



**MINUTES FOR THE
ORDINARY COUNCIL MEETING
HELD ON
WEDNESDAY**

26 June 2013

SHIRE OF MINGENEW



WILDFLOWER COUNTRY

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SHIRE OF MINGENEW

MINUTES OF ORDINARY MEETING OF COUNCIL HELD IN COUNCIL CHAMBERS ON

26 June 2013

1.0 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS
The Presiding Member, Cr Michelle Bagley, declared the meeting open at 3.48pm.

2.0 ATTENDANCE

MA Bagley	President	Rural Ward
PJ Gledhill	Deputy President	Town Ward
PJ Ward	Councillor	Rural Ward
GJ Cosgrove	Councillor	Rural Ward
AT Sobey	Councillor	Town Ward
HM Newton	Councillor	Town Ward

STAFF

MC Sully	Chief Executive Officer
CL Watson	Manager of Finance & Administration

APOLOGIES

MP Pearce	Councillor	Town Ward
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3.0 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE
Nil.

4.0 PUBLIC QUESTION TIME/PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS
Nil.

5.0 APPLICATIONS FOR LEAVE OF ABSENCE

Moved: Councillor Gledhill

Seconded: Councillor Sobey

That Councillor Bagley be granted Leave of Absence for the July 2013 Ordinary Council meeting and note that she will be away from 30 June 2013 to 31 July 2013.

CARRIED 6/0

Moved: Councillor Ward

Seconded: Councillor Cosgrove

That Councillor Sobey be granted Leave of Absence for the July 2013 Ordinary Council meeting.

CARRIED 6/0

6.0 DECLARATIONS OF INTEREST
Nil.

7.0 CONFIRMATION OF PREVIOUS MEETING MINUTES

130600 COUNCIL DECISION ITEM 7.0

Moved: Councillor Sobey Seconded: Councillor Newton

That the Minutes of the Ordinary Meeting of Council held 15 May 2013 be confirmed as a true and accurate record of proceedings.

CARRIED 6/0

130601 COUNCIL DECISION ITEM 7.0.1

Moved: Councillor Newton Seconded: Councillor Cosgrove

That the Minutes of the Special Meeting of Council held 12 June 2013 be confirmed as a true and accurate record of proceedings.

CARRIED 6/0

8.0 ANNOUNCEMENTS BY PRESIDING PERSON WITHOUT DISCUSSION
Nil.

9.0 OFFICERS REPORTS

9.1 HEALTH, BUILDING AND TOWN PLANNING
Nil.

9.3 CHIEF EXECUTIVE OFFICER

9.3.1 LOT 109, VICTORIA STREET – LEASE TO MINGENEW IRWIN GROUP

Location/Address: Lot 109, Victoria Street, Mingenew
Name of Applicant: Mingenew Irwin Group
Disclosure of Interest: Nil.
Date: 17 June 2013
Author: Mike Sully

SUMMARY

The Mingenew Irwin Group (MIG) has requested that Council agree to lease the four bedroom, two bathroom executive home, recently constructed for Karara Mining Ltd. on Lot 109, Victoria Street, Mingenew, to MIG.

ATTACHMENT

A plan of the house and land is attached.

BACKGROUND

In 2012 Karara Mining Ltd agreed to construct two four bedroom, two bathroom, executive style homes within the Mingenew Townsite in recognition of the support that the Shire provided during the construction phase of Karara's iron ore mine located in the Mid-West.

Karara further agreed to lease both the houses to the Shire at an annual peppercorn rental fee of \$1 each and allow Council to sub-let the houses at Council's discretion. Karara also agreed that when it decides to sell the properties it would obtain a realistic valuation and offer the Council first option to purchase the properties at 50% of the valuation.

COMMENT

Council has an agreement to provide a level of financial support each year to MIG being, \$14,000 in kind and \$3,000 cash, and provide executive level accommodation for MIG's Executive Officer. MIG's Executive Officer currently occupies Council's 4 bedroom x 2 bathroom house situated at 13 Moore Street.

