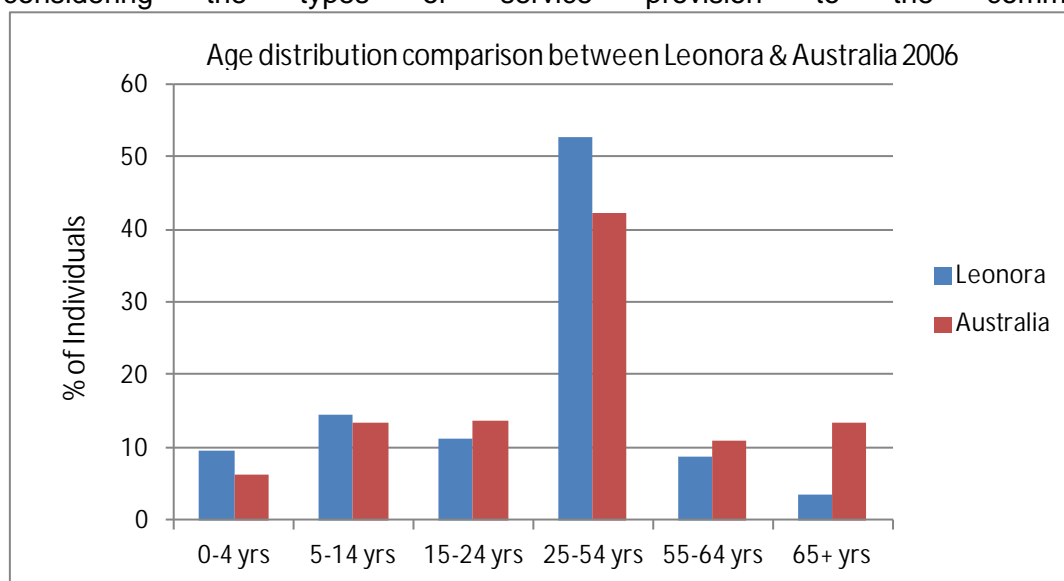
The Shire's main township is Leonora, which is positioned 832 kilometres northeast of Perth and 230 kilometres north of Kalgoorlie. Neighbouring shires include, the Shire of Wiluna, Laverton, Sandstone and Menzies.

There are approximately 700 dwellings in the Shire, with 350 houses in the town site of Leonora and around 280 in the town site of Leinster. The Shire of Leonora is also host to a large number of fly in – fly out mining workforce for around seven gold mining companies and several nickel mining companies.

The Shire has an estimated residential population of 1,875 in 2010, comprised of 60% male and 40% female residents. Indigenous residents account for 12% of the Shires population and up to 23% of the Shire residents are born overseas, however only 9%

speak a language other than English at home. However accounting for the FIFO population within the Shire and those residing semi-permanently within Leinster, the population within the Shire reaches approximately 6,000. This results in the Shire not receiving a direct income yield from FIFO workers who are registered in other local government areas, impacting on the resources available to the Shire to provide services to the community.

The age distribution within the Shire is similar compared to the wider Australian population, as illustrated in the graph below. However the Shire has a higher percentage of residents between the ages of 25-54 and a lower percentage of residents over the age of 55 years. While it is clear that there is a higher proportion of those of working age (25-54 years), the statistics indicate that there is a far lower proportion of elderly (65+ years) in the Shire, which suggests that residents may be retiring to areas outside of the Shire. This must be a consideration for the Shire when considering the types of service provision to the community.



The main industry of employment within the Shire is mining, followed by mining support services and manufacturing. The average salary is \$67,413 and the unemployment rate within the Shire is 3.1%.

### Local History

The establishment of the twin townships of Leonora and Gwalia originated in 1896 after the discovery of gold within the region. Leonora then became the largest centre on the north eastern Goldfields and by 1908 had up to seven hotels, general stores, chemists, tailors and bakeries.

In 1963 the closure of the Sons of Gwalia mine substantially effected the population in the town site Gwalia, as the demand for commercial and business enterprises in Gwalia decreased as the mining population departed. The population in Gwalia became negligible; however the town site of Leonora survived the closure of the mine as a result of the alternative economic revenue streams from district administration, as well as being a rail head and supply centre.

With the increase in gold prices in the 1980s, interest in gold mining within the Shire was again renewed. Gold has continued to be produced in large quantities within the Shire to the present day.

Nickel was also discovered within the Shire and a mining town site of Leinster was established in 1976 to support the nickel mine of the Agnew Gold Mining company. Leinster has since flourished and has a residential population of approximately 700 people as well as up to 700 fly-in-fly-out personnel.

### **Transport links**

Leonora is serviced by regular public air transport services, which depart from the Leonora airport four times a week on Monday, Wednesday, Thursday and Friday. Leinster town site is also serviced regularly by air transport services, three days a week.

By car, Leonora can be accessed from Perth via Kalgoorlie using the Great Eastern highway to Kalgoorlie and then the Goldfields highway. Public bus transportation between Leonora and Perth is also available. The Shire has 363 km of sealed roads and 1213 km of unsealed roads.

### **Principal industries**

Leonora is a service centre for mining exploration, mining services and the pastoral industry. The Shire hosts around seven gold mining companies, as well as several nickel mining companies. The mining industry in the Shire employs up to 856 people, followed by the manufacturing industry at 165 and the construction industry at 125 people. Fostering and supporting diverse industry within the Shire is a consideration for the local government to ensure the sustainability of the Shire beyond mining.

The pastoral sector is the primary form of agriculture within the Shire which employs up to 23 persons. Large scale pastoral stations within the Shire include Leinster Downs, Pinnacles, Yakabindie, Yeelirrie and Weebo. The primary stock for the Shire pastoral stations is largely cattle.

Tourism is a growing and developing industry within the Shire, which offers a range of accommodation and activities for visitors. Visitors to the Shire can obtain details of attractions within the Shire, such as visiting the historic Gwalia Museum and Village, as well as souvenirs and clothing from the Leonora Tourist and Information Centre.

### **Regional context**

The Shire of Leonora is part of the Goldfields Esperance Regional Collaborative Group ("GERCG") which is made up of ten shires across the region, with an approximate population of 58,000 residents and covering an area of 771,296 square kilometres, which is just under a third of the total land mass of Western Australia.

The mining and processing of mineral resources is the primary industry within the region, complemented by the subsequent commercial services. The region also has a strong agricultural industry, as well as a focus on tourism particularly in the southern parts of the region.

The Goldfields-Esperance region faces a variety of challenges with those most relevant to the Shire being:

- **Retaining a skilled workforce with requisite skills** The labour force of the Goldfields-Esperance Region has remained steady and the unemployment rate in the region was in decline from 2001-02 dropping to a 10 year low of 2.8 per cent in 2006-07 at the height of a mining boom. The mining industry is the largest employer in the Goldfields-Esperance Region
- Providing **infrastructure** to a relatively small and geographically diverse population with limited capacity for economies of scale
- **Population trends** The estimated resident population of the Goldfields-Esperance Region in 2009 was 58,727. This constitutes 2.6 per cent of the total population of Western Australia. In the decade to June 2009, the region's population increased at an average annual growth rate of 0.4 per cent. Both fluctuations in population across the region are directly linked to the state of the mining industry (Goldfields-Esperance: A region in profile 2011, Department of Regional Development and Lands WA 2011). The population trend for the Goldfields-Esperance region is expected to increase in line with the Western Australian Planning Commission's estimate to 65,400 by the year 2031

## 3. Your Council and Shire

### 3.1. Councillors

Councillors have a specific role in relation to developing the local government's vision and long-term goal setting with appropriate key performance indicators (KPIs). These are responsibilities that require specific skills and experience.

The Shire's seven Councillors will facilitate the development and implementation of our community's aspirations and goals. The Councillors meet monthly to discuss issues and imperative areas arising in the community along with general council matters.

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(President)**

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LEONORA WA 6438

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(Deputy President)**

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### 3.2. Executive Team

The Executive Team has a responsibility to translate the priorities and focus areas of this plan into an implementable Corporate Business Plan, to create an environment for their residents that is safe, healthy and contributes to the quality of life of the broader community in line with our aspirations voiced by our people.

**Jim Epis**

Chief Executive Officer

**Tanya Browning**Deputy Chief  
Executive Officer**Dan Yates**Manager of Works &  
Services

### 3.3. Shire of Leonora in a Snapshot

The 2010/11 financial year has seen a major paradigm shift in the way that Local Government will go about its business in the future. The Integrated Planning and Reporting Framework has only just been legislated in late 2011, amending the way our local government plans for the future. The snapshot below portrays where our council is at this current moment in time. From this starting point, we hope to grow vastly in line with our Strategic Community Plan and Corporate Business Plan developed in line with local governments' required legislative changes.

<b>Annual Revenue</b>	<b>\$ 8,631,563</b>
<b>Annual Expenditure</b>	<b>\$ 6,998,680</b>
<b>Number of Employees</b>	<b>19</b>
<b>Number of Electors</b>	<b>617</b>

According to the most recent annual report for year ending 2010/11, the annual revenue for the Shire was approximately \$8.6 million with annual expenditure at approximately \$7million in the same year. The Shire was able to report a positive operating result for the 2010/11 financial year, however until an Asset Management Framework is implemented and reflected into the Long Term Financial Plan, it is not possible to make a definitive judgement about the Shires financial position. In the short term with net assets of approximately \$53 million and a liquidity ratio of (current assets over current liabilities) of 2.35, the Shire has the ability to service debt in the short term. The Shire employs around 19 staff and has 617 registered electors.

## 4. Planning for the future of the Shire of Leonora

The Shire of Leonora is building on a successful history of community engagement to ensure that the community can grow and thrive as a vibrant and attractive place to live, work and visit.

Developing our aspirations and plans for the future will shape the delivery of services to the community and the direction of economic development. This integration of community aspiration and service delivery is called the Integrated Planning and Reporting Framework (IPR). This will ensure that the Shire of Leonora's policies and services are aligned to the community's aspirations.

### Our IPR process

The process, driven by this 10-year Strategic Community Plan will create a 4-year Corporate Business Plan to ensure that we deliver the community's aspirations. This will:

- Strengthen our council's strategic focus; and
- Improved local government sustainability

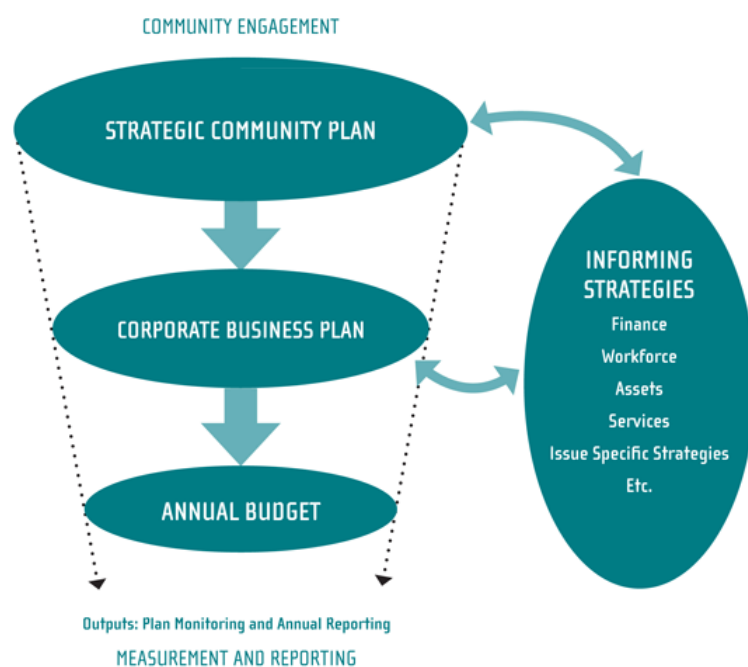
### Governance

This Strategic Community Plan, which represents the needs and aspirations of the community, has been developed by the Shire's Councillors and sets out the vision for the next 10 years. It was formally adopted by the Shire of Leonora at the Ordinary Council Meeting on the 21<sup>st</sup> of March 2012.

The task of turning this vision into a reality rests with Shire's Administration function. They will set out how this will be achieved in a 4-year Corporate Business Plan ("CBP").

Alongside the CBP, the Administration will create a 10-year Long-Term Financial Plan and a 5-year Asset Management and Workforce Plans which will set out the resources needed to deliver the CBP.

The Councillors will conduct a major review of the progress towards achieving the 10-year plan every 4 years.





# 5. Engaging our community

## Current Methods of Obtaining Community Feedback

Your views, values and aspirations, are at the heart of this Strategic Community Plan (SCP). The groups consulted include;

- Residents;
- Community groups;
- Charity groups; and
- Businesses.

The Shire of Leonora employs a variety of methods to collect community feedback. These individual methods are part of our community engagement approach and individual results are collected and published via the Shire website.

Methods include:

- **Annual community satisfaction surveys** to gauge community perceptions on areas of importance and the Shire's performance relative to those areas (the participation and results are published);
- **Workshops** that stimulate engagement and involvement in creating the Shire's strategic direction and activities;
- **Council meetings** where local residents and the wider community are invited to attend; and
- Other techniques such as **newsletter distribution, informal conversations between community members and Councillors** and **online council website enquiries**.

These consultation activities have allowed for a broad understanding of the community's aspirations to be captured which has led to the development of the themes in the following section. These themes will be subject to further community engagement during reviews and revalidation of the plan.

The Council's commitment to community engagement is embedded in our consultation approach which includes:

- Formal and comprehensive consultation exercises every 4 years as part of the review process for this plan;
- Annual published community satisfaction surveys;
- Our regular council meetings where local residents and the wider community are welcome to attend;
- Quarterly newsletter and access to online website enquiries; and

Signed: \_\_\_\_\_

President: \_\_\_\_\_

- Ongoing ad-hoc informal engagement opportunities throughout the year as part of the Shire's day-to-day activities.

## 6. Results of consultation process

A summary of the issues raised by the community during the community engagement process include the following:

### Social Issues

- Limited aged care facilities provided within the Shire
- Loss of population as community members living in Leinster may not wish to live within the Shire once retired
- Demographics of Shire is changing as a result of FIFO workers
- FIFO workers not listed on electoral role yet utilise Shire services and facilities
- Differing employment rates between Leinster and Leonora
- High cost of entering the rental market as those not working in the mining industry are being priced out of the local rental market

### Economic Issues

- Impact of the volatile prices of metal and gold on the local economy
- High dependence of the pastoral industry on the price of wool
- Limited supporting services in the Shire such e.g. Pharmacy

### Environmental Issues

- Management and costs involved with heritage listed buildings
- Management costs associated with controlling weeds of significance, such as cactus

### Civic Leadership Issues

- High competition in the attraction and retention of qualified staff
- Cost of accommodation/housing for staff as well as the living costs associated with distance
- Limited participation and programs to encourage junior councils and young civic leadership programs
- Limited community understanding of the activities involved in being a Councillor
- Devolution of responsibilities to local government from Federal and State levels of government without appropriate resourcing to facilitate those responsibilities

Community engagement has led to the development of four key themes which will underpin the development of goals and strategies. The goals and strategies under each theme create the framework for the delivery sustainable outcomes to achieve our vision.

### Vision:

The Shire of Leonora will be a progressive Shire supporting its residents in an environment of development while maintaining quality of life, values and retaining ownership of its future.

The four themes formed from the community engagement process include:

**(1) An empowered and spirited community:**

A community that leverages the skills, knowledge and facilities of the Shire to build a strong sense of community.

**(2) Economic hub of the Northern Goldfields:**

A diverse, local economy that encompasses mining support, transport services, medical services and vocational training services.

**(3) Forward thinking environmental management:**

Manage the impact of our activity on the environment in a practical and sustainable manner.

**(4) Innovative and proactive Shire and Councillors:**

Equip our staff and councillors with the skills to lead the Shire into the future.

These four themes summarised above, are further detailed in the following tables in Section 7.

Each theme consists of goals with strategies to achieve them. Each strategy has been allocated a priority based on the timescale for expected implementation and achievement of the strategy. These were allocated by the Shire's administration after consideration and analysis of community consultation results and will be validated during additional community engagement. There are three priorities, high, medium and low as illustrated below:

- High priority            1-4 years (Short)
- Medium priority        5-7 years (Medium)
- Low priority             8-10 years (Long)

The Shire will continue to report progress towards achievement of the goals identified in the Strategic Community Plan to the community using the following methods:

**(1) Annual report:**

The Shire will provide an annual summary of progress towards achievement of the Strategic Community Plan goals within the annual report

**(2) Quarterly newsletter updates on Shire website:**

The Shire will publish quarterly updates reporting on the actions undertaken to date to achieve the Strategic Community Plan goals, which will be available for community review via the Shire's website

## 7. Key themes and strategies

Glossary	
DLG	Department of Local Government
FIFO	Fly-in Fly-out
Golden Gift	Shire of Leonora outback carnival weekend incorporating dirt track horse racing, athlete racing, market stalls, fireworks, bands and street entertainment
GWALIA	Historic mining town site
LIA	Leonora Inter-agency association
Royalties for Regions	Through Royalties for Regions, the equivalent of 25 per cent of the State's mining and onshore petroleum royalties will be returned to the State's regional areas each year as an additional investment in projects, infrastructure and community services

Social Themes						
An empowered and spirited community						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	**Actions
Foster a greater sense of Community	Exhibit the community spirit and showcase sights of the Shire by facilitating events attracting community members and other visitors	Large number of people at events  Strong demand for accommodation by outside visitors		ü		Enhance and develop the Golden Gift
	Promote less tolerance for lawlessness by facilitating the coordination of relevant Government agencies to tackle crime	Decrease in the number of reported incidences of lawlessness	ü			Utilise the Leonora Interagency committee to communicate with the relevant Government authorities
	Support community run sporting, recreational and volunteering initiatives through direct financial assistance; the utilisation of Shire facilities; or the leverage of Shire expertise in a mentoring role	Continuation of sporting, recreational and volunteering initiatives  Utilisation of an events budget  High utilisation of Shire facilities (sporting ovals & buildings) by community groups			ü	Maintain Community grant  Promotion of Shire assistance schemes and the process to obtain assistance  Investigate the regional master plan for sports and recreation and identify the most appropriate opportunities for the Shire
Support our senior residents in <i>their</i> community	Ensure that there is appropriate infrastructure and facilities to service the health and social needs of the Shire's senior residents	Standard facilities and services available in Shire for senior residents, with travel only required for specialist services	ü			Engage with Health & Community care  Lobby Federal and State Government agencies  Investigate the feasibility of accommodation for the elderly

Economic Themes							
Economic hub of the Northern Goldfields							
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	**Actions	
Become the economic focal point for key industries in the Northern Goldfields	Become the further education and vocational hub for the Northern Goldfields region	University regional campus opened in Shire  TAFE regional campus opened in Shire	ü			Open communications with Universities and TAFE organisations	
	Develop Leonora as a transportation hub for the Northern Goldfields and alternate route to the Pilbara	Increase in the number of transportation-related businesses based locally  Extension of the Goldfields Hwy to connect with the Great Northern Hwy		ü		Attract industrial training business to town	
						Open communications with transport industry	
						Support the extension of the Goldfields highway to Great Northern highway	
	Become the regional health hub for the Northern Goldfields	Increase in medical services available to the Shire and its neighbours  Regional Hospital opened in Shire				ü	Lobby the Health Department & Government for the establishment of a regional hospital and aged care facility for the Northern Goldfields
						Increase services provided by Leonora hospital	
Improve essential infrastructure services to accommodate growth	Installation of underground power in the Leonora townsite, reduction in extended power outages  Reduction in number of failing septic systems, provision of sewerage system to majority of Leonora townsite.	ü				Consultation with Horizon Power and Water Corporation	

Environmental Themes Forward thinking environmental management						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	**Actions
Sustainable and effective environmental management	Identification and establishment of a reserve for waste management to meet the growing requirements of the community	Waste management reserve			ü	Identify appropriate land area and conduct a feasibility study
	Reduction in the adverse effects of mining activity around and near the town	Sealed roads near the town Reduction in dust & noise pollution		ü		Sealing works roads just outside the town site to minimise dust  Designated truck parking areas

Civic Leadership Themes Innovative and proactive Shire and Councillors						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	**Actions
Efficient service offerings to the Community	Facilitate more effective delivery of services by Federal and State Government agencies by providing a shared work space for visiting agencies and broking informal coordination of services	Improved service delivery outcomes by agencies for the benefit of the community  Greater Shire awareness of government agencies activities within the Shire  Effective communication and coordination between the Shire and government	ü			Provide facilities for Federal and State government agencies to work from a shared office space provided by the Shire at no/low costs.  Use this opportunity to keep track of Agency activity and to share knowledge



Civic Leadership Themes Innovative and proactive Shire and Councillors						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	** Actions
		agencies				Support and promote the Leonora Inter-Agency ("LIA") initiative
Effective and open engagement with all sections of the community	Clearly engage and communicate with all sections of the community to promote Shire initiatives and ensure that the Shire remains connected with the needs and requirements of the community	Communication strategy	ü			Promote Shire initiatives
		Appointment of Community Development officer				Develop and implement a communication strategy
		More contribution/participation by the Community in Shire initiatives				Recruit a Community Development officer
Plan for continuous improvement of infrastructure and services	Expand the asset management plan and document the asset management policies and procedures that are currently undertaken	Asset Management Plan	ü			Develop and implement asset management planning
		Asset Management Policy and procedures				Document current asset management policies and procedures
		Internal audit records				Conduct annual internal audit
		External audit records				Conduct external audit of assets in line with asset management plan

Civic Leadership Themes Innovative and proactive Shire and Councillors						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	** Actions
	Ensure the Shire's historic GWALIA buildings remain viable for future generations of the community by developing specific asset management plans	GWALIA Asset Management Plan  Acceptance of plans by relevant Heritage group  Securing Heritage funding for restoration work				Organise valuations of the buildings in the GWALIA area
						Engage architects specialising in heritage buildings to identify the future needs of the buildings  Seek heritage funding for the maintenance of historic assets  Utilise the services provided by the GWALIA reference volunteer group to organise building maintenance busy bees
	Consult with the community to identify the community needs for the improvement of infrastructure and services	Community identified improvements of infrastructure and services		ü		Conduct annual stakeholder consultation
Innovative and safe working environment	Create an environment that promotes the finest work from staff by adopting and implementing best management practices, with an emphasis on safety	Performance scorecards & indicators	ü			Development of performance scorecards and indicators
		Legislative requirement handbook				Adhere to DLG guidelines and other good management practices, by developing for staff handbooks identifying legislative requirements
		Adoption of best practice HR management framework				Adopt best practice HR management frameworks

Civic Leadership Themes Innovative and proactive Shire and Councillors						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	**Actions
		Workforce plan				Develop a workforce plan to ensure the efficient allocation of staff and to identify the future staff requirements of the Shire
		Occupational safety and health manual				Develop occupational safety and health manuals
Diversify and strengthen revenue streams	Ensure the Shire receives the maximum grant assistance available to ensure the greatest benefit to the community	Increase in value of grants received		ü		Attract grant funding through lobbying the government for assistance when Shire undertakes non-traditional services
						Investigate grants available that the Shire is eligible to receive
	Plan for adequate supply of residential and commercial land to meet the requirements of the community	Increase in the number of residential and commercial land blocks		ü		Lobby State Housing to release empty blocks to allow the Shire to resell blocks to community
		Increase in the rates revenue				Identify and release residential and commercial land blocks
	Support the continuation and establishment of mining operations within the Shire to ensure sustained economic benefit to the Shire	Increase in the number of smaller mining companies operating within the Shire			ü	Differential ratings on mining tenements
						Invest in Shire-owned mining infrastructure (custom milling – strategy to assist some of the smaller mines to become economic)

Civic Leadership Themes Innovative and proactive Shire and Councillors						
Goal	Strategy	Success Indicator	Short 1-4yrs	Medium 5-7 yrs	Long 8-10yrs	**Actions
Strong leadership planning (develop appropriate succession planning)	Identify the future leadership requirements of the Shire and develop and equip staff to fulfil these positions	Shire trainee scheme	Ü			Develop and implement trainee scheme
		Training sessions attended by staff				Provide opportunities and budget for professional development, career development and training for staff
		Increase in the number of internal promotions				Prioritise and support internal promotion
		Increase in the staff retention rate				Enhance salary packaging including accommodation
		Reduction in the number of Shire vacancies				Identify and backfill key roles
		Employment and development of local/indigenous staff				Identify funding opportunities to develop local/indigenous staff
		Increase in the number of candidates for election				Run community information sessions prior to Councillor elections to increase interest and awareness of the roles and responsibilities of Councillors
	Support and develop Councillors to represent their community effectively	Training sessions attended by Councillors			Ü	Ensure Councillors receive appropriate training to continuously improve their skills and knowledge

## 8. Next Steps

This document is intended to be a live document created with our community's needs and aspirations at its heart.

The on-going process of community engagement will include a formal review process involving:

- § **Major Review** - Every four years, Council will review the vision, priorities and aspirations of the plan with a full and wide ranging community engagement. The plan is renewed in line with contemporary community desires.
- § **Minor Review** - Every two years following a major review and a "Desktop review" with community consultation and council endorsement.

The Council will receive a report from the CEO every twelve (12) months detailing progress made on strategic initiatives to achieve the Strategic Community Plan goals, benefits realised and unrealised and any emerging issues.

In addition the Council has devised a range of techniques and opportunities to engage our community on an ongoing basis:

- § Annual published community satisfaction surveys
- § Focus groups/workshops to stimulate engagement and involvement the Council's activities.
- § Regular informal council meetings where local residents and the wider community are welcome to attend.
- § Quarterly newsletter and access to online website enquiries
- § Other ad-hoc informal engagement opportunities throughout the year as part of the Council's day-to-day activities.

# Forward Capital Works Planning 2010-2015

**Project:** Forward Capital Works Planning  
**Period:** 2010-2015  
**Shire:** Shire of Leonora  
**Date:** Oct-10  
**Project Code:** LEO002  
**LD Adviser(s):** JLD/AW

**Sub-Project:** Sewerage infill program extension  
**Expenditure Type:** Expansion  
**Asset Category:** Sewerage  
**Project Manager:** Ian Mackay  
**Capital Expenditure:** -\$3,000,000  
**Sub-Project Priority:**

<b>Sub-Project Information</b>	<b>Purpose:</b>	Improve amenities in the community so as not to detract from investment opportunities (housing etc)
	<b>Background:</b>	Many septic tanks in the Leonora townsite are beginning to fail. This upgrade will address environmental and health concerns
	<b>Strategic Plan Linkage:</b>	Plan for continuous improvement of infrastructure and services

<b>Funding Sources</b>	<b>Shire Funding:</b>	<b>Revenue:</b> -\$500,000
		<b>Reserves:</b> \$0
	<b>Funding Contributions:</b>	<b>CLGF:</b> -\$1,300,000
		<b>Other:</b> \$0
	<b>Other Funding Sources:</b>	<b>Borrowing:</b> \$0
		<b>Other:</b> -\$200,000
	<b>Source:</b> Water Corp/Other	
	<b>Funding Gap (if applicable):</b> -\$1,000,000	

<b>Whole of Life Costing</b>	<b>Construction Costs:</b>	<b>Capital Cost:</b> -\$3,000,000
		<b>Depreciation Rate:</b> 0%
		<b>Useful Life:</b> 1
		<b>Residual Value:</b> \$0
		<b>Disposal Cost:</b> \$0
	<b>End of Life:</b>	<b>Disposal Cost:</b> \$0
		<b>Residual Value:</b> \$0
		<b>Operating Costs (pa):</b> \$0
		<b>Maintenance Costs (pa):</b> \$0
		<b>Revenues (pa):</b> \$0
	<b>Financing:</b>	<b>Borrowings:</b> \$0
		<b>Loan Term:</b> 0
		<b>Total Interest Expense:</b> \$0
		<b>Total Interest Expense (pa):</b> \$0
		<b>Interest Rate (earnings):</b> 3%
		<b>Interest Rate (earnings) Expense (pa):</b> -\$17,000
		<b>Total Annualised LCC:</b> -\$17,000
		<b>Whole of LCC:</b> -\$17,000

<b>Risk Assessment</b>	<b>Funding Outcome</b>	<b>Impact</b>	<b>Risk</b>
	<b>CLGF Funding Rejected:</b>	<b>High</b>	<b>High</b>
	<b>Service Disruption:</b>	Services impacted resulting in a reduction in service over the short to medium term.	
	<b>CLGF Funding Reduced:</b>	<b>High</b>	<b>High</b>
	<b>Service Disruption:</b>	Services impacted resulting in a reduction in service over the short to medium term.	
	<b>CLGF Funding Delayed:</b>	<b>Medium</b>	<b>Medium</b>
	<b>Service Disruption:</b>	Services impacted resulting in a reduction in service over the medium term.	
	<b>Risk Assessment Comment:</b>	Prioritise areas of immediate concern, and carry out remedial works to address issues of critical importance. Review other projects that can be deferred to meet immediate need	

# Forward Capital Works Planning 2010-2015

**Project:** Forward Capital Works Planning  
**Period:** 2010-2015  
**Shire:** Shire of Leonora  
**Date:** Oct-10  
**Project Code:** LEO002  
**LD Adviser(s):** JLD/AW

**Sub-Project:** Light industrial area development, in particular underground power  
**Expenditure Type:** New Service  
**Asset Category:** Other  
**Project Manager:** Jim Epis/Ian Mackay  
**Capital Expenditure:** -\$1,500,000  
**Sub-Project Priority:**

<b>Sub-Project Information</b>	<b>Purpose:</b>	Diversify and strengthen revenue streams, provide opportunities for local businesses to be established and/or expanded
	<b>Background:</b>	Provide opportunities for industry expansion in Leonora, in response to indicative demand and growth
	<b>Strategic Plan Linkage:</b>	Sale of industrial blocks, development of industrial land

<b>Funding Sources</b>	<b>Shire Funding:</b>	
	<b>Revenue:</b>	-\$80,000
	<b>Reserves:</b>	\$0
	<b>Funding Contributions:</b>	
	<b>CLGF:</b>	\$0
	<b>Other:</b>	\$0
<b>Other Funding Sources:</b>		
<b>Borrowing:</b>	\$0	
<b>Other:</b>	-\$1,420,000	
<i>Source:</i>	Sale of Land, R2R	
<b>Funding Gap (if applicable):</b>	\$0	

<b>Whole of Life Costing</b>	<b>Construction Costs:</b>	<b>Capital Cost:</b> -\$1,500,000
		<b>Depreciation Rate:</b> 0%
		<b>Useful Life:</b> 1
		<b>Residual Value:</b> \$0
		<b>Disposal Cost:</b> \$0
	<b>End of Life:</b>	<b>Disposal Cost:</b> -\$2,000
		<b>Residual Value:</b> \$0
	<b>Operating Costs (pa):</b>	\$0
	<b>Maintenance Costs (pa):</b>	\$0
	<b>Revenues (pa):</b>	\$1,550,000
	<b>Financing:</b>	<b>Borrowings:</b> \$0
		<b>Loan Term:</b> 0
	<b>Total Interest Expense:</b> \$0	
	<b>Total Interest Expense (pa):</b> \$0	
	<b>Interest Rate (earnings):</b> 3%	
	<b>Interest Rate (earnings) Expense (pa):</b> -\$2,720	
	<b>Total Annualised LCC:</b> \$1,545,280	
	<b>Whole of LCC:</b> \$1,545,280	

<b>Risk Assessment</b>	Funding Outcome	Impact	Risk
	<b>CLGF Funding Rejected:</b>	n/a	#N/A
	<b>Service Disruption:</b>	#N/A	
	<b>CLGF Funding Reduced:</b>	n/a	#N/A
	<b>Service Disruption:</b>	#N/A	
	<b>CLGF Funding Delayed:</b>	n/a	#N/A
<b>Service Disruption:</b>	#N/A		
<b>Risk Assessment Comment:</b>	0		

# Forward Capital Works Planning 2010-2015

**Project:** Forward Capital Works Planning  
**Period:** 2010-2015  
**Shire:** Shire of Leonora  
**Date:** Oct-10  
**Project Code:** LEO002  
**LD Adviser(s):** JLD/AW

**Sub-Project:** Underground power (Industrial Lots)  
**Expenditure Type:** Expansion  
**Asset Category:** Other  
**Project Manager:** Ian Mackay  
**Capital Expenditure:** -\$800,000  
**Sub-Project Priority:**

<b>Sub-Project Information</b>	<b>Purpose:</b>	Reduce interruptions to power supply and improve amenity of area
	<b>Background:</b>	High winds and vandalism to insulators on power poles sometimes result in power outages of two hours or more
	<b>Strategic Plan Linkage:</b>	Plan for continuous improvement of infrastructure and services

<b>Funding Sources</b>	<b>Shire Funding:</b>	
	<b>Revenue:</b>	-\$800,000
	<b>Reserves:</b>	\$0
	<b>Funding Contributions:</b>	
	<b>CLGF:</b>	\$0
	<b>Other:</b>	\$0
<b>Other Funding Sources:</b>		
<b>Borrowing:</b>	\$0	
<b>Other:</b>	\$0	
<b>Source:</b>	\$0	
<b>Funding Gap (if applicable):</b>	\$0	

<b>Whole of Life Costing</b>	<b>Construction Costs:</b>	<b>Capital Cost:</b> -\$800,000
		<b>Depreciation Rate:</b> 0%
		<b>Useful Life:</b> 1
		<b>Residual Value:</b> \$0
		<b>Disposal Cost:</b> \$0
	<b>End of Life:</b>	<b>Disposal Cost:</b> -\$1,000
		<b>Residual Value:</b> \$0
		<b>Operating Costs (pa):</b> \$0
		<b>Maintenance Costs (pa):</b> \$0
		<b>Revenues (pa):</b> \$0
	<b>Financing:</b>	<b>Borrowings:</b> \$0
	<b>Loan Term:</b> 0	
	<b>Total Interest Expense:</b> \$0	
	<b>Total Interest Expense (pa):</b> \$0	
	<b>Interest Rate (earnings):</b> 3%	
	<b>Interest Rate (earnings) Expense (pa):</b> -\$27,200	
	<b>Total Annualised LCC:</b> -\$28,200	
	<b>Whole of LCC:</b> -\$28,200	

<b>Risk Assessment</b>	Funding Outcome	Impact	Risk
	<b>CLGF Funding Rejected:</b>	n/a	#N/A
	<b>Service Disruption:</b>	#N/A	
	<b>CLGF Funding Reduced:</b>	n/a	#N/A
<b>Service Disruption:</b>	#N/A		
<b>CLGF Funding Delayed:</b>	n/a	#N/A	
<b>Service Disruption:</b>	#N/A		
<b>Risk Assessment Comment:</b>		0	



**10.0 REPORTS OF OFFICERS****10.2 DEPUTY CHIEF EXECUTIVE OFFICER****10.2(D) REVIEW OF CORPORATE BUSINESS PLAN**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 10.2 (D) OCT 12

**SUBJECT:** Review of Corporate Business Plan

**LOCATION / ADDRESS:** Leonora

**NAME OF APPLICANT:** N/A

**FILE REFERENCE:** 9.13

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** Tanya Browning

**OFFICER:** Deputy Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 8<sup>th</sup> October 2012

**BACKGROUND**

With the introduction of the Integrated Strategic Planning Framework, all local governments are required to prepare a ten year Strategic Community Plan. The Shire of Leonora had only just adopted its Strategic Plan following extensive consultation with the community when this framework was released. As a result, a great deal of current community consultation and information was on hand to begin developing a new plan in line with the Integrated Strategic Planning Framework, and further community engagement was also carried out.

KPMG have assisted most local governments in the region with their plans, and in April 2012, a final review was carried out by Council to adopt the plan. Since that time, a Corporate Business Plan was also adopted by Council, and the annual budget was largely formulated using both the Strategic Community and Corporate Business Plan, as well as other documents such as the Forward Capital Works Plan.

In reformatting the Shire of Leonora's original strategic planning document, it has been noted that the current plan does not clearly encompass all aspects of the original document as per community consultation. In particular, projects such as Leonora Townsite Sewerage Infill Extension Program, and Underground Power projects are not easily identified in the current document. However, they are still included in the project table of the Corporate Business Plan, as well as the Forward Capital Works Plan.