While 13 Moore Street is a 4 x 2 house, it is an older style house and is well worn. The current condition of the house does not meet the recognised requirements to be considered executive standard but would be more suited as a comfortable family home.

Allowing MIG to lease the Victoria Street Karara house would ensure that it would be treated with respect and that the day to day maintenance would be undertaken in a timely manner.

To determine a reasonable rental fee for the Karara houses, Harcourts, a Real Estate Agency in Dongara, has undertaken an inspection of the houses and has determined that a reasonable rent should be in the range of \$280 – \$320 per week.

Discussion regarding the proposal to lease the Karara house has been undertaken with MIG's Executive Officer and the following variable lease conditions have been proposed:

- A Five (5) year lease with a five (5) year option to renew, if offered by Council
- A rent of \$300.00 per week (Cash payment \$150.00 and \$150.00 from Council's in-kind contribution)
- MIG to be responsible for minor/day to day maintenance of building and gardens

- MIG to be responsible for payments for connection to and use of all utilities. Other standard conditions, including; major repairs, insurance, dispute resolution etc. are as stated in Council's standard lease document.

CONSULTATION

Sheila Charlesworth MIG executive officer

STATUTORY ENVIRONMENT

Nil.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

A weekly rent of \$300 would be sufficient to cover the ongoing costs incurred by major maintenance/repairs, insurance and improvements

STRATEGIC IMPLICATIONS

Providing MIG with a long term lease for a high quality executive style house should help to ensure that MIG Executive Officers would prefer to live in Mingenew.

VOTING REQUIREMENTS

Simple Majority

130602 COUNCIL DECISION (OFFICER'S RECOMMENDATION) – ITEM 9.3.1

Moved: Councillor Cosgrove Seconded: Councillor Sobey

That Council agree to lease the Victoria Street Karara house to the Mingenew Irwin Group with the following variable conditions:

- **A Five (5) year lease with a five (5) year option to renew, if offered by Council.**
- **A rent of \$300.00 per week (Cash payment \$150.00 and \$150.00 from Council's in-kind contribution).**
- **MIG to be responsible for minor/day to day maintenance of building and gardens.**
- **MIG to be responsible for payments for connection to and use of all utilities.**
- **Standard conditions, including; major repairs, insurance, dispute resolution etc. are as stated in Council's standard lease document.**

CARRIED 6/0

redink
 BUILDERS REGISTRATION N° 12049
 18 SANGIORGIO COURT
 OSBORNE PARK WA 6017
 Phone (08) 9208 1111 Fax (08) 9208 1122
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THIS IS ONE OF THE DRAWINGS REFERRED TO IN THE CONTRACT:

OWNER: DATE:
 OWNER: DATE:
 BUILDER: DATE:

VARIATIONS:	DESCRIPTION:	DATE:
1	CONTRACT DRAWING	24.04.12
2	CONTRACT AMENDMENTS	30.04.12
3	ISSUED FOR CONSTRUCTION	26.09.12
4		04.08.12
5		
6		
7		
8		
9		