The Forward Capital Works Plan clearly show the linkages to the original Strategic Plan, and provides some background as to how the projects came about in the first place. Extracts are included in the agenda. To provide better clarity and linkages between operational documents, it is recommended that the Strategic Community Plan and Corporate Business Plan be updated to include these projects in a similar format to other projects listed, and community consultation carried out to provide some explanation of the changes. It should be noted that updated project costs etc will need to be examined when carrying out this task.

**STATUTORY ENVIRONMENT**

Local governments are required to adopt a Strategic Community Plan and a Corporate Business Plan by 30 June 2013. Budgets must be compiled from these two documents after this time.

**POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendation of this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications resulting from the recommendation of this report, although consistency between the integrated planning documents will reduce the risk of oversights when preparing budgets etc.

**STRATEGIC IMPLICATIONS**

The attached plan will form the direction for future budget considerations to achieve goals etc within the Shire of Leonora's Strategic Community Plan.

**RECOMMENDATIONS**

That the attached review of the Shire of Leonora Corporate Business Plan be adopted.

**VOTING REQUIREMENT**

Absolute Majority

**COUNCIL DECISION**

**Moved Cr RA Norrie, Seconded Cr MWV Taylor**, that the attached review of the Shire of Leonora Corporate Business Plan be adopted.

**CARRIED BY ABSOLUTE MAJORITY (5 VOTES TO 0)**

# Shire of Leonora

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## **Corporate Business Plan Template**

**2012 - 2016**

# Contents

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# Foreword

Through collaboration at a regional level with the Goldfields Esperance Regional Collaborative Group (GERCG), KPMG was engaged to assist the Shire of Leonora in developing its Corporate Business Plan.

By drawing on various documents and plans already in place, the corporate business plan will assist the Shire of Leonora to meet its obligations under the new Integrated Planning and Reporting (IPR) framework. All local governments are required to be compliant with this new framework by 1 July 2013.

The Corporate Business Plan will assist to ensure that the management team at the Shire have some documented plan in place to deliver the objectives set out in the Strategic Community Plan, and ensure that adequate consideration to resource these initiatives is undertaken (noted in the budget column within action lists).

Staff have put in a great deal of work and time to get to this starting point, and I am sure that further development and improvements of the Corporate Business will take place during annual reviews. We are always striving to ensure a high level of compliance in our day to day operation, which we will continue to do whilst implementing the IPR framework.

JG Epis  
Chief Executive Officer

# 1. Introduction

The 4 Year Corporate Business Plan (CBP) activates the community aspirations that have been identified in the 10 Year Strategic Community Plan (SCP). It sets the strategic priorities that will drive the operation of the local government over the short to medium term, taking consideration of the human resources, assets and financial capacity of the local government. The SCP and CBP are inter-related, as changes in the SCP can impact and require review and adjustment in the CBP.

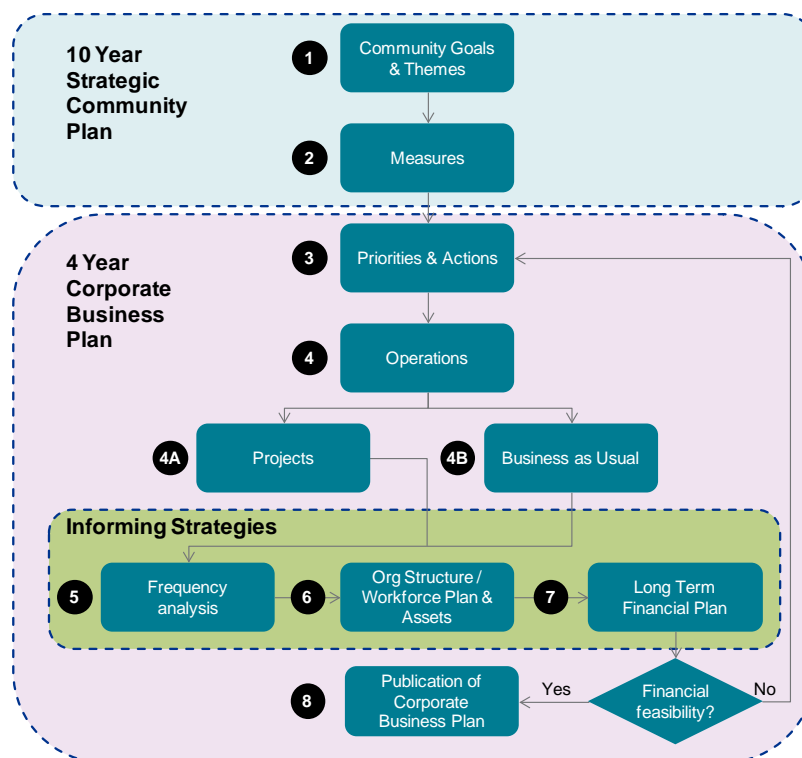
The CBP ensures the integration of the following informing strategies:

- Long Term Financial Plan;
- Workforce Plan;
- Asset Management Plan;
- Service Plans; and
- Issue Specific Plans.

The CBP is a dynamic, living document that is reviewed annually and adjusted according to the minor and major review cycles of the SCP, as well as a result of any performance and internal or external issues that will have an impact in the near future.

The following diagram illustrates the process undertaken to develop the CBP.

Figure –CBP process



## Vision and values

The vision that was developed from community consultation for the Strategic Community Plan continually drives the strategies and actions outlined in the CBP.

The vision for the Shire of Leonora is:

*The Shire of Leonora will be a progressive Shire supporting its residents in an environment of development while maintaining quality of life, values and retaining ownership of its future.*

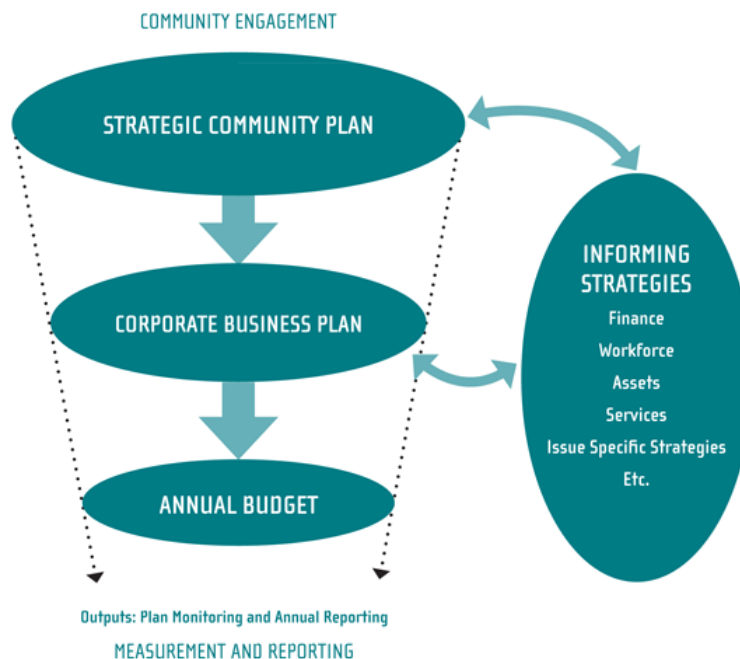
## What is Integrated Strategic Planning and Reporting?

The Integrated Planning and Reporting (IPR) Framework has been established in order to allow Local Governments to plan sustainably for the future and to equip their organisations to respond to short, medium and long term community requirements.

The three major components of the IPR include:

- 1) Strategic Community Plan
  - 10 year plan
  - Provides the long term view informed by community aspirations
- 2) Corporate Business Plan
  - 4 year plan
  - Activates SCP
  - Integrates other plans
  - Reviewed annually
- 3) Annual Budget
  - Driven out of the annual CBP review process.

Figure –IPR process



Supporting and informing the above components are strategies such as:

- 1) Long Term Financial Plan
  - 10 year plan
  - Sustainable financial management
- 2) Asset Management Plan
  - 10 year plan
  - Management of local government's assets
- 3) Workforce Plan
  - 4 year plan
  - Workforce requirements to deliver CBP
- 4) Services
- 5) Issues specific strategies

## Why are we doing this?

The CBP is a way of ensuring that the aspirations of the community are realised, through a program of work that details the timeframe, accountabilities, resources required and the cost.

The CBP is a tool that the administration will use to strategically direct the local government's program of work. The administration is accountable for both the completion of actions within the CBP as well as the overall performance of the local government.



## A Map of Guiding Principles

The key principle of the planning process is to provide both the future aspirations of the community for the local government and a sustainable path to achieve them.

To develop the CBP the following analysis was completed:

- 1) **External analysis** – we have considered relevant external factors that could impact on operations;
- 2) **Operational Risk Assessment** – we have identified and put in place a plan to manage operational risks that could affect the local government's ability to deliver services and projects;
- 3) **Internal Analysis** – we have analysed and made improvements to our internal capability to ensure we can deliver the vision and priorities that the community has voiced;
- 4) **Integration** – we have incorporated and considered all of our strategies, operational requirements and other business considerations;
- 5) **Resource Capability analysis** – we have and will continue to assess the resource plans (e.g. Assets, Workforce, Finance) to determine our business-as-usual capability to deliver on the priorities outlined in the SCP;
- 6) **Service/Project Evaluation** – we have identified the methods to assess and evaluate our services and projects to ensure they are aligned with the strategic direction of our local government in a way that is cost effective and sustainable; and
- 7) **Organisational Development** – we have and will continue to communicate throughout our local government the vision and values voiced by the community and ensure that our operational systems are aligned to our strategic objectives.

## 2. Priorities and Planning

This section identifies the actions required to achieve the goals and priorities identified in the SCP. The guiding principles of external and internal analysis, integration of plans within our resource capability are utilised to ensure goals are achieved in a sustainable manner.

The following aspirations or goals from the SCP will be a priority of this CBP:

**(1) An empowered and spirited community:**

A community that leverages the skills, knowledge and facilities of the Shire, to build a strong sense of community.

**(2) Economic hub of the Northern Goldfields:**

A diverse, local economy that encompasses mining support, transport services, medical services and vocational training services.

**(3) Forward thinking environmental management:**

Manage the impact of our activity on the environment in a practical and sustainable manner.

**(4) Innovative and proactive Shire and Councillors:**

Equip our staff and councillors with the skills to lead the Shire into the future.

The following tables outline the actions and their relationship to the goals and strategies in the SCP. Each action has a corresponding priority level, success indicator, accountable staff member/s and timeframe as detailed further below:

**1) Priority**

Goals have been determined in the SCP and have been assigned rankings of importance (high, medium, or low) ;

**2) Success indicator**

Measure of how the community and Councillors will know when the action has been completed successfully;

**3) Budget**

The financial requirements to complete the action;

**4) Responsible person/s**

Person/s accountable for the completion of the action; and

**5) Timeframe**

Length of time required to complete the action.

<b>Social 1</b>								
An empowered and spirited community								
<b>Goal 1.1</b>								
Foster a greater sense of Community								
<b>Strategy 1.1.1:</b>						<b>Priority:</b>		
Exhibit the community spirit and showcase sights of the Shire by facilitating events attracting community members and other visitors								
<b>Outcome Sought:</b>								
Increase attendance at Shire festivals like the Golden Gift weekend Strong sense of town ownership, pride and spirit amongst the community								
Actions		Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Promote an annual program of arts, cultural and festivals events	Annual Program of arts, culture and festival events published and communicated through relevant channels	\$2,000	Chief Executive Officer				
<b>b</b>	Collaborate with Tourism Groups such as the Goldfields Tourism Network to promote tourism within the Shire and the region.	Tourism groups actively promoting tourism within the Shire and the region.	\$30,000 (contributions also from regional neighbours)	Chief Executive Officer				
<b>b</b>	Enhance, develop and promote the Golden Gift	Large number of people at events  Strong demand for accommodation by outside visitors	To be utilised within existing \$400,000 allocation	Chief Executive Officer				

<b>c</b>	Enter the Shire in Australian Tidy Town competition and work with the community in the coordination of the competition	Community participation in Australian Tidy Town competition	\$3,000 (inc \$1,000 contribution from community)	Chief Executive Officer				
<b>d</b>	Set up a program to present awards that recognise and celebrate outstanding community spirit and leadership	Process where annual consideration is given to awarding community members for community spirit and leadership is held annually	\$1,500 (to be included within refreshments and receptions budget)	Community Development Officer				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Communication Strategy</li> <li>2) <b>Economic Development Plan</b></li> </ol>								

**Social 1****An empowered and spirited community****Goal 1.1****Foster a greater sense of Community****Strategy 1.1.2:**

Promote a sense of community through encouraging law abiding citizens and coordination of relevant government agencies to tackle crime

**Priority:****Outcome Sought:**A community that respects each others values and property and behaviour expected  
Agencies working collaboratively to tackle any law abiding issues

	Actions	Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Work with groups (and state agencies) to refer to a document consolidating views of the community and working toward improvement	LIAM group and other relevant agencies using document	Existing staff resources, budget provision of \$2,000 to host interagency meeting	Chief Executive Officer				

**Interdependencies to other plans:**

- 1) Communication Strategy

<b>Social 1</b>								
An empowered and spirited community								
<b>Goal 1.1</b>								
Foster a greater sense of Community								
<b>Strategy 1.1.3:</b>						<b>Priority:</b>		
Support community run sporting, recreational and volunteering initiatives through direct financial assistance; the utilisation of Shire facilities; or the leverage of Shire expertise in a mentoring roles								
<b>Outcome Sought:</b>								
Diverse range of community sporting and recreational activities supported by a strong base of volunteers								
Actions		Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Identify and implement the most appropriate sport and recreation opportunities for the Shire	List of identified opportunities that are feasible to implement within the Shire	Utilise existing staff budget Utilise approx. \$5,000 of existing provision for contractor/grant consultant	Deputy Chief Executive Officer				
		Relevant opportunities for the Shire have been implemented						
<b>b</b>	Encourage volunteerism in by identifying successful policies, strategies and actions to encourage increased volunteer base.	Communication channels are open with other Shires in the region with strategies documented and being implemented	Utilise existing staff budget	Deputy Chief Executive Officer				

<b>c</b>	Promotion of Shire assistance schemes and the process to obtain assistance	Continuation of successful sporting, recreational and volunteering initiatives  High utilisation of Shire facilities (sporting ovals & buildings) by community groups	Staff time only (no additional resource required)	Deputy Chief Executive Officer				
<b>d</b>	Maintain Community grant	Utilisation of an events budget	\$80,000	Deputy Chief Executive Officer				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Annual Budget</li> <li>2) Communication Strategy</li> <li>3) Regional Master Plan</li> </ol>								

<b>Social 1</b>								
An empowered and spirited community								
<b>Goal 1.2</b>								
Support our senior resident in their community								
<b>Strategy 1.2.1:</b>						<b>Priority:</b>		
Ensure that there is appropriate infrastructure and facilities to service the health and social needs of the Shire's senior residents								
<b>Outcome Sought:</b>								
Attraction and retention of senior residents retiring to the Shire								
Range of services available within the Shire servicing the requirements of senior residents								
Actions		Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Engage with the senior residents and relevant agencies in the community to understand their issues and service requirements	List of identified issues experienced by senior residents  List of service requirements for senior residents	Utilise existing staff labour budget	Chief Executive Officer				
<b>b</b>	Leverage the <b>action 2.1.3.a</b> to communicate to the Department of Health the issues and service requirements identified in the above <b>action a</b>	Improved standard facilities and services available in Shire for senior residents, with travel only required for specialist services	Utilise provision for consultants to assist with lobbying etc	Chief Executive Officer				
<b>c</b>	Undertake a feasibility study of accommodation for the elderly	Accommodation feasibility study	\$30,000 (includes \$20,000 grant income for study)	Chief Executive Officer				



<b>d</b>	Create a Business Case for the development of accommodation for the elderly and seek funding	Accommodation Business case Funding for development of accommodation for the elderly	Utilise existing provision for consultant services	Chief Executive Officer				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Communication Strategy</li> <li>2) Economic Development Plan</li> </ol>								

<b>Economic 2</b>							
Economic hub of the Northern Goldfields							
<b>Goal 2.1</b>							
Become the economic focal point for key industries in the Northern Goldfields							
<b>Strategy 2.1.1:</b> Become the further education and vocational hub for the Northern Goldfields region						<b>Priority:</b>	
<b>Outcome Sought:</b> Diverse range of educational and vocational opportunities within the Shire allowing people to stay within the region to further their education							
Actions	Success Indicator	Budget	Responsible Person	Timeframe			
				2012	2013	2014	2015
<b>a</b> Develop mechanisms to have open communications with Universities and TAFE organisations  Commence communications (what mechanisms?)	University regional campus opened in Shire Remove this	Utilise existing provision for consultant services	Chief Executive Officer				
	TAFE regional campus opened in Shire						
<b>b</b> Utilise GERCG networks to hold discussions with the other Northern Shires to understand their further education (FE) and higher education (HE) requirements	List identifying the FE and HE requirements of the Northern Shires	Utilise existing budgets to attend GERCG meetings	Chief Executive Officer				
<b>Interdependencies to other plans:</b> 1) Communication Strategy 2) Economic Development Plan							

<b>Economic 2</b>								
Economic hub of the Northern Goldfields								
<b>Goal 2.1</b>								
Become the economic focal point for key industries in the Northern Goldfields								
<b>Strategy 2.1.2:</b>						<b>Priority:</b>		
Develop Leonora as a transportation hub for the Northern Goldfields and alternate route to the Pilbara								
<b>Outcome Sought:</b>								
Wide variety of transportation goods and services available within the Shire Increase in the number of transportation businesses and training within the Shire								
Actions		Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Use LIAM and other communications / invitations to attract industrial training business to town	Increase in the number of industrial training courses available within the Shire	Utilise existing staff labour budget	Chief Executive Officer				
<b>b</b>	Use LIAM and schedule events to attract business in the transport industry to the Shire	Increase in the number of transportation-related businesses based locally	Utilise existing staff labour budget. Utilise existing provision from 'Refreshments and Receptions' account	Chief Executive Officer				
<b>c</b>	Continue to support the RRG, GEDC and other regional groups in the extension of the Goldfields highway to Great Northern highway	Extension of the Goldfields Hwy to connect with the Great Northern Hwy	Utilise existing staff labour budget	Chief Executive Officer				

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**Interdependencies to other plans:**

- 1) Communication Strategy
- 2) Economic Development Plan
- 3) Regional Business Plan

**Economic 2****Economic hub of the Northern Goldfields****Goal 2.1****Become the economic focal point for key industries in the Northern Goldfields****Strategy 2.1.3:**

Become the regional health hub for the Northern Goldfields

**Priority:****Outcome Sought:**Residents from surrounding (communities) Shires travelling to Leonora for medical services  
Limited requirement to travel outside of the Shire to receive medical services

	Actions	Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Establish a mechanism to work in partnership with the Department of Health and other relevant government agencies to communicate and identify the healthcares issues in the Northern region  LIAM	Meetings held with the Department on a quarterly basis with minutes taken and available to Councillors	Utilise existing staff labour budget	Chief Executive Officer				
<b>b</b>	Promote and support the establishment of a regional hospital and aged care facility for the Northern Goldfields within the Shire  Agree to this	Increase in medical services available to the Shire and its neighbours  Regional Hospital opened in Shire	Utilise existing staff labour budget	Chief Executive Officer				

<b>c</b>	Encourage the Department of Health to increase the services provided by Leonora hospital	Increase in the number of different services available in Leonora Hospital  Decrease in resident travel outside of the Shire to receive medical services	Utilise existing staff labour budget	Chief Executive Officer				
<b>d</b>	Liaise with Horizon Power and source funding opportunities to improve essential power infrastructure to accommodate growth	Reduction in extended power outages  Increased number of locations of underground power in the Leonora townsite		Chief Executive Officer				
<b>e</b>	Liaise with Water Corporation and source funding opportunities to extend Leonora Townsite Sewerage Infill Program	Decrease in number of failing septic systems in Leonora townsite  Majority of Leonora Townsite has access to sewerage mains		Chief Executive Officer				
<b>Interdependencies to other plans:</b> 1) Communication Strategy 2) Economic Development Plan								

<b>Environmental 3</b>								
Forward thinking environmental management								
<b>Goal 3.1</b>								
Sustainable and effective environmental management								
<b>Strategy 3.1.1:</b> Identification and establishment of a reserve for waste management to meet the growing requirements of the community						<b>Priority:</b>		
<b>Outcome Sought:</b> Sustainable waste management within the Shire								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Research successful initiatives, techniques, best practice and policies and guidelines for the management of waste	List of successful initiatives, techniques and best practice for waste management	Utilise existing provisions for consultant services	Deputy Chief Executive Officer				
		List of relevant policies and guidelines for waste management						
<b>b</b>	Undertake a review of current waste management within the Shire	Report reviewing the current waste management within the Shire	Utilise existing provisions for consultant services	Manager Works Deputy Chief Executive Officer				
<b>c</b>	Analyse 2006 & 2011 Census data to establish the future waste management requirements of the Shire	Report identifying the future waste management requirements of the Shire	Utilise existing provisions for consultant services	Deputy Chief Executive Officer				

<b>d</b>	Develop and implement a Waste Management Strategy	Developed and implemented Waste Management Strategy	Utilise existing provisions for consultant services	Deputy Chief Executive Officer				
<b>e</b>	Identify an appropriate land area to meet the future waste requirements of the Shire and conduct a feasibility study LG Management to put forward a proposal <b>determining how to deal with future waste requirements</b> that considers <b>waterways, prevailing winds, planning considerations, native title required in</b>	Proposal has beendeveloped	Utilise existing provisions for consultant services  Utilise existing staff wages/labour budget	Manager Works				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Asset Management Plan</li> <li>2) Long Term Financial Plan</li> <li>3) Economic Development Plan</li> <li>4) Communication Strategy</li> </ol>								



<b>Environmental 3</b>								
Forward thinking environmental management								
<b>Goal 3.1</b>								
Sustainable and effective environmental management								
<b>Strategy 3.1.2:</b> Reduction in the adverse effects of mining activity around and near the town						<b>Priority:</b>		
<b>Outcome Sought:</b> Industry and the community working and living harmoniously								
	Actions	Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Discuss with MRWA designated truck parking areas off Goldfields Highway	Creation and utilisation of a designated truck parking area	Utilise existing staff wages/labour budget	Manager Works				
<b>Interdependencies to other plans:</b>								
1) Asset Management Plan 2) Mining Economic Development in Shire of Leonora 3) Long Term Financial Plan								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.1</b>								
Efficient service offerings to the Community								
<b>Strategy 4.1.1:</b>						<b>Priority:</b>		
Facilitate more effective delivery of services by Federal and State Government agencies by providing a shared work space for visiting agencies and broking informal coordination of services								
<b>Outcome Sought:</b>								
Coordinated and improved provision of services across all government agencies to the community								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Encourage participation to raise awareness of needs and coordinate community driven initiatives	Person identified to champion and coordinate initiative	Utilise existing staff wages budget	Deputy Chief Executive Officer				
<b>b</b>	Identify appropriate facilities to host Federal and State government agencies. Identify appropriate government agencies who should use the facilities (both those currently working in the community, and those that should)	Identification of appropriate facilities	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Action (a) Champion				

<b>c</b>	Develop mechanisms such as Website advertising (LIAM) for the communication of the available facilities to government agencies	Communications have been made to relevant agencies with increased utilisation of facilities	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Action (a) Champion				
<b>g</b>	Support and promote the Leonora Inter-Agency (LIA) initiative	Increase attendance and implemented actions from LIA	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Action (a) Champion				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Asset management plan</li> <li>2) Communication strategy</li> </ol>								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.2</b>								
Effective and open engagement with all sections of the community								
<b>Strategy 4.2.1:</b>						<b>Priority:</b>		
Clearly engage and communicate with all sections of the community to promote Shire initiatives and ensure that the Shire remains connected with the needs and requirements of the community								
<b>Outcome Sought:</b>								
High community participation at Shire events Open, frequent and diverse conversations between the Shire and the community								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Identify the critical success factors for engagement with Aboriginal residents and FIFO workers using GERCG guidance	List of critical success factors has been developed	Utilise existing staff wages budget	Chief Executive Officer				
<b>b</b>	Develop and implement a Communication Strategy	Communication strategy is developed and being implemented	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Chief Executive Officer				

<b>c</b>	Create a mechanism to ensure all staff and Councillors are aware of the Communication Strategy and identify how they will utilise and update the strategy and be supported in their interactions with the community	Communication Strategy sessions attended by all staff and Councillors  Not necessarily in person sessions	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Chief Executive Officer				
<b>d</b>	Develop a proposal to fund the recruitment of a Community Development Officer	Appointment of Community Development officer  More contribution/participation by the Community in Shire initiatives	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Chief Executive Officer				
<b>e</b>	Use the Communication Strategy to promote Shire initiatives	Increase in community participation at community events	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Community Development Officer				
<b>Interdependencies to other plans:</b> 1) Asset Management Plan								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.3</b>								
Plan for continuous improvement of infrastructure and services								
<b>Strategy 4.3.1:</b> Expand the asset management plan and document the asset management policies and procedures that are currently undertaken						<b>Priority:</b>		
<b>Outcome Sought:</b> Documented and implemented asset management plans, policies and procedures								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Develop Asset Management Plan	Developed Asset Management Plan	Utilise existing staff wages budget Utilise existing provisions for consultant services	Deputy Chief Executive Officer				
<b>b</b>	Implement Asset Management Plan	Implemented Asset Management Plan	Utilise existing staff wages budget Utilise existing provisions for consultant services	Deputy Chief Executive Officer				
<b>c</b>	Document current asset management policies and procedures	Documented Asset Management policy and procedures	Utilise existing staff wages budget Utilise existing provisions for consultant services	Deputy Chief Executive Officer				

**Interdependencies to other plans:**

- 1) Economic Development Plan

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.3</b>								
Plan for continuous improvement of infrastructure and services								
<b>Strategy 4.3.2:</b> Ensure the Shire's historic GWALIA buildings remain viable for future generations of the community by developing specific asset management plans						<b>Priority:</b>		
<b>Outcome Sought:</b> Restored GWALIA buildings and plans for continued maintenance								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Organise valuations of the buildings in the GWALIA area and update Asset Management Plan	Updated Asset Management Plan with accurate GWALIA building valuations	Approximately \$8,000 for valuation services	Deputy Chief Executive Officer				
<b>b</b>	Develop a specific GWALIA Asset Management Plan	Developed GWALIA Asset Management Plan	Utilise provision for consultancy services	Deputy Chief Executive Officer				
<b>c</b>	Engage Architects specialising in heritage buildings to identify the future needs of the buildings	Acceptance of plans by relevant Heritage group	Included within provision for consultant services	Deputy Chief Executive Officer				
<b>d</b>	Develop a proposal to seek heritage funding for the maintenance of historic assets	Securing Heritage funding for restoration work	Included within provision for consultant services	Deputy Chief Executive Officer				



e	Utilise the services provided by the GWALIA reference volunteer group to organise ongoing building maintenance busy bees	Participation at several building maintenance busy bees	Included within provision for consultant services	Community Development Officer				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Asset Management Plan</li> <li>2) Communication Strategy</li> <li>3) Tourism Development Plan</li> </ol>								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.3</b>								
Plan for continuous improvement of infrastructure and services								
<b>Strategy 4.3.3:</b> Consult with the community to identify the community needs for the improvement of infrastructure and services						<b>Priority:</b>		
<b>Outcome Sought:</b> Visible improvements in infrastructure and services to which the community was consulted								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Create and conduct annual stakeholder consultation to identify infrastructure and services that require improvement	List of improvements required for Shire infrastructure and services	Utilise existing staff wages budget  Utilise existing provisions for consultant services					
<b>b</b>	Develop Infrastructure and service line plans with acceptable variances to be reviewed monthly and any deviation to be flagged	Developed Infrastructure and service line plans	Utilise existing staff wages budget  Utilise existing provisions for consultant services					

c	Conduct quarterly internal checks to support the improvement of infrastructure and services are being made and updates to individual plans	Quarterly check reports are being conducted	Utilise existing staff wages budget  Utilise existing provisions for consultant services					
<b>Interdependencies to other plans:</b> 1) Asset Management Plan 2) Communication Strategy								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.4</b>								
Innovative and safe working environment								
<b>Strategy 4.4.1:</b>						<b>Priority:</b>		
Create an environment that promotes the finest work from staff by adopting and implementing best management practices, with an emphasis on safety								
<b>Outcome Sought:</b>								
A work environment with clear policies and procedures with minimal safety incidents								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Continue to liaise with the Shire of Wiluna and other administrations within LGMA, GERCG and other networks to share and utilise policies, procedures and handbooks	Sharing of policies, procedures and handbooks amongst the GERCG	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Chief Executive Officer				
<b>c</b>	Adhere to DLG guidelines and other good management practices, by developing for staff handbooks identifying legislative requirements, which are easily updateable	Legislative requirement handbook	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Deputy Chief Executive Officer				

<b>d</b>	Adopt best practice HR management frameworks	Best practice HR management framework has been identified and adopted by the organisation	Utilise existing staff wages budget Utilise existing provisions for consultant services	Deputy Chief Executive Officer		■	■	■
<b>e</b>	Develop a workforce plan to ensure the efficient allocation of staff and to identify the future staff requirements of the Shire	Workforce plan	Included within strategic planning allocation	Chief Executive Officer	■			
<b>f</b>	Develop occupational safety and health manuals	Occupational safety and health manual	Utilise services of LGIS for this (approx. \$9,000 per annum)	Deputy Chief Executive Officer	■	■		
<b>Interdependencies to other plans:</b>								
1) Communication Strategy								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.5</b>								
Diversify and strengthen revenue streams								
<b>Strategy 4.5.1:</b>						<b>Priority:</b>		
Ensure the Shire receives the maximum grant assistance available to ensure the greatest benefit to the community								
<b>Outcome Sought:</b>								
Increase in the value of grants received by the Shire in order to continue a high quality of services to the community								
	<b>Actions</b>	<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Consult with the Shire of Laverton & Wiluna to understand the critical success factors and their progress towards employing a grant officer	List of critical success factors for employment of a Grants Officer	Utilise existing staff wages budget	Chief Executive Officer				
	Use Workforce Plan to identify if a Grant Officer would be appropriate for the Shire – develop a proposal if appropriate	Developed business case for employment of a Grants Officer	Utilise existing provisions for consultant services					
<b>b</b>	Investigates the grants available that the Shire is eligible to receive	Increase in number of grants the Shire applies for	Utilise existing staff wages budget	Community Development Officer				
			Utilise existing provisions for consultant services					

c	Create a mechanism to communicate with the government to request additional grants when the Shire is required to undertake non-traditional services	Increase communication with government  Increase in the value of non traditional grants received	Utilise existing staff wages budget  Utilise existing provisions for consultant services	Chief Executive Officer				
<b>Interdependencies to other plans:</b> 1) Workforce Plan 2) Communication Strategy								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.5</b>								
Diversify and strengthen revenue streams								
<b>Strategy 4.5.2:</b>						<b>Priority:</b>		
Plan for adequate supply of residential and commercial land to meet the requirements of the community								
<b>Outcome Sought:</b>								
Increase in residential home ownership Increase/expansion in commercial businesses within the Shire								
	Actions	Success Indicator	Budget	Responsible Person	Timeframe			
					2012	2013	2014	2015
<b>a</b>	Continue to identify residential and commercial land blocks to release	Identified residential and commercial land blocks	Utilise existing staff wages budget	Deputy Chief Executive Officer				
<b>b</b>	Create and a proposal to Council for the release of residential and commercial land blocks	Developed Business Case Increase in the number of residential and commercial land blocks Increase in the rates revenue	Utilise existing staff wages budget	Deputy Chief Executive Officer				
<b>c</b>	Leverage relationships developed in <b>action 1.1.3.b</b> to seek information and to promote State Housing to release empty blocks to allow resale of blocks to the community	Increase in the number of residential land blocks Increase in the rates revenue	Utilise existing staff wages budget	Deputy Chief Executive Officer				



**Interdependencies to other plans:**

- 1) Communication Strategy
- 2) Asset Management Plan

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.5</b>								
Diversify and strengthen revenue streams								
<b>Strategy 4.5.3:</b>						<b>Priority:</b>		
Support the continuation and establishment of mining operations within the Shire to ensure sustained economic benefit to the Shire								
<b>Outcome Sought:</b>								
Full spectrum of mining companies operating within the Shire and/or utilising mining services within the Shire								
	<b>Actions</b>	<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Utilise data already available through CME to construct differential ratings on mining tenements	Mining Economic Development in Shire of Leonora	Utilise existing staff wages budget	Chief Executive Officer				
	Implement differential ratings on mining tenements if appropriate	Differential rates on mining tenements						
<b>b</b>	Develop a business case for the investment in Shire-owned mining infrastructure such as a custom mill	Increase in the number of smaller mining companies operating within the Shire	Utilise existing staff wages budget Utilise existing provisions for consultant services	Chief Executive Officer				
<b>Interdependencies to other plans:</b>								
1) Asset Management Plan								
2) Long Term Financial Plan								
3) Communication Strategy								



<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.6</b>								
Strong leadership planning (develop appropriate succession planning)								
<b>Strategy 4.6.1:</b>						<b>Priority:</b>		
Identify the future leadership requirements of the Shire and develop and equip staff to fulfil these positions								
<b>Outcome Sought:</b>								
Strong leadership with the administration, with educated and empowered staff								
	<b>Actions</b>	<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Develop and implement a leadership trainee scheme to provide opportunities and budget for professional development, career development and training for staff	Shire Leadership trainee scheme  Attendance at training sessions	Utilise existing staff wages budget Training provisions as per OHS gap analysis	Deputy Chief Executive Officer				
<b>b</b>	Prioritise internal promotion	Increase in internal promotion  Increase in retention of experienced staff,	Utilise existing staff wages budget Include sufficient training allocation	Deputy Chief Executive Officer				
<b>c</b>	Enhance salary packaging including accommodation	Reduction in the number of Shire vacancies  Increase in retention of experienced staff	Staff housing provisions as per condition assessments Training allocations Staff Wages Provision	Chief Executive Officer				

<b>d</b>	Utilise the Workforce Plan to create succession planning for key roles and ensure deputy positions are in place where required	Reduction in the number of Shire vacancies	Utilise existing wages budget Allocate sufficient training provisions	Deputy Chief Executive Officer				
<b>e</b>	Identify funding opportunities to develop local/indigenous staff	Employment and development of local/indigenous staff	Utilise existing wages budget Allocate sufficient training provisions	Deputy Chief Executive Officer				
<b>Interdependencies to other plans:</b> <ol style="list-style-type: none"> <li>1) Workforce Plan</li> <li>2) Communication strategy</li> </ol>								

<b>Theme 4</b>								
Innovative and proactive Shire and Councillors								
<b>Goal 4.6</b>								
Strong leadership planning (develop appropriate succession planning)								
<b>Strategy 4.6.2:</b> Support and develop Councillors to represent their community effectively						<b>Priority:</b>		
<b>Outcome Sought:</b> Diverse representation of the community on Council Ongoing development opportunities available to Councillors								
<b>Actions</b>		<b>Success Indicator</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>Timeframe</b>			
					2012	2013	2014	2015
<b>a</b>	Host community information sessions prior to Councillor elections to increase interest and awareness of the roles and responsibilities of Councillors	Increase in the number of candidates for election	\$4,000 per election	Deputy Chief Executive Officer				
<b>b</b>	Provide appropriate training to Councillors for continuously improve their skills and knowledge  Consider alternative methods of delivery, local sessions (depending on content)	Training sessions attended by Councillors	\$17,000 per annum to ensure continued development	Deputy Chief Executive Officer				
<b>Interdependencies to other plans:</b>								
1) Communication strategy								
2) Annual Budget								

### 3. Operations

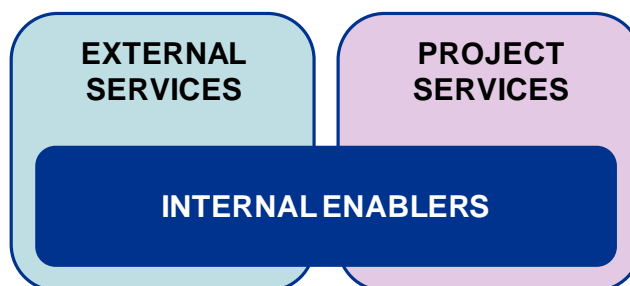
This section outlines the operations within the local government that will deliver services to the community and progress towards the achievement of community goals as identified in the SCP.