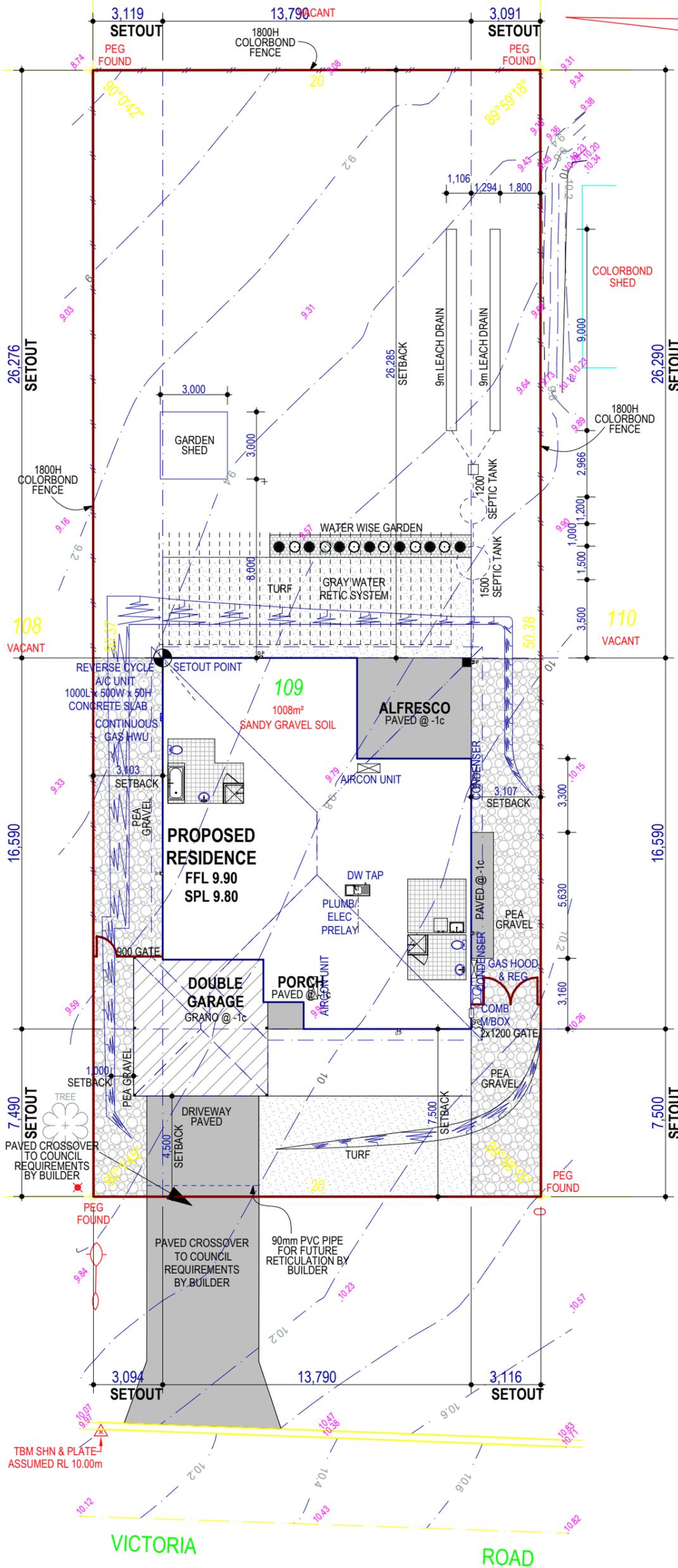
CLIENT: **KARARA MINING LTD 2**
 SITE ADDRESS: **LOT 109 VICTORIA RD WA 6522 MINGENEW**

THE SUMMER BREEZE
 SITE PLAN
 DATE: 22/11/2012
 SCALE: 1:200
 SHEET N°: 02 of 08
 REVISION N°: 04
 JOB N°: 120258G

LEGEND

	- T.B.M.
	- TELSTRA PIT
	- POWER DOME
	- STREET LIGHT
	- TOP OF BANK
	- CHANGE IN GRADE
	- BUILDING
	- ROAD KERB/EDGE
	- ROAD CENTRE

ISSUED FOR CONSTRUCTION



LANDSCAPING LEGEND

	GRAVEL 120 M ²
	WINTER GREEN TURF 342 M ²
	GARDEN BED 33 M ²
	PLANTS DIANNELLA OR SIMILAR 3L SIZE POTS ONLY 20
	PLANTS WEDDING BUSH OR SIMILAR 3L SIZE POTS ONLY 6
	PLANTS GREVILLIA OR SIMILAR 3L SIZE POTS ONLY 7
	GARDEN BORDER 33 L/M
	COLORBOND FENCING