Operations within the local government can be categorised into internal and external services as well as project services, as identified below:

- **External services (business-as-usual)** – this is comprised of core service delivery to the community, included those required by government legislation (e.g. events, parks and gardens, bin collection, road and path maintenance);
- **Internal enablers (business-as-usual)** – support services within the local government that ensure the effective running of day-to-day business activities and allow core service delivery to happen (e.g. HR, Finance, Payroll, Program / Contract Management); and
- **Project services (one-off specific projects)** – the delivery of projects as required to meet the Strategic Community Plan objectives. On completion, these projects will become incorporated into the business-as-usual service delivery.

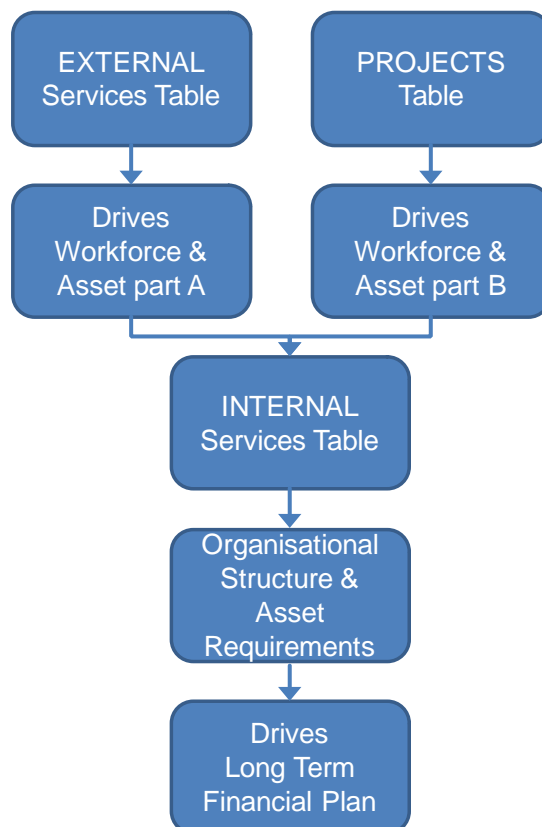
Project services will typically be managed and coordinated by the internal service (that can be identified as Program / Contract Management) as illustrated in the diagram below.

*Figure – Operational categories and relationships*



The following diagram demonstrates the relationship between the internal, external and project services and how they impact and influence Workforce Planning, Asset Management and ultimately, Long Term Financial Planning.

*Figure – Operational categories and relationships*



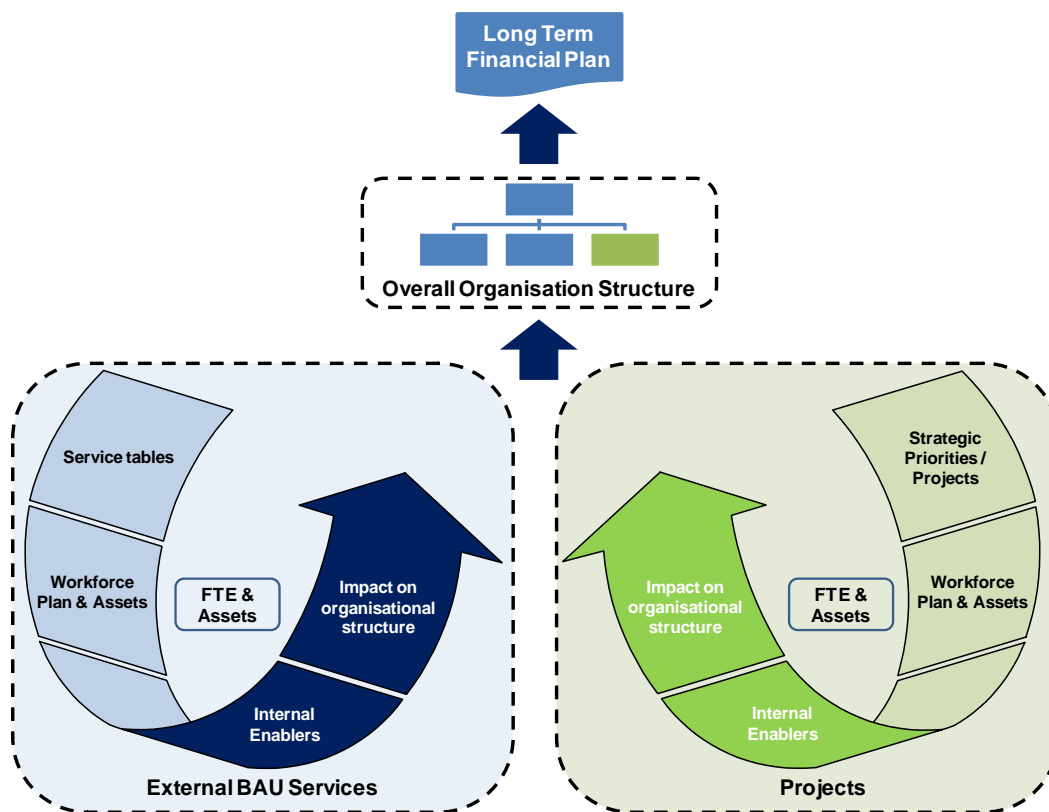
External services are defined by various means that include the following:

- Service levels;
- Service frequency;
- Service delivery options; and
- Charging arrangements.

The external and project service tables later in this section shape the organisational structure of the local government, its workforce and the associated assets that will be required. These then drive the internal enablers that are provided in order to support these and define the staff required, as demonstrated in the following diagram.



Figure – Flowchart showing interaction of the External, Internal and Project Based Services



### Service level and frequency

This section explores the ideal service delivery options and frequencies to be operated by the local government over the following four years. Service level and frequency describe the defined service quality for a particular activity (i.e. roads) or service area (i.e. Street lighting) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

The table sets the baseline for meeting community expectations with regard to external business-as-usual service delivery going forward and allows for the delivery of short, medium and long term strategies, which are key to aligning with community aspirations in the SCP.

Service levels are based on the community's expectations of what and how often a service is delivered. Service levels and frequency have been determined on the basis of extensive community engagement processes and reflect both the community's ideal state balanced with the realistic constraints on the local government. The detail of the frequency of services will be determined during the detailed planning phase.

To ensure the effective and efficient allocation of resources (labour, assets and financial capacity) across day-to-day operations as well as delivery of strategic priorities identified in the SCP, the following service levels and frequencies desired by the community have been outlined.

### Service Frequency

There are several frequencies determined by the community for how often a service occurs:

- Ad hoc
- Daily
- Weekly
- Fortnightly
- Monthly
- Quarterly

### Service Delivery

The local government must provide a range of services and it actively seeks out the most cost effective and efficient manner to do this. Some services are provided conventionally through local government employed staff, however where savings, efficiencies or improved quality outcomes are possible service delivery will be outsourced. Outsourcing is often necessary due to the difficulty of finding and retaining qualified staff or the cost of operating specialised plant and equipment. In these situations services are being maintained or improved for the benefit of local communities in a manner that is sustainable in the medium to longer term.

There are several options for service delivery in terms of how the service is delivered and by whom:

- **Fully Outsourced:** work is fully undertaken by an external contractor
- **Partially Outsourced:** work is partially undertaken by an external contractor
- **Local Government:** work is undertaken by the local government administration
- **Volunteers:** work is undertaken by volunteers in the community

### Charging arrangements

Local governments provide a range of services to communities and must cover the cost of these through various funding sources. The primary source of funding is from general revenue which is made up of rates levied on property owners and State and Australian government grants. Where possible the local government will recoup a fee for service either partially or fully. This is an equitable approach to generating revenue as fees are charged to the community members using facilities or receiving services.

There are several methods available for the payment of a service:

- Fee for Service – Fully recouped (F)
- Fee for Service – Partially recouped (PR)
- Subsidised Service – government funded (G)
- Free at point of use – funded from general revenue (FR)

The table below is a summary of the external business-as-usual services to be performed with an indication of how often and how it will be paid for.

*Table – External business-as-usual Services*

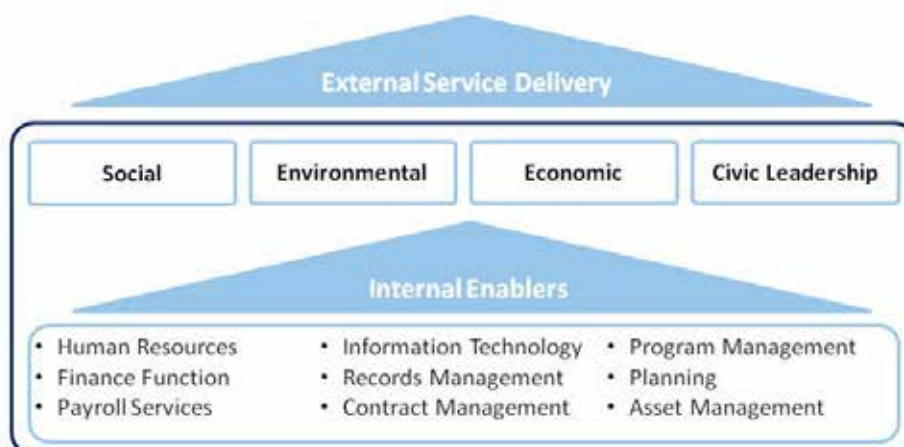
External BAU Service	Frequency	Level	Charging Arrangement
Airport	Daily	LG	F
Asset and building maintenance	Ad-hoc	PO	FR
Building applications, control and licenses	Fortnightly	FO	PR
Bush fire control	Quarterly	LG	G
Cemetery	Fortnightly	LG	PR
Citizenship ceremonies	Ad-hoc	LG	FR
Community development	Daily	LG, V	FR
Community groups	Ad-hoc	LG	FR
Community information services	Daily	LG	FR
Complaint handling	Ad-hoc	LG	FR
Crossovers	Ad-hoc	LG	PR
Cultural development	Ad-hoc	G	FR
Demolition permits	Ad-hoc	FO	PR
Disability services	Ad-hoc	LG	FR
Dog control	Daily	LG	PR
Footpaths / kerbing	Monthly	LG	FR
Health and food inspections	Monthly	FO	FR
Library	Daily	LG	FR
Litter bins	Daily	LG	FR
Natural resource management groups	Ad-hoc	LG	FR
Parks and reserves	Weekly	LG	FR
Payroll	Fortnightly	LG	FR
Planning applications, control and licenses	Ad-hoc	FO	PR
Private works	Quarterly	LG	FR
Public / environmental health services	Monthly	FO	FR
Public buildings for hire	Ad-hoc	LG	PR
Ranger services	Daily	LG	PR
Recreation Centre	Daily	LG	PR
Recreational and sporting services	Ad-hoc	LG	FR
Refuse disposal sites	Weekly	LG	FR
Road and verge construction and maintenance	Weekly	PO	FR, G
Stormwater and drainage	Ad-hoc	LG	FR
Street tree planting	Ad-hoc	LG	FR

External BAU Service	Frequency	Level	Charging Arrangement
Street tree pruning	Monthly	LG	FR
Swimming pool	Seasonal	LG	PR
Tourism	Daily	LG	FR
Traffic control devices	Ad-hoc	LG	FR
Vermin and weed control	Ad-hoc	LG	FR
Visitors Centre	Daily	PO	FR
Waste / refuse collection	Weekly	LG	PR

## Internal Enablers

The local government undertakes a range of activities called internal enablers. These services include human resources, financial management and other functions that support the local government provide services to its community. The diagram below illustrates this relationship:

Figure – Internal Enablers



While the community does not see these internal enabling services, provision of external services would not be possible without these internal enablers. For example, payroll ensures that the local government staff are paid for the work they complete and without payment they would not be completing the service. The list of the internal enablers is captured in the table below.

**\*The following table has been populated with examples\***

Table – Internal enablers within the local government

Internal Enablers	FTE
Human Resources	
Finance Function	
Payroll	
Program Management	
Contract Management	

## Projects Table

The local government has a range of projects being presently undertaken, as well as projects that are in the pipeline and awaiting Council approval. These projects originate from existing operational plans, capital works plans and the community's strategic objectives. All currently active projects as well as potential future projects are listed in the table below.

Table – Current and Future Projects

Project	Descriptor	Approved / Not Approved	\$ Value	Timeframe
Improve footpaths Rajah, Rochester, Otterburn St (1.4km)	Footpaths are nearing the end of their useful life and are now requiring replacement (cracked pavement etc)	Included within FCWP	\$340,000	2013/14
Gold Treatment Plant (Toll Mill)	Provide facility for smaller mining operations to process low tonnage of ore on a fee for service basis. This will assist to support sustainability of smaller mining operations (as well as supporting continued mining rate base) where onsite large scale plant infrastructure is not feasible.	Included within FCWP	9,250,000	2014/15
Building for displaying vintage hearse	To preserve the rich heritage value of the area, and provide for more tourism opportunities. The building will assist to ensure that historical artefacts are properly preserved.	Included within FCWP	340000	2013/14
Rubbish Recycling	Reduce waste in landfill and encourage environmental protection and awareness, by creating a facility at the refuse site to sort recyclable materials, which can then be processed etc.	Included within FCWP	95000	2014/15
Leinster and Leonora Race Clubs - Improve track running rails	Upgrade track running rails to comply with Racing and Wagering specifications, whilst maintaining strong patronage and business associated with regular race meets	Included within FCWP	400000	2015/16
Security Screening	Increase in jet traffic at aerodrome will require more screening and	Included within	300000	2012/13

Project	Descriptor	Approved / Not Approved	\$ Value	Timeframe
Facility at Airport	security at the airport.	FCWP		
Relocation of rubbish tip site	Reduce risk of smoke hazards over town site when fires at rubbish tip occur (naturally and from vandalism). Prevailing winds are from east to west, which is directly toward town site from existing refuse site	Included within FCWP	80000	2014/15
Heating for Pool	Encourage physical activity within the community by allowing more access (longer season) at the aquatic centre	Included within FCWP	200000	2012/14
Extension to CRC	Create more professional video conferencing and meeting place	Included within FCWP	120000	2012/13
Drainage-Rajah street	Prevent flooding (risk of damage to infrastructure) and prevent issues relating to access to airport, industrial area, pastoral stations and recreation facilities	Included within FCWP	500000	2012/13
Digital Television	Provision of high quality service to residents that is accessible in larger regions. Existing service soon to be obsolete	Included within FCWP	10000	2012/13
New golf course	Improved course that is not subject to washouts etc will assist to attract competitions previously held, attracting many participants to the region	Included with FCWP	280000	2015/16
Resealing town streets	Ensure asset life reaches maximum potential	Included within FCWP	600000	2012/13
Resealing town streets (including kerning reconstructions	Ensure asset life reaches maximum potentials	Included within FCWP	600000	2014/15
Water Playground - Malcolm Dam	Visitor and community numbers to this location remain strong. Improvements may encourage more use (physical activity), tourism opportunities etc	Included within FCWP	320000	2015/16
Rural Land to	Diversify and strengthen revenue streams, by catering to demand	Included within	150000	2014/15

Project	Descriptor	Approved / Not Approved	\$ Value	Timeframe
subdivide for hobby farms	and therefore providing opportunities for investment	FCWP		
Recreation Centre Upgrade	Significant increase in use of facility has identified need for increase in available space. Construction of storage facilities will free up space within the centre	Included within FCWP	100000	2012/14
Cycleway and Walkway around town	Many community members are more health conscious now, and physical activity needs to be accommodated in a safe manner for further promotion	Included within FCWP	85000	2013/14
Three phase aged care facility	Retirement, nursing and geriatric accommodation are not available in the area, and residents often find it distressing to disrupt cultural ties by relocating to facilities hundreds of kilometres away. this will increase the opportunity to cater for aged care requirements locally	Included within FCWP	2800000	2014/15
Better Shire staff housing	Provide competitive alternative to FIFO workforces in the region	Included within FCWP	450000	2012/13
Restoration of heritage listed buildings	To preserve rich heritage value of the area, in particular items that are now rare in the state.	Included within FCWP	850000	2012-14
Sewerage infill program extension	Improve amenities in town so as not to deter investment opportunities (housing etc)	Included within FCWP	3000000	2013/14
Extend and Improvement of Street lighting	Provide well lit street frontages to properties, to minimise risk of vandalism etc	Included within FCWP	100000	2012/13



## Operations – summary

In summary, all elements of the local government operations drive the overall labour requirements captured in the Workforce Plan, the assets required to support operations as captured in the Asset Management Plan, and the finances required to fund the activity as captured in the Long Term Financial Plan.

The Corporate Business Plan is intended to link all aspects of the Integrated Planning and Reporting Framework and as changes are made to one component of the plan, these feed into the other components of the plan.

The Workforce Plan is developed by examining the staff required to deliver services externally, internally as well as for projects which occur on a once-off basis. If, for example, a particular project is deemed to be outside of the local government's financial capacity in the Long Term Financial Plan, then a decision should be made not to proceed with the project. This may in turn affect the staff composition, which will feed back into the Workforce Plan, as well as the assets required in the Asset Management Plan, and thus affect financial projections in the Long Term Financial Plan.

The IPR framework is intended to create an iterative foundation for planning and reporting that is flexible not only to the needs of the community, but also within the capacity of the local government to deliver.

# 4. Workforce

## Summary

Workforce planning (WFP) is a core component of the Integrated Planning and Reporting Framework and is imperative to informing the Local Government of how capable it is to deliver the services to the community. The WFP takes into consideration the strategic community plan (SCP); the immediate strategic priorities set by the council; information around external factors impacting the workforce including current and projected economic factors, market factors, competitor factors & the level of supply; data about the current workforce to be sourced including demographics, and position requirements.

The plan incorporates the capability of the labour market in terms of achieving Corporate Business Plan (CBP) objectives; an analysis of the risks currently facing the workforce, recommendations for strategy development, and a high level analysis of how the workforce will need to change over time to deliver the core objectives in the Corporate Business Plan. By completing this process, local governments will have a workforce plan adequately addressing the human resourcing requirements to deliver local government operations in accordance with the amendments specified by the Local Government (Administration) Amendment Regulations (No. 2) 2011.

- The WFP is separated into the following areas:
- Current Workforce Analysis – to provide an overview of the current workforce structure, recruitment and associated issues
- Environmental Analysis – discussion of the factors that influence labour resources in Shire
- Forecast Future Needs - analysis of the Shire's strategic direction/objectives, future projects and the future WFP requirements to meet these strategic objectives from a projects and BAU perspective
- Gap Analysis – high level analysis of future required workforce and the current workforce to determine gaps in FTE numbers and organisational structure
- Strategies Development – Recommendations on the development of both short-term and long-term strategies to address the gap analysis and meet the future workforce requirements

## Organisational Structure

Based on the entire range of inputs that inform the organisational requirements of the local government, a desired 'to-be' future state organisational structure will be generated through the workforce plan.

The organisational structure is designed to flexibly respond to the changing needs of the organisation over the next four years and will be reviewed to ensure that our local

government is meeting the needs of the community as well running as an efficient and effective organisation.

A summary of the responsibilities and accountabilities of each directorate is as follows:

***Corporate & Community Services Team***

- Responsible for finance operations, financial management and rates management
- Provides IT services and support
- Provides administration, reception and customer services
- Promote road safety and provide medical centre support
- Responsible for community services, sports, recreation and youth services
- Provides cleaning services to Shire owned buildings and public spaces

***Other Services Team***

- Responsible for providing health and emergency management services, governance, tourism services, childcare services and building services
- Management and operation of the airport

***Works Team***

- Construction and maintenance of the Shire's roads
- Maintenance of waste, parks, gardens, buildings, plants and equipment and private works

# 5. Assets

## The Need for Asset Management

The Integrated Planning and Reporting Framework (IPR) requires all local governments to plan for the future including considering how our local government will continue to deliver services to the community on a long-term basis.

In the majority of cases service delivery is underpinned by assets, for example to deliver library services, a building is needed to function as a library. If the building fails and the roof leaks for instance, it threatens the delivery of the service.

Asset Management is about ensuring that the local government has the necessary plans in place to ensure that funds and resources are on hand at the optimum time to repair or replace the building roof before it starts to leak and threaten the ongoing delivery of the service.

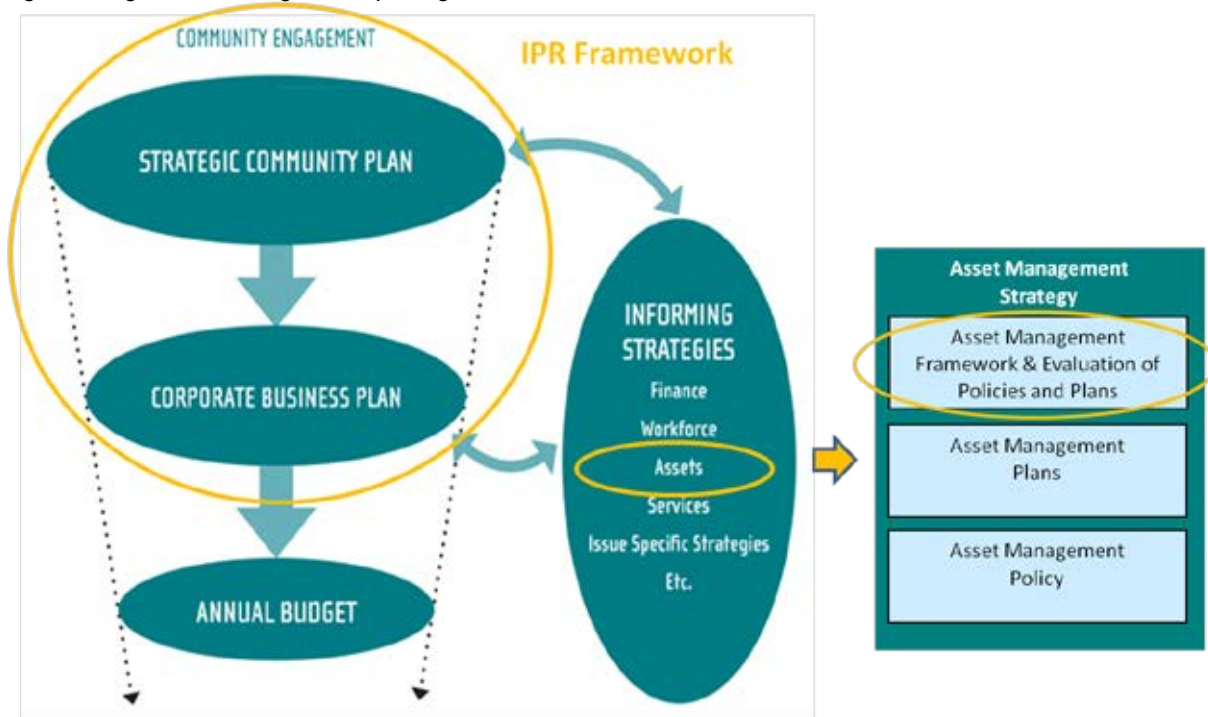
What complicates this issue is that local governments have care, control and responsibility for a large network of differing assets. This network of assets support existing and new service delivery which creates significant demand to renew / refurbish / replace them with finite resources. The management of these assets and the balance of available resources is a complex issue.

The Executive have prepared a separate Asset Management Improvement Framework setting out how we will implement and improve asset management practices and processes. The key objective being credible asset management plans which link to the long-term financial plan (LTFP) and set out what resources we intend to allocate in the coming years.

This Asset Management Improvement Framework (AMIS) is part of the overall Asset Management approach that includes Strategy, Policy, Plans and Systems. The AMIS is a key component of the IPR (as can be seen in Figure below) and sets out the following:

- Where are we now with asset management?
  - Where do we want to be in 5 years time?
  - What are the tasks that we need to undertake to fill the gap?
  - What are the timeframes over which each task will be carried out?
  - Who will be responsible for each task?
- What resources do we need (\$ and/or Officer time) to achieve each task in the selected timeframe.

Figure: Integrated Planning and Reporting Framework



## Asset Management Approach

Asset Management is the task of managing our non-current assets for the lowest lifecycle cost. It is a multi-discipline task combining the key activities of:

- Management;
- Finance;
- Economics; and
- Engineering.

Not all of our property or plant will be considered an Asset. The endorsed Council policy establishes a financial value and/or a minimum useful life that defines what is treated as an Asset. By excluding small value items, the Council ensures that investment and resources on maintenance and renewal are focused in the most efficient and effective way.

In local government we ensure our assets support the required service delivery to the community and they are delivered for the most optimum lifecycle cost. In some instances this will mean we have 3rd parties who own or operate the asset to ensure maximum value. This is referred to as a “non-asset ownership solution”.

We have care, control and responsibility of a diverse and extensive portfolio of infrastructure assets which are used to deliver our services to the community. Assets have been accumulated over a number of years and have been either purchased, constructed or gifted from other tiers of government, private developers or the community.

Assets are often built in waves that align with economic need or prosperity (e.g. post war construction, mining boom, and economic stimulus). Often infrastructure assets are provided by means other than our own source funding e.g. via State or Federal Government grants rather than rates. All these various assets requiring maintenance, refurbishment and renewal that means if we want our services to continue using the relevant assets we need to plan for and ensure suitable expenditure at the correct time.

The most cost effective way to do this is to maintain or renew the asset at the optimum time. Renewing the asset too early wastes life in the asset, renewing the asset too late increases risk and consequently cost. The challenge for us as a local government is to pick the optimum time and ensure that we have the cash and resources on hand to fund the maintenance and renewal at whatever the optimum time is.

A problem that we face in local government is that often the same source of funding that provided the asset does not supply ongoing revenue to maintain the asset and is no longer available to replace the asset when the optimum time arrives. It can also be a significant challenge for most local governments to pick the optimum time for replacement. If we can understand our assets and can estimate the optimum replacement cycle, we can then put in place strategies to ensure the funds and resources are available when required.

At the most basic level we need the following in place in order to achieve the above outcome:

- Know what infrastructure assets we own or control by ourselves;
- Know what condition the infrastructure is in;
- Understand the expected life of the asset;
- Understand the future demand for the service and associated asset;
- Know the cost to provide the service and asset;
- Have a system in place to prioritise resource allocation and that is aligned with our Strategic Community Plan and Corporate Business Plan;
- Have all of the above summarised in an asset management plan; and
- Ensure all our costs are captured in the financial management system and entered into the Long Term Financial Plan.

Asset management is a continually evolving program of strategic planning, implementation and review of data, processes and outcomes. The following diagram show the numerous activities associated within the cycle of asset management.

Figure: Asset Management Cycle



A key message is to ensure we identify all of the steps in the lifecycle of each of our assets and ensure we have clear accountability across the organisation.

### Steps that the Shire of Leonora is taking

The Shire of Leonora has undertaken a series of initiatives in order to adapt to the changing environment presented under the IPR framework. While the broad local government reforms have resulted in this changing landscape, the context provides each local government in Western Australia the opportunity to prepare themselves for future generations. So far we have undertaken the following asset management initiatives:

**Education** – building the knowledge of both our staff as well as our Councillors in order to give them increased awareness of what asset management is, the importance of a robust asset management planning framework, and the key changes that have occurred under IPR. The process of education has been undertaken through internationally accredited WAAMI workshops that were designed to change the way our local government operates in relation to asset management.

**Data Collection** – ensuring we know what assets we have, their condition, maintenance requirements including renewal liabilities, and observing whether or not the data reflects a fair assessment of reality.

**Planning** – putting together a plan for each maintenance groups to cover the following:

- The current state of the assets;
- How we will maintain assets; and
- When the assets need to be reviewed.

Signed: \_\_\_\_\_

President: \_\_\_\_\_

In summary, we have a separate Asset Management Strategy that contains our approach, policy and asset details and together these ensure that we support this Corporate Business Plan and identify the right costs to be recorded in our Long term Financial Plan (LTFP). It should be noted that all financial details of our assets are stored in the asset plans within our Strategy and these are continually updated as items change and tasks are completed.



## 6. Long Term Financial Plan

The Long Term Financial Plan (LTFP) details our costs to deliver the Corporate Business Plan (CBP). It projects financial information beyond the four years of the CBP to cover operations for ten years as a means of capturing the likely financial position over the forward years to give us an indication of our sustainability.

The LTFP is a core component of the IPR framework for local government. The LTFP allows for analysis of financial trends over a ten year period on a range of assumptions and provides us with information to assess resourcing requirements to achieve long term community objectives in a financially sustainable manner.

In developing the LTFP a number of objectives could be realised;

- Critically review the cost of current service levels and ensure this is within likely future financial capacity;
- Ensure that we have the capacity to provide services as a result of community growth or changing demographics;
- Maintain a strong cash position;
- Ensure that we remain financially sustainable in the long-term, with reserve capacity to respond to unexpected opportunities or unpredictable events such as natural disasters;
- Achieve ongoing operating surpluses (excluding non-operational items such as granted assets and capital income - underlying surplus);
- Maintain debt levels at manageable levels;
- Strategically pursue grant funding opportunities;
- Plan rate increases to provide for service delivery that meets reasonable community needs; and
- Ensure that critical infrastructure asset renewal is adequately funded.

The LTFP covers a ten year period and is necessarily underpinned by a number of assumptions. It is therefore an overview of reasonable estimates only. We as a Local Government will undertake a broad review of our operations annually that will result in changes to the Corporate Business Plan and will require regular updates to our LTFP.

As the Long term Financial Plan (LTFP) is constantly changing and evolving this is kept as a separate tool to ensure it is always up to date and can give us the most relevant financial information.

The LTFP supports the delivery of our whole Local Government and will ensure we plan delivery and financial solutions based on community need rather than traditional bottom up approaches.

Figure – Statement by Nature and Type and 10 year projections

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>										
EXCLUDING PROFIT ON ASSET DISPOSAL, NON-OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS										
Rates	2,985,759	3,224,620	3,482,589	3,743,783	4,024,567	4,286,164	4,564,765	4,861,475	5,177,470	5,514,006
Rates Growth	-	104,502	112,862	121,891	131,032	140,860	150,016	159,767	170,152	181,211
Operating Grants, Subsidies & Contributions	1,726,714	1,778,515	1,831,871	1,886,827	1,943,432	2,001,735	2,061,787	2,123,640	2,187,350	2,252,970
Fees & Charges	337,426	352,610	368,478	385,059	402,387	420,494	439,416	459,190	479,854	501,447
Service Charges	-	-	-	-	-	-	-	-	-	-
Interest Earnings	172,500	180,263	188,374	196,851	205,709	214,966	224,640	234,749	245,312	256,351
Other Revenue	54,574	56,211	57,898	59,634	61,424	63,266	65,164	67,119	69,133	71,207
<b>Total Revenue</b>	<b>5,276,973</b>	<b>5,696,721</b>	<b>6,042,071</b>	<b>6,394,046</b>	<b>6,768,551</b>	<b>7,127,486</b>	<b>7,505,788</b>	<b>7,905,940</b>	<b>8,329,270</b>	<b>8,777,193</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>										
EXCLUDING LOSS ON ASSET DISPOSAL										
Employee Costs	(2,157,694)	(2,187,867)	(2,512,870)	(2,651,073)	(2,796,387)	(2,964,700)	(3,142,582)	(3,331,137)	(3,531,005)	(3,742,866)
Materials & Contracts	(2,617,792)	(2,189,933)	(2,215,480)	(2,046,676)	(2,022,777)	(3,327,813)	(3,476,764)	(3,633,218)	(3,796,713)	(3,967,565)
Utilities	(1,624,450)	(178,695)	(196,565)	(216,421)	237,833	(261,627)	(287,790)	(316,569)	(348,226)	(383,049)
Depreciation	(1,875,500)	(270,683)	(294,293)	(278,724)	(263,806)	(250,578)	(238,349)	(223,362)	(212,966)	(203,313)
Interest Expenses	-	-	-	-	-	-	-	-	-	-
Insurance	(116,951)	(122,799)	(128,938)	(135,385)	(142,155)	(149,262)	(156,726)	(164,562)	(172,790)	(181,429)
Other Expenditure	(109,376)	(113,751)	(118,301)	(123,033)	(127,954)	(133,073)	(138,396)	(143,931)	(149,689)	(155,676)
<b>Total Expenditure</b>	<b>(7,191,763)</b>	<b>(5,857,728)</b>	<b>(6,166,446)</b>	<b>(6,451,117)</b>	<b>(6,752,422)</b>	<b>(7,086,287)</b>	<b>(7,440,606)</b>	<b>(7,812,780)</b>	<b>(8,211,389)</b>	<b>(8,633,898)</b>
<b>Sub-total</b>	<b>(1,914,790)</b>	<b>(161,007)</b>	<b>(124,375)</b>	<b>(57,071)</b>	<b>16,129</b>	<b>41,198</b>	<b>65,182</b>	<b>93,160</b>	<b>117,881</b>	<b>143,295</b>
Non-Operating Grants, Subsidies & Contributions	530,733	-	-	-	-	-	-	-	-	-
Profit on Asset Disposals	18,500	-	-	-	-	-	-	-	-	-
Loss on Asset Disposals	(15,000)	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>534,233</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET RESULT</b>	<b>(1,380,557)</b>	<b>(161,007)</b>	<b>(124,375)</b>	<b>(57,071)</b>	<b>16,129</b>	<b>41,198</b>	<b>65,182</b>	<b>93,160</b>	<b>117,881</b>	<b>143,295</b>
<b>Other Comprehensive Income</b>										
Changes in Valuation of non-current assets	-	-	-	(94,101)	-	-	(603,122)	-	-	(982,688)
Total Other Comprehensive Income	-	-	-	(94,101)	-	-	(603,122)	-	-	(982,688)
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1,380,557)</b>	<b>(161,007)</b>	<b>(124,375)</b>	<b>(151,172)</b>	<b>16,129</b>	<b>41,198</b>	<b>(537,940)</b>	<b>93,160</b>	<b>117,881</b>	<b>(839,393)</b>

## 7. Reporting Process

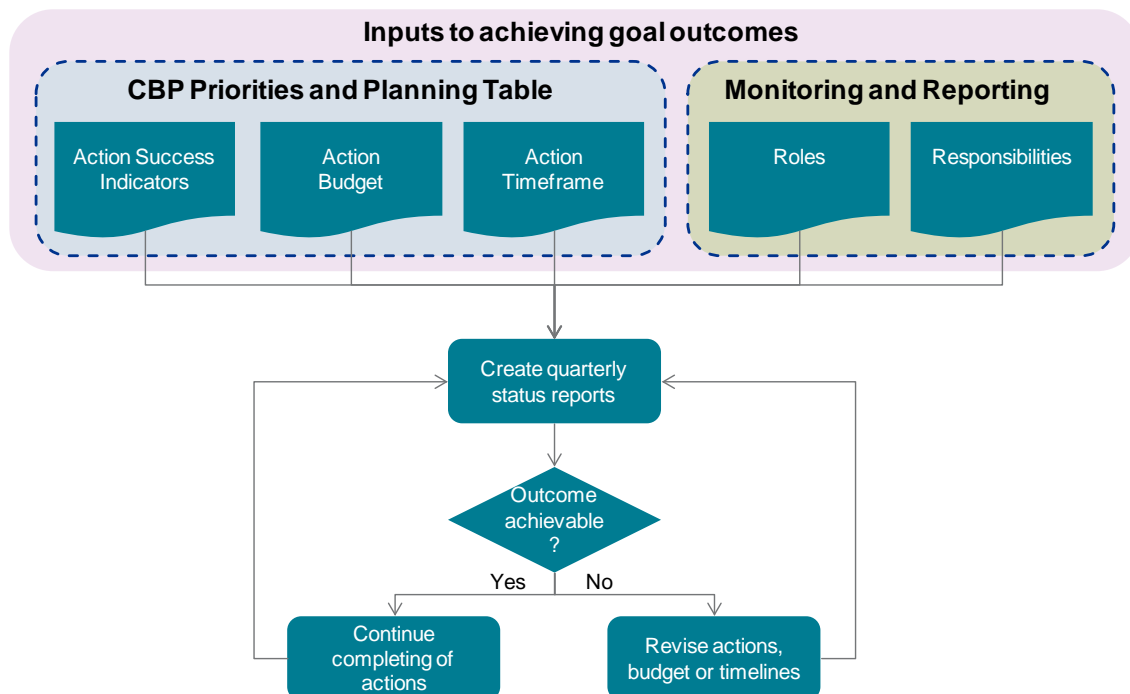
It is important for the local government to measure and monitor the progress in relation to goals, strategies and actions. This section outlines the reporting process that will be utilised by the local government for the CBP.