EARTWORKER NOTE:
 MINIMUM 600 mm SAND PAD
 ABOVE REACTIVE MATERIAL

SITE CLASSIFICATION : S
 FOOTING DETAIL : C5
 WIND CATEGORY : N2
 COASTAL CONDITIONS : YES

PRELAY NOTE:
 PLUMBING/ ELECTRICAL
 PRELAY REQUIRED FOR ISLAND
 CUPBOARD REFER TO FLOOR
 PLAN

TERMITE TREATMENT NOTE:
 TERMITE TREATMENT IS TO BE
 THE HANDSPRAYING OF
 BIFENTHRIN IN ACCORDANCE
 WITH AS 3660.1

NOTE:
 *TV AERIAL, CLOTHES LINE, LETTER
 BOX TO BE LOCATED AT PRESTART

BOUNDARY & PEG POSITIONS NOT GUARANTEED
 SOIL TYPE INDICATIVE ONLY - NOT SUBSTITUTE FOR GEOTECHNICAL REPORT
 GAS INFORMATION SUPPLIED VERBALLY FROM ALINTA GAS AND IS NOT GUARANTEED
 SURVEY LOCATES VISIBLE SERVICES ONLY - PLEASE RING 'DIAL BEFORE YOU DIG' FOR UNDERGROUND SERVICE INFORMATION (1100)



BUILDER : REDINK HOMES MIDWEST - J/N 120258G

CLIENT : KARARA MINING LTD

TITLE : CONTOUR & FEATURE SURVEY

LOCATION : LOT 109 VICTORIA ROAD, MINGENEW



GERALDTON CENTRAL, Suite 2
 66 Chapman Road, GERALDTON WA 6530
 PO Box 695, GERALDTON WA 6531
 Email: info@quantumsurveys.com.au
 PHONE: (08) 9965 0077
 FAX: (08) 9965 0088

Drainage	GOOD
Electrical	U GROUND
Footpath	NO
Gas	NO
Kerb	MOUNTABLE
Road	BITUMEN
Sewer	NO
Telecom	YES
Water	YES

9.3.2 MINGENEW CORPORATE BUSINESS PLAN 2013 – DRAFT 1

Location/Address:
Name of Applicant: Shire of Mingenew
Disclosure of Interest: Nil.
Date: 19 June 2013
Author: Mike Sully

SUMMARY

This report recommends that Council endorse the draft Mingenew Corporate Business Plan 2013 (CBP 2013) and submit the plan to the Department of Local Government for review and approval.

ATTACHMENT:

A copy of the draft CBP2013 is attached.

BACKGROUND

The Western Australian Local Government Act 1995 and Local Government (Administration) Regulations 1996 requires through statute that Local Governments prepare a range of plans that are to be used to guide Council in the decision making process for issues that will affect the future of the district. The integrated plans are:

- Strategic Community Plan
- Long Term Financial Plan
- Asset Management Plan
- Corporate Business Plan
- Integrated Workforce Plan

The Corporate Business Plan outlines how Council led projects and other key priorities will be achieved in the next four years. Each year the annual budget will be prepared from this plan, and it will provide a year by year “slice” of the projects and priorities of the Council.

The aim of the Corporate Business Plan is to support the delivery of core services for the community as well as projects that will drive the future growth and development of the Shire.

The plan also outlines the financial and resourcing impact of this investment. The link to the Long Term Financial Plan and the Workforce Plan is critical, as both the financial capacity and human resource capacity to deliver on this plan has been verified through links to those two plans.

COMMENT

The Regulations require that a copy of the draft Corporate Business Plan, endorsed by Council, be delivered to the Department of Local Government (DLG) by 30 June 2013 or sanctions will apply.

The draft copy of the Mingenew CBP is incomplete at this stage, however, the DLG has advised that due to the relatively short time that has been available for all Local Governments to complete their CBP, it will accept incomplete draft copies so that the timing deadline of 30 June 2013 can be met.

CONSULTATION

Sue Middleton, Business Consultant contracted to the Mid West Regional Council.

STATUTORY ENVIRONMENT

The Corporate Business Plan has been developed to address the requirements of the Local Government Act 1995 and associated regulations, being;

Local Government Act 1995 section 5.56

A local government is to plan for the future of the district.

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

Local Government (Administration) Regulations 1996

19C. Strategic community plans, requirements for (Act s. 5.56)

- (1) *A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*

- (5) *In making or reviewing a strategic community plan, a local government is to have regard to —*
(a) the capacity of its current resources and the anticipated capacity of its future resources; and

19DA. Corporate business plans, requirements for (Act s. 5.56)

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*

- (3) *A corporate business plan for a district is to —*
*(a) set out, consistently with any relevant priorities
..... for dealing with the objectives
and aspirations of the community in the district; and*

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

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

A "plan for the future" and Regulations on how to achieve this have been made under S5.56(2):

- That the Local Government develops a Strategic Community Plan that links community aspirations with the Council's long term strategy.*
- That the Local Government has a corporate business plan linked to long term financial planning that integrates asset management, workforce planning and specific council plans (Informing Strategies) with the strategic plan.*

Regulation changes were gazetted in August 2011 with full compliance required by 30 June 2013.

POLICY IMPLICATIONS

A number of current policies will need to be adjusted to include the strategies identified in the CBP.

FINANCIAL IMPLICATIONS

The CBP will ensure that the financial implications and staffing requirements of future decisions of Council are taken into consideration during the planning stages.

STRATEGIC IMPLICATIONS

The CBP will assist Council to have the necessary resources required to undertake future strategic projects and activities.

VOTING REQUIREMENTS

Simple Majority

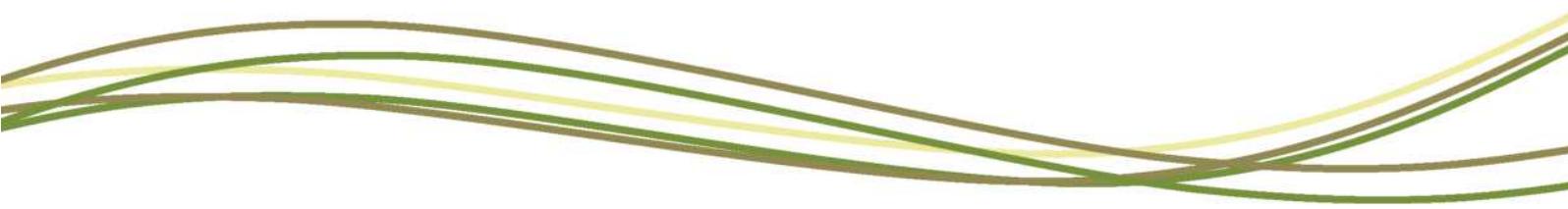
130603 COUNCIL DECISION (OFFICER'S RECOMMENDATION) – ITEM 9.3.2

Moved: Councillor Newton

Seconded: Councillor Gledhill

That Council endorse the draft copy of the Corporate Business Plan 2013 and submit the plan to the Department of Local Government for review and approval.

CARRIED 6/0



Shire of Mingenew
2013 - 2017
Corporate Business Plan

Draft 21 June 2013



The Shire of Mingenew
P. O Box 120
Mingenew WA 6522
PH 08 9928 1102
FX 08 9928 1128

WA Grassroots Development
Document Management
Version: 5
Status: Draft
Date: 21 June 2013



Message from the Shire President

Integrated Strategic Planning

Priorities for Mingenew

Community Project Descriptions

Financial Estimates

Operational Risk Assessment

Internal Analysis

Resource Capability Assessment



Our Vision:

Standing Proud, Growing Strong

Our Mission:

To provide strong leadership, quality community services and competent financial management to ensure Mingenew has sustained prosperity

Our Values

- Strong leaders, good decisions;
- Striving to be innovative and progressive;
- Respecting our environment and each other; and
- Proud independent community spirit



Message from the Shire President

The Shire of Mingenew has prepared the Corporate Business Plan to operationalise the Strategic Plan that was developed through consultation with the community. This plan therefore provides the framework by which the Community Strategic Plan can be achieved through partnerships with the community, key regional partners and the State and Australian governments.

The Shire has formerly been experiencing population decline. The population base for 2009 in our Strategic Plan was noted as 457 residents. However, the population in the 2011 census was recorded as 489 which is a positive trend and has reversed the population decline which has been occurring over the last decade.

There has also been an increase in real income since 2006. These trends are being created by predominantly by mining projects in the Mid West and they indicate a positive trend to regional workers living in Mingenew and working in other locations in the region. The Shire will support this trend and seek to capture benefits from this by developing industrial land, a business incubator and associated services to support contractors and other small/micro businesses to establish themselves within the Shire.

The attractiveness of the town as a place to live and build a business will be enhanced through projects in this plan such as the Light industrial area development, a Waterpark, and restoration of the "Old Railway Station". The Shire will also continue to support the strong entrepreneurial culture in the Shire, by supporting the industry, community and networks that strengthens local business and enhances industry competitiveness through research and development.

The Corporate Business Plan outlines how these projects and other key priorities will be achieved in the next four years. Each year the annual budget will be prepared from this plan, and hence it provides a year by year "slice" of the projects and priorities of the Council. In this Corporate Business Plan, Council is affirming its support for delivering core services for the community as well as projects that will drive the future growth and development of the Shire.

This plan also outlines the financial and resourcing impact of this investment. The link to the Long Term Financial Plan and the Workforce Plan is critical, as both the financial capacity and human resource capacity to deliver on this plan has been verified through links to those two plans. This is a guarantee to community that the long term financial sustainability of the Shire has been a key factor in vetting the Corporate Business Plan.

The Shire understands it will need to be strongly collaborative and cooperative with community, industry and government stakeholders to deliver on this plan. The Shire will continue its program of regional involvement in organisations such as the Mid West Regional Council and the Mid West Development Commission. Through strong partnerships the entrepreneurial culture of the community can be appropriately supported.

This plan has been produced through the input of our hard working Senior Staff and our Councillors. Councillors have provided feedback at each stage of the planning process to ensure the communities input is included in the plan.

Thank you to everyone who has been involved and provided a contribution and input. This plan captures the views of the community as expressed in the Community Strategic Plan and will be a key guidance document for Council for the next four years.

Council looks forward to working with the community and key stakeholders to deliver on this plan.

Michelle Bagley
Shire President Shire of Mingenew

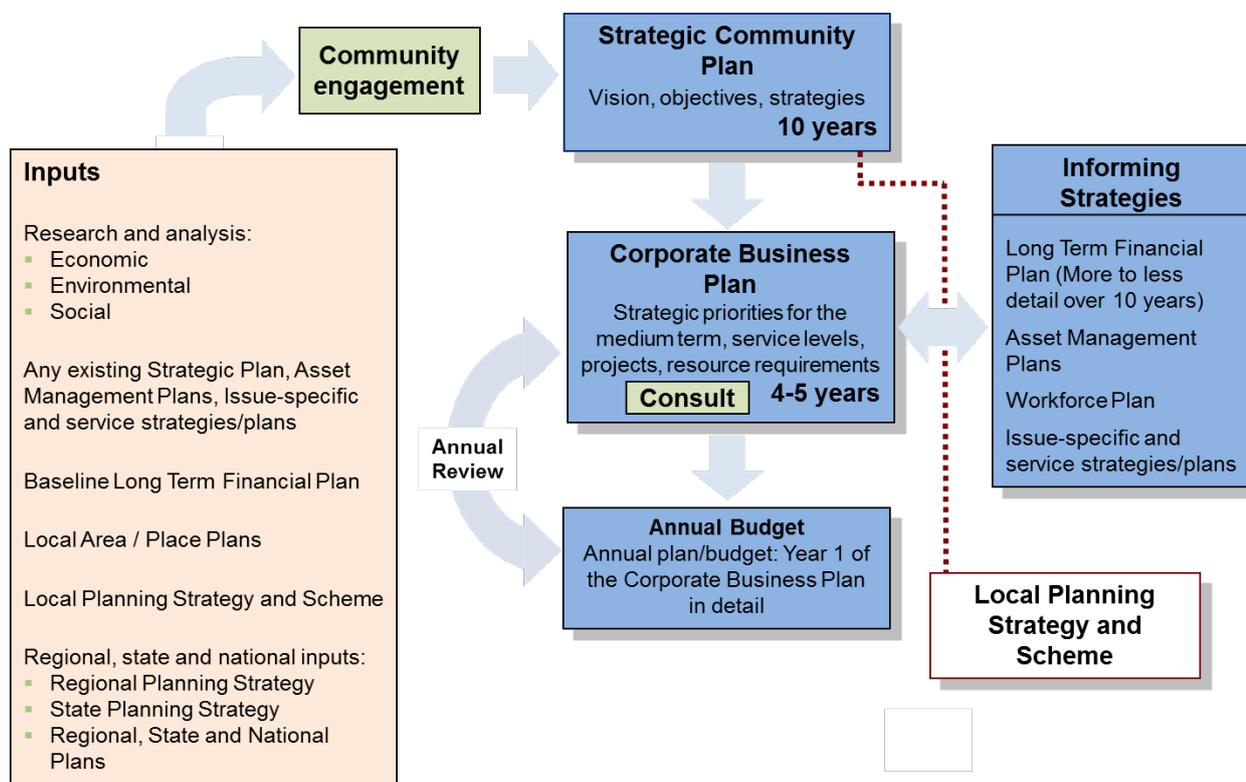


Corporate Planning

The Shire of Mingenew has introduced an Integrated Strategic Planning framework that will drive all activity.

The framework has been developed according to the Integrated Planning and Reporting Framework and Guidelines which were released in October 2010. Section 5.56(1) of the Local Government Act 2005 requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.

Diagram 1: Integrated Strategic Planning Framework



The framework has the following elements:

- 10 year Strategic Community Plan which outlines our vision for the future, our values and our strategic goals. This was adopted by Council in March 2012.
- 4 year Corporate Business Plan which details what we will do to implement the Strategic Community Plan. This document details the key projects and resources required to deliver on the Strategic Community Plan and details the planned project outputs/outcomes, estimated project costs, source of funds, project schedule and resource required to implement projects. The Corporate Business Plan also contains a risk assessment of the Shire's financial and human resource capacity to implement the Plan over the 4 years.

- An Asset Management Plan which enables the Shire to plan and manage the assets so that the community's aspirations can be reached. It is based upon 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of assets.
- 10 year Long-term Financial Plan which is a high level document that indicates the Shire's long term financial sustainability, allows for early identification of financial issues and their longer term impacts, and shows the financial impacts of plans and strategies.
- A Workforce Development Plan which will analyse the operational capacity of the Shire, contrast that to the strategic needs created by the plans, and identify the capacity, skills and knowledge gaps and how to address them.
- An Annual Financial Budget which will record the planned activities and expenditure for each year; and
- An Annual Report which provides the community with a detail account of what has been achieved each year and progress made towards the Performance Targets and achievement of Corporate Business Plan.

Priorities for Mingenew

Mingenew has a strong agricultural industry which employs over half the local population. The