In the Priorities and Planning tables, each goal has a series of actions that have been identified in order to achieve the desired outcome. Each action has a corresponding success indicator, budget, responsible person and timeframe which will be used to conduct quarterly internal reports and subsequently feed into annual reporting to the Council and community.

Success indicators represent an element of a goal that is an essential part of the organisation's responsibility and form part of the organisation's performance management system.

By undertaking this reporting process, the local government is able to identify the level of performance in terms of actions, budget and timeframe. This subsequently allows the proactive management and implementation of mitigation steps to ensure the completion of actions and the achievement of goals. The following diagram illustrates the reporting process undertaken until the outcome of the goal has been achieved or a decision taken to cease an action where it becomes apparent that it cannot be completed economically or no longer supports a goal.

Figure – Reporting process



Templates such as the one below can be used to conduct internal quarterly reporting.

Figure –Progress Reporting

**Quarterly Progress Report**  
**Corporate Business Plan**  
 Status Report 1

<b>Date</b>		<b>Project Manager</b>	
<b>Period</b>		<b>Project Director</b>	
<b>Distribution</b>			

Overall Project Status/Progress			
<b>Scope</b>			
<b>Schedule</b>	<input type="checkbox"/> Ahead of Schedule	<input type="checkbox"/> On Schedule	<input type="checkbox"/> Behind Schedule
<b>Days / Budget</b>	<input type="checkbox"/> Under Budget	<input type="checkbox"/> Within Budget	<input type="checkbox"/> Over Budget

Critical Items for Attention
<b>Items requiring urgent attention</b> . .

Summary of Budget				
Work Package	Work stream estimate to complete	Budget to date	Actual to date	Comments

Status of Work Package/Deliverables					
Key Deliverable		Status	Planned Completion	Actual Completion	Comments
Example Goal	Action (a)				
	Action (b)				
	Action (c)				

Outstanding Issues / Alerts / Constraints		
Issues / Alerts / Constraints	Impact	Comments

Next Steps / Upcoming Activities (Mar/Apr 2012)
.

## Reporting Role and Responsibilities

Monitoring and reporting is the task of both the executive team or strategy group, as well as the business units who carry out the actions outlined in Section 2. The process of monitoring and reporting is divided into two responsibilities, a responsible process owner and an accountable process owner as detailed below:

- **Responsible person** – the person who is charged with undertaking and delivering the work involved in completing a process
- **Accountable person** – the person who is ultimately answerable for the resulting consequences of the work that has been delivered through the process

As per the tables in the Priorities and Planning Section, a responsible person is nominated to see the action through to completion. Part of the role of the business unit is therefore to ensure that exception reporting is delivered, showing progress against milestones and on delivering outputs.

Ideally reports from each business unit will be collated into a dashboard covering the entire suite of CBP actions carried out by the local government. The executive is responsible for ensuring that reporting templates that are completed by business units remain up-to-date.

A summary of the accountable and responsible persons, along with their relevant activities and outputs is included in the table below.

*Table – Progress Reporting*

	<b>Responsible person:</b> <u>Business Units</u>	<b>Accountable person:</b> <u>Exec Group</u>
<b>Activity</b>	<ol style="list-style-type: none"> <li>1 Submit quarterly report to Executive Group (exception reporting)</li> <li>2 Seek guidance from Executive Group regarding reported exceptions</li> <li>3 Present quarterly report to Executive Team</li> <li>4 Ongoing management progress reporting and monitoring</li> </ol>	<ol style="list-style-type: none"> <li>1 Collate all quarterly reporting summaries from the Business Units that cover achievement or non-achievement of relevant strategic priorities which are then documented in the Executive Team dashboard</li> <li>2 Provide guidance and direction to the Business Units on key requirements of community</li> <li>3 Develop and send out quarterly reporting templates and guidelines</li> <li>4 Define process and timelines and communicate to all Business Units</li> </ol>

	Responsible person: <u>Business Units</u>	Accountable person: <u>Exec Group</u>
Outputs	<ol style="list-style-type: none"> <li>1 Quarterly reports</li> <li>2 Minutes and feedback from Executive Quarterly meeting regarding dashboard</li> <li>3 Ongoing management reporting within Business</li> <li>4 Progress towards compliance and key dates</li> </ol>	<ol style="list-style-type: none"> <li>1 Business Unit Dashboard</li> <li>2 Guidance notes</li> <li>3 Reporting templates (updated quarterly)</li> <li>4 Timelines for planned completion dates</li> </ol>
Annual Timeline	Quarterly review	Quarterly review

## Next Steps

While quarterly review of progress is important in shaping the CBP, there are guidelines and legislative requirements by which this CBP aligns. One of the requirements of the CBP under **S5.56 of the Local Government Act (1995)** is as follows:

*“The plan is reviewed annually.  
(Review can be scheduled to align  
with the setting of the Annual Budget.)”*

Therefore, the local government will ensure that the CBP is reviewed and amended in collaboration with the setting of the annual budget. Through the annual budgeting process, actions may be reprioritised according to the resources, assets and finances available. This results in the CBP being a dynamic four year plan that adapts to the changes in the environment in which the local government operates. The CBP will also be informed by the review process of the SCP which has a major review every four years.

## 8. Risk

Risk management is the identification, assessment and reporting of potential risks that could impact on all areas of the local government and prevent the local government from achieving its objectives. Risks can be either positive (risk as lost opportunity) and negative (risk as a hazard) for a local government.

Strategies to mitigate, manage and eliminate risks are then created to minimise the impact on the local government. Effective risk management brings together both risk governance and a risk culture of risk aware decision making within all aspects of the local government.

Risk management within the local government operates under the following key principles:

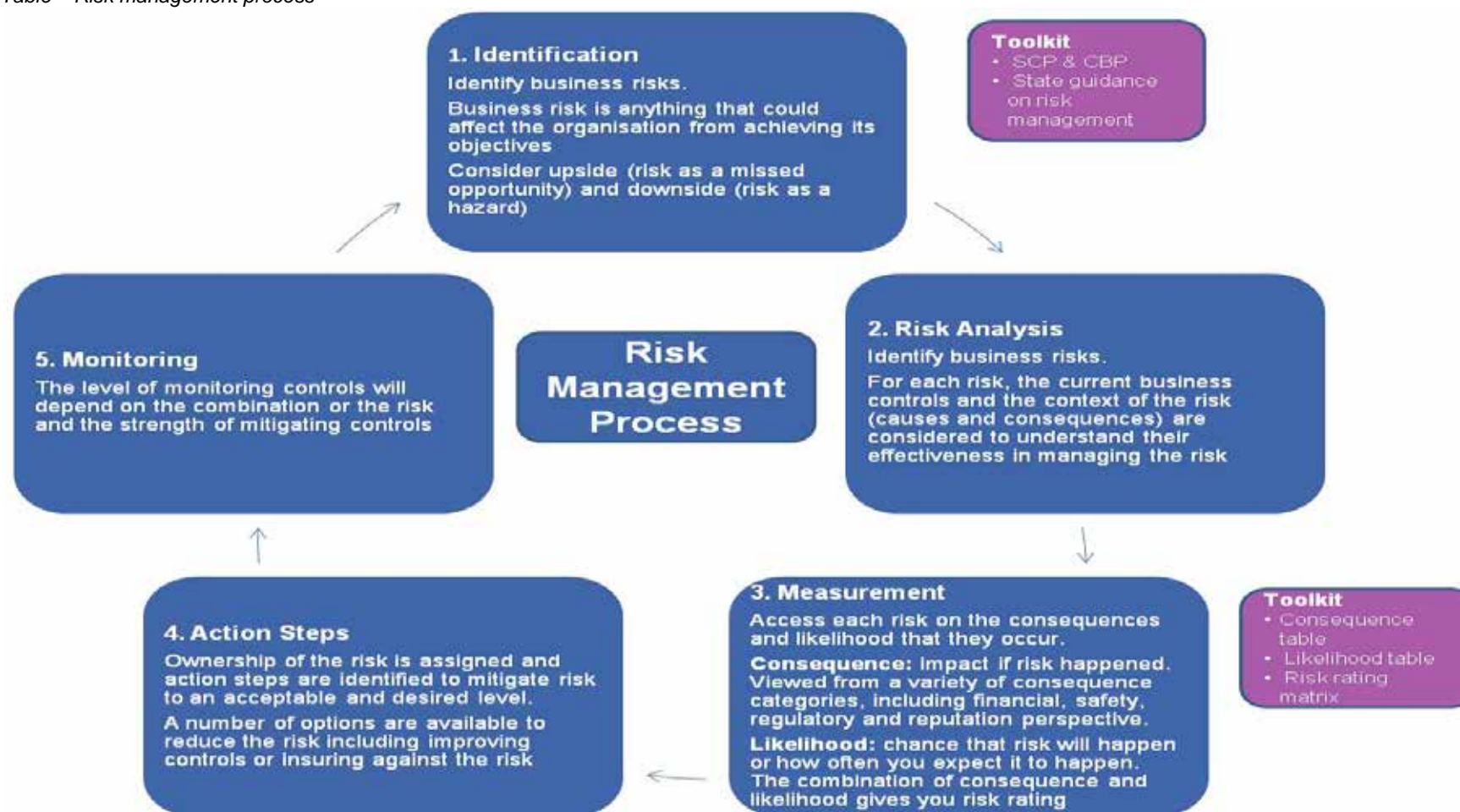
- Risk management is the responsibility of all staff within the local government;
- Risk management processes are active in all areas within the local government;
- Strategies to minimise risk within the local government add value to the organisation; and
- Risk management is transparent within the local government.

### **Risk Process**

Local Government has established a risk management policy, risk management guidelines and a corporate-level risk register.

The following diagram provides an overview of the risk management process:

Table – Risk management process





## Tools to identify and rate risks

The tools utilised to assist the local government in the identification, consideration and prioritisation of their risks across the whole organisation include:

- Risk across the functional areas;
- Consequence table;
- Likelihood table; and
- Risk rating.

The following table illustrates the functional area which is affected by particular risks to which the local government is exposed. Each functional area impacts areas such as workforce planning, asset management and financial management; and each of these areas are comprised of outcome categories such as OHS and Budgeting.

As can be seen in the table, a tick represents that the functional area within the local government that is affected by the risk.

*Table: Risk across the functional areas – Use the following table to consider what risks you might have*

Accountability Areas		Functional Area						
Level one: Major Business Areas	Level Two: Outcome categories	Infra	Maint	Corporate	Youth	Housing	EHO	Tourism
<b>Workforce</b>	OHS standards	ü	ü	ü	ü	ü	ü	ü
	Employee engagement and internal stakeholder management	ü	ü	ü	ü	ü	ü	ü
	Workforce capability	ü	ü	ü	ü	ü	ü	ü
	Workforce capacity	ü	ü	ü	ü	ü	ü	ü
	Aboriginal representation in work force	ü	ü	ü	ü	ü	ü	ü
<b>Financial and Asset Management</b>	Budgeting and forecasting	ü	ü	ü	ü	ü	ü	ü

Accountability Areas		Functional Area						
Level one: Major Business Areas	Level Two: Outcome categories	Infra	Maint	Corporate	Youth	Housing	EHO	Tourism
	Expenditure management (including priority accountability requirements)	ü	ü	ü	ü	ü	ü	ü
	Sourcing, Maintenance and disposal of assets	ü	ü	ü	ü	ü	ü	ü

**Instructions:**

1. Using the above table, consider the various categories – are any of these categories a potential risk to the achievement of your Strategic Priorities?
2. If a Strategic Priority is at risk, determine how big the risk may be. Refer to *Table (b)* to help you assess how big the risk may be (using the consequence and likelihood tables to determine an overall risk rating).
3. If the risk is ‘high’ or ‘very high’, mark on *Table (a)* the functional areas that are impacted.
4. Update the risk register with the risk title and description, risk rating, high-level risk strategies to manage the risk (which will be used to populate your detailed plans), any dependencies on managing risk and overall accountability.
5. Repeat for the remaining core business areas



## Consequence table

Consequence can be defined as the impact of the risk or the outcome of an event affecting objectives OR the outcome of an event affecting objectives, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event. Risks are assessed in terms of the consequence and likelihood using the below criteria:

Table – Determination of consequence rating

Determination of consequence rating						
Core business area	Consequence Category Consequence	Insignificant	Minor	Moderate	Major	Catastrophic
Workforce	Capacity and capability	Few number of staff positions not able to be filled within 1 month  Staffing levels with minimal impact on ability to meet service requirements.	Some positions not able to be filled between 1-3 months  Minor impact on ability to meet service requirements.	Several positions not able to be filled between 3-6 months  Moderate impact on ability to meet service requirements.	A number of positions not able to be filled between 6-9 months  Unable to meet key service requirements.	Unable to recruit for a significant number of positions for periods greater than 9 months  Sustained inability to meet service requirements.
	OH&S – clients	Less than first aid injury	Minor injury or temporary limited impairment to one or more client	Substantial injury or temporary impairment to one or more clients	Significant injury/ impairment to one or more clients	Death of client due to malpractice
	OH&S – staff	Less than first aid injury	First aid injury	Minor injury resulting in medical treatment	Severe injury resulting in lost time injury	Fatality or permanent loss injury
Finance and Asset Management	Financial impact on regional budget and forecasts	< 2% of budget or forecast variance	2% - 10%	10% - 25%	25% - 50%	> 50%
Regional Governance & Systems	Stakeholder relationships	Verbal complaint received and minimal impact to community standing and relationships in the region.	Written and verbal complaints. Minor negative incident with stakeholders and adverse community discussion.	Strain on some key stakeholder relationships and repeated adverse community discussion.	Major strain on key stakeholder relationships and wider spread negative community discussion.	Significant strain on stakeholder relationships and adverse community standing.
	Governance and internal administration processes	Does not result in internal audit findings or compliance issues.	Results in low risk internal audit findings or compliance issue.	Results in medium risk internal audit finding or compliance issue.	Results in high risk internal audit finding or compliance issue.	High internal audit findings and compliance issues continually not addressed.
	Management effort (time required to manage risk)	An event, the impact of which can be absorbed through normal activity.	An event, the consequences of which can be absorbed but management effort is required to minimise the impact.	A significant event that can be managed under normal circumstances.	A critical event, which with proper management can be endured. May involve some changes in management.	An event so severe in nature it could lead to collapse of the business or a change in the management structure.

## Likelihood table

Likelihood is defined as the chance of something happening and the following table outlines the criteria for assessing the likelihood of a risk occurring for the local government. When analysing the likelihood of a risk the local government also considers how likely is it that the local government will be exposed to this specific risk considering factors such as anticipated frequency, the external environment, the procedures, tools and skills currently in place, staff commitment, morale and attitude, history of previous events.

Table – Determination of likelihood rating

Likelihood rating	Description
Almost certain	This event will occur today
Likely	This event will occur in the next week
Possible	This event will occur in the next month
Unlikely	This event will occur in the next year
Rare	This event will only occur within the next three years or more

### Risk rating matrix

Having considered the consequence and likelihood of each risk an overall risk rating is allocated. Risk rating is the priority of a risk (either low, medium, high or very high) based on the potential consequence and likelihood of the risk occurring.

Those risks which have a higher frequency (likelihood of occurrence) and will have significant consequence on business operations will have a higher priority rating than those with a lower frequency and minor impact. Risks that are rated as 'high' and 'very high' require a mitigation strategy to be developed and documented in the business plans.

		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost certain	Medium	Medium	High	Very High	Very High
	Likely	Medium	Medium	High	High	Very High
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Medium	Medium	High

Rating:	Description:
Very High	Immediate action required to actively manage risk and limit exposure
High	Cost benefit analysis to assess extent to which risk should be mitigated. Monitor to ensure risk does not increase over time
Medium	Attention required to ensure risk exposure is managed effectively, disruptions minimised and outcomes monitored
Low	Effectively manage through routine procedures and internal controls

- **Dependencies** – relationships between internal or external conditions such that one cannot begin or be completed until one or more conditions have occurred (for example, dependencies that exist between Local Government and NGOs who provide disability services or between program areas and program delivery).

## Local Government Risks

The following table identifies the risks that could possibly occur that will adversely affect the achievement of the local governments objectives. Each risk has a risk description, mitigation strategy (very high and high risks only) and dependencies on managing the risk as outlined below:

- **Risk description** – This section describes the risk in further detail.
- **Mitigation strategy** – This section is only populated when a risk is categorised as very high and high risk only. It outlines the actions that will be implemented to manage the risk to an acceptable level.
- **Dependencies** – relationships between internal or external conditions such that one cannot begin or be completed until one or more conditions have occurred (for example, dependencies that exist between Local Government and NGOs who provide disability services or between program areas and program delivery).
- **Accountability** – obligation of an individual or area to account for its activities, accept responsibility for them and to disclose the results in a transparent manner.
- **Rating** - the priority of a risk (either low, medium, high or very high) based on the potential consequence and likelihood of the risk occurring.

The key risks that have been identified by the local government after utilising the tools identified above are outlined in the table below.

<b>Risk</b>	<b>Risk description</b>	<b>Mitigation strategy (very high &amp; high risks only)</b>	<b>Dependencies on managing risk</b>
<b>Title – Recruitment of Staff</b>	<i>Difficulties attracting suitably qualified staff, whilst competing with mining industry (high wages, FIFO etc)</i>	<i>Engage local government specific employment agencies to assist with short term vacancies. Identify suitable short term accommodation options (staff housing) to reduce costs.</i>	<i>Local Government employment agencies, consultants</i>
<b>Rating – High</b>			
<b>Accountability – CEO</b>			
<b>Title – Resource Constraints</b>	<i>Lack of support from agencies for service delivery from partnership arrangements (funding support also)</i>	<i>High level of consultation and documentation to improve future service agreements. Advance planning to identify alternative funding sources or service delivery providers</i>	<i>Agencies (state and federal levels) with whom service agreements exist. Agencies who regulate existing services (such as child care)</i>
<b>Rating – High</b>			
<b>Accountability – CEO</b>			
<b>Title – Community Engagement &amp; Participation</b>	<i>Difficulty in attracting community involvement through population decreases etc</i>		
<b>Rating – Medium</b>			
<b>Accountability – CEO</b>			
<b>Title – Reduction of Revenue Streams</b>	<i>Loss of grant funding, reduction in mining rate base, decrease in mining activity</i>		
<b>Rating – Medium</b>			
<b>Accountability – CEO</b>			
<b>Title – Land Tenure Issues</b>	<i>Native Title etc.</i>		
<b>Rating – Low</b>			
<b>Accountability – CEO</b>			

## 9. Contacts

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Chief Executive Officer – JG (Jim) Epis

Deputy Chief Executive Officer – TM (Tanya) Browning



# Forward Capital Works Planning 2010-2015

**Project:** Forward Capital Works Planning  
**Period:** 2010-2015  
**Shire:** Shire of Leonora  
**Date:** Oct-10  
**Project Code:** LEO002  
**LD Adviser(s):** JLD/AW

**Sub-Project:** Sewerage infill program extension  
**Expenditure Type:** Expansion  
**Asset Category:** Sewerage  
**Project Manager:** Ian Mackay  
**Capital Expenditure:** -\$3,000,000  
**Sub-Project Priority:**

<b>Sub-Project Information</b>	<b>Purpose:</b>	Improve amenities in the community so as not to detract from investment opportunities (housing etc)
	<b>Background:</b>	Many septic tanks in the Leonora townsite are beginning to fail. This upgrade will address environmental and health concerns
	<b>Strategic Plan Linkage:</b>	Plan for continuous improvement of infrastructure and services

<b>Funding Sources</b>	<b>Shire Funding:</b>	<b>Revenue:</b> -\$500,000	<b>Reserves:</b> \$0
	<b>Funding Contributions:</b>	<b>CLGF:</b> -\$1,300,000	<b>Other:</b> \$0
	<b>Other Funding Sources:</b>	<b>Borrowing:</b> \$0	<b>Other:</b> -\$200,000
		<i>Source:</i> Water Corp/Other	
	<b>Funding Gap (if applicable):</b>	-\$1,000,000	

<b>Whole of Life Costing</b>	<b>Construction Costs:</b>	<b>Capital Cost:</b> -\$3,000,000
		<b>Depreciation Rate:</b> 0%
		<b>Useful Life:</b> 1
		<b>Residual Value:</b> \$0
		<b>Disposal Cost:</b> \$0
	<b>End of Life:</b>	<b>Disposal Cost:</b> \$0
		<b>Residual Value:</b> \$0
		<b>Operating Costs (pa):</b> \$0
		<b>Maintenance Costs (pa):</b> \$0
		<b>Revenues (pa):</b> \$0
	<b>Financing:</b>	<b>Borrowings:</b> \$0
		<b>Loan Term:</b> 0
		<b>Total Interest Expense:</b> \$0
		<b>Total Interest Expense (pa):</b> \$0
		<b>Interest Rate (earnings):</b> 3%
		<b>Interest Rate (earnings) Expense (pa):</b> -\$17,000
		<b>Total Annualised LCC:</b> -\$17,000
		<b>Whole of LCC:</b> -\$17,000

<b>Risk Assessment</b>	<b>Funding Outcome</b>	<b>Impact</b>	<b>Risk</b>
	<b>CLGF Funding Rejected:</b>	<b>High</b>	<b>High</b>
	<b>Service Disruption:</b>	Services impacted resulting in a reduction in service over the short to medium term.	
	<b>CLGF Funding Reduced:</b>	<b>High</b>	<b>High</b>
	<b>Service Disruption:</b>	Services impacted resulting in a reduction in service over the short to medium term.	
	<b>CLGF Funding Delayed:</b>	<b>Medium</b>	<b>Medium</b>
	<b>Service Disruption:</b>	Services impacted resulting in a reduction in service over the medium term.	
	<b>Risk Assessment Comment:</b>	Prioritise areas of immediate concern, and carry out remedial works to address issues of critical importance. Review other projects that can be deferred to meet immediate need	

# Forward Capital Works Planning 2010-2015

**Project:** Forward Capital Works Planning  
**Period:** 2010-2015  
**Shire:** Shire of Leonora  
**Date:** Oct-10  
**Project Code:** LEO002  
**LD Adviser(s):** JLD/AW

**Sub-Project:** Light industrial area development, in particular underground power  
**Expenditure Type:** New Service  
**Asset Category:** Other  
**Project Manager:** Jim Epis/Ian Mackay  
**Capital Expenditure:** -\$1,500,000  
**Sub-Project Priority:**

<b>Sub-Project Information</b>	<b>Purpose:</b>	Diversify and strengthen revenue streams, provide opportunities for local businesses to be established and/or expanded
	<b>Background:</b>	Provide opportunities for industry expansion in Leonora, in response to indicative demand and growth
	<b>Strategic Plan Linkage:</b>	Sale of industrial blocks, development of industrial land

<b>Funding Sources</b>	<b>Shire Funding:</b>	
	<b>Revenue:</b>	-\$80,000
	<b>Reserves:</b>	\$0
	<b>Funding Contributions:</b>	
	<b>CLGF:</b>	\$0
	<b>Other:</b>	\$0
<b>Other Funding Sources:</b>		
<b>Borrowing:</b>	\$0	
<b>Other:</b>	-\$1,420,000	
<i>Source:</i>	Sale of Land, R2R	
<b>Funding Gap (if applicable):</b>	\$0	

<b>Whole of Life Costing</b>	<b>Construction Costs:</b>	<b>Capital Cost:</b> -\$1,500,000
		<b>Depreciation Rate:</b> 0%
		<b>Useful Life:</b> 1
		<b>Residual Value:</b> \$0
		<b>Disposal Cost:</b> \$0
	<b>End of Life:</b>	<b>Disposal Cost:</b> -\$2,000
		<b>Residual Value:</b> \$0
	<b>Operating Costs (pa):</b>	\$0
	<b>Maintenance Costs (pa):</b>	\$0
	<b>Revenues (pa):</b>	\$1,550,000
	<b>Financing:</b>	<b>Borrowings:</b> \$0
		<b>Loan Term:</b> 0
	<b>Total Interest Expense:</b> \$0	
	<b>Total Interest Expense (pa):</b> \$0	
	<b>Interest Rate (earnings):</b> 3%	
	<b>Interest Rate (earnings) Expense (pa):</b> -\$2,720	
	<b>Total Annualised LCC:</b> \$1,545,280	
	<b>Whole of LCC:</b> \$1,545,280	

<b>Risk Assessment</b>	Funding Outcome	Impact	Risk
	<b>CLGF Funding Rejected:</b>	n/a	#N/A
	<b>Service Disruption:</b>	#N/A	
	<b>CLGF Funding Reduced:</b>	n/a	#N/A
<b>Service Disruption:</b>	#N/A		
<b>CLGF Funding Delayed:</b>	n/a	#N/A	
<b>Service Disruption:</b>	#N/A		
<b>Risk Assessment Comment:</b>	0		

# Forward Capital Works Planning 2010-2015

**Project:** Forward Capital Works Planning  
**Period:** 2010-2015  
**Shire:** Shire of Leonora  
**Date:** Oct-10  
**Project Code:** LEO002  
**LD Adviser(s):** JLD/AW

**Sub-Project:** Underground power (Industrial Lots)  
**Expenditure Type:** Expansion  
**Asset Category:** Other  
**Project Manager:** Ian Mackay  
**Capital Expenditure:** -\$800,000  
**Sub-Project Priority:**

<b>Sub-Project Information</b>	<b>Purpose:</b>	Reduce interruptions to power supply and improve amenity of area
	<b>Background:</b>	High winds and vandalism to insulators on power poles sometimes result in power outages of two hours or more
	<b>Strategic Plan Linkage:</b>	Plan for continuous improvement of infrastructure and services

<b>Funding Sources</b>	<b>Shire Funding:</b>	
	<b>Revenue:</b>	-\$800,000
	<b>Reserves:</b>	\$0
	<b>Funding Contributions:</b>	
	<b>CLGF:</b>	\$0
	<b>Other:</b>	\$0
<b>Other Funding Sources:</b>		
<b>Borrowing:</b>	\$0	
<b>Other:</b>	\$0	
<b>Source:</b>	\$0	
<b>Funding Gap (if applicable):</b>	\$0	

<b>Whole of Life Costing</b>	<b>Construction Costs:</b>	<b>Capital Cost:</b> -\$800,000
		<b>Depreciation Rate:</b> 0%
		<b>Useful Life:</b> 1
		<b>Residual Value:</b> \$0
		<b>Disposal Cost:</b> \$0
	<b>End of Life:</b>	<b>Disposal Cost:</b> -\$1,000
		<b>Residual Value:</b> \$0
		<b>Operating Costs (pa):</b> \$0
		<b>Maintenance Costs (pa):</b> \$0
		<b>Revenues (pa):</b> \$0
	<b>Financing:</b>	
		<b>Borrowings:</b> \$0
	<b>Loan Term:</b> 0	
	<b>Total Interest Expense:</b> \$0	
	<b>Total Interest Expense (pa):</b> \$0	
	<b>Interest Rate (earnings):</b> 3%	
	<b>Interest Rate (earnings) Expense (pa):</b> -\$27,200	
	<b>Total Annualised LCC:</b> -\$28,200	
	<b>Whole of LCC:</b> -\$28,200	

<b>Risk Assessment</b>	Funding Outcome	Impact	Risk
	<b>CLGF Funding Rejected:</b>	n/a	#N/A
	<b>Service Disruption:</b>	#N/A	
	<b>CLGF Funding Reduced:</b>	n/a	#N/A
	<b>Service Disruption:</b>	#N/A	
<b>CLGF Funding Delayed:</b>	n/a	#N/A	
<b>Service Disruption:</b>	#N/A		
<b>Risk Assessment Comment:</b> 0			

**11.0 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING.****A. ELECTED MEMBERS**

Nil

**11.0 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING****11.0(B) OFFICERS****11.0(B)(i) ACCOUNTS FOR PAYMENT**

**SUBMISSION TO:** Meeting of Council  
Meeting Date: 16<sup>th</sup> October, 2012

**AGENDA REFERENCE:** 11.0(B)(i) OCT 12

**SUBJECT:** Accounts for Payment

**LOCATION / ADDRESS:** Nil

**NAME OF APPLICANT:** Nil

**FILE REFERENCE:** Nil

**AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** Tanya Browning

**OFFICER:** Deputy Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 16<sup>th</sup> October, 2012

**BACKGROUND**

Due to Council's auditors being on site in early September to conduct the interim and annual audits, not all accounts were processed at the time that the agenda was printed. The attached statement consists of accounts to be paid by Council Authorisation represented by **Cheques 16428 to 16467** and totalling **\$195,053.64**, for consideration and to be authorised for payment.

**POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendation of this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications resulting from the recommendation of this report.

**STRATEGIC IMPLICATIONS**

There are no strategic implications resulting from the recommendation of this report.

**RECOMMENDATIONS**

That accounts paid by Council Authorisation represented by **Cheques 16428 to 16467** and totalling **\$195,053.64** be authorised for payment.

Signed: \_\_\_\_\_

President: \_\_\_\_\_

**VOTING REQUIREMENT**

Simple Majority

**COUNCIL DECISION**

**Moved Cr MWV Taylor, Seconded Cr GW Baker**, that accounts paid by Council Authorisation represented by **Cheques 16428 to 16467** and totalling **\$195,053.64** be authorised for payment.

**CARRIED (5 VOTES TO 0)**

<b>Shire of Leonora</b>				
<b>Monthly Report - List of Accounts Paid by Authorisation of Council</b>				
<b>Submitted to Council on the 16th October, 2012</b>				
<p>Cheques numbered from <b>16428</b> to <b>16467</b> and totalling <b>\$195,053.64</b> submitted to each member of the Council on 18th September, 2012 have been checked and are fully supported by remittances and duly certified invoices with checks being carried out as to prices, computations and costing.</p>				
<b>CHIEF EXECUTIVE OFFICER</b>				
<b>Cheque</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment</b>
16428	16/10/2012	ALU Glass	Repair Glass Door At CRC, And Repairs + Install of door at Bowling Club	5,197.40
16429	16/10/2012	Amcom IP Telephony Pty Ltd	Phone Usage - Medical Centre	27.50
16430	16/10/2012	ATOM Supply	Cleaning Supplies - Depot	130.82
16431	16/10/2012	Australian Communications Authority	Licence Renewal Fees - 6JJJ	40.00
16432	16/10/2012	BOC Limited	Annual Container Service Charge 1/10/2012 - 30/9/2013	146.16
16433	16/10/2012	Bunnings Building Supplies Pty Ltd	Padlocks, Tools and Gardening Supplies - Depot	445.30
16434	16/10/2012	Butsons Building Service	Work Carried out at Rec Centre	2,277.00
16435	16/10/2012	Central Hotel	Accommodation, Meals, Incidentals and Refreshments - Various	1,449.30
16436	16/10/2012	Clarkey's Carpentry	Work done at Lot 229 Hoover Street	1,934.90
16437	16/10/2012	Connecting Up	InDesign CS6 and Photoshop CS6 ordered for Leonora CRC	323.40
16438	16/10/2012	Corporate Office Supplies Pty Ltd	Toners for Rec Centre	494.90
16439	16/10/2012	Courier Australia	Freight Costs	99.36
16440	16/10/2012	Custom Creative Carpentry	Repair Locks at Youth and Child Care centres	635.00
16441	16/10/2012	Eagle Petroleum (WA) Pty Ltd	Motorcharge retail cards - September, 2012	634.74
16442	16/10/2012	FESA	2012/13 ESL Income Local Government 2012/13	524.99
16443	16/10/2012	Forman Bros	Work at Barnes Theatre	1,471.80
16444	16/10/2012	Goldfields Truck Power	Parts for P742	448.21
16445	16/10/2012	Goldline Distributors	Goods Ordered for Hoover House	485.28
16446	16/10/2012	Horizon Power	Power Usage - Streetlights and Office	4,653.47
16447	16/10/2012	J. Heather	Malcolm Dam Cleaning July - September 2012	1,314.30
16448	16/10/2012	Kalgoorlie Retravisio	Electrical Goods - Various	3,088.00
16449	16/10/2012	Majstrovich Building Co	Progress claim 2 - Patroni's Guest House Gwalia	112,167.00
			<b>Sub Total</b>	<b>\$137,988.83</b>

<b>Cheque</b>	<b>Date</b>	<b>Name</b>	<b>Item</b>	<b>Payment</b>
			<b>Balance Brought Forward</b>	<b>\$137,988.83</b>
16450	16/10/2012	McMahon Burnett Transport	Freight Costs	249.71
16451	16/10/2012	Pipeline Mining & Civil Contracting	Concrete for 5 grave sites - leonora Cemetery	1,180.30
16452	16/10/2012	Public Libraries Western Australia	PLWA Membership 2011/2012	150.00
16453	16/10/2012	Reckon Limited	Advantage Books Premier x 1	990.00
16454	16/10/2012	Redstar Equipment Pty Ltd	Denyo Diesel Proof Generator	18,848.50
16455	16/10/2012	Reliance Petroleum	Fuel Purchases + Energrease	797.88
16456	16/10/2012	Rolsh Productions	Postcards - Gwalia Museum	99.00
16457	16/10/2012	S.J. & J.A. Heather	Three Months Rent Centrelink Office October - December 2012	1,379.20
16458	16/10/2012	Skippers Aviation Pty Ltd	Flight Costs - Stephen Carrick	598.00
16459	16/10/2012	Star Track Express	Freight costs	56.78
16460	16/10/2012	Stephen Carrick Architects Pty Ltd	Progress Claim 2 - Patroni's Guest House	4,646.73
16461	16/10/2012	Talis	Consultancy Services 9/10/2012, ROMAN II Update	2,750.00
16462	16/10/2012	UHY Haines Norton	Accounting Service Fee for September 2012	6,270.00
16463	16/10/2012	Water Corporation	Water Usage - Standpipe and Sports Ground	3,605.45
16464	16/10/2012	West Australian Newspapers Ltd	Advertising Costs - September, 2012	301.41
16465	16/10/2012	Westland Autos No1 Pty Ltd	New Ford Territory TX Less Trade-In	13,510.95
16466	16/10/2012	WesTrac Pty Ltd	Subscription/Registration to Cat Parts Store	1,356.15
16467	16/10/2012	Yates Contracting	Hire of Foxtel - July - September	274.75
			<b>GRAND TOTAL</b>	<b>\$195,053.64</b>

*The meeting was adjourned at 10:25am for a morning tea break.*

*The meeting resumed at 10:45am with all those previously listed in the attendance record present, as well as Dr Adelyn Slew and Mr Graeme Gammie of the State Heritage Office, Jacqui Sheriff (Consultant for Gwalia/Gwalia Reference Group), Elaine Labuschagne (Collections Care/Gwalia Reference Group) and Mrs Gail Ross (Manager, Gwalia Reference Precinct/Gwalia Reference Group).*

*Cr P Craig welcomed visitors to the meeting, and invited them to address the council.*

*Mr Graeme Gammie and Dr Adelyn Slew provided some background on their roles in the state heritage office and also commented on the Gwalia Historical Precinct, as well as discussing general heritage issues and plans. Some discussion ensued on partnerships that can be established between private owners, local governments and the State Heritage Council to achieve desired outcomes and results on heritage related projects.*

*Cr P Craig thanked visitors for their attendance and contribution at the meeting. Dr A Slew, Mr G Gammie, Ms E Labuschagne and Mrs Gail Ross left the meeting at 11:44am.*

*The meeting was adjourned for a short break at 11:45am.*

*The meeting resumed at 11:55 am with all those previously listed in the attendance record present.*

**12.0 NEXT MEETING**

20<sup>th</sup> November, 2012, 9:30 am in the Shire of Leonora Council Chambers.

**13.0 CLOSURE OF MEETING**

There being no further business, Deputy President PJ Craig declared the meeting closed at 11:57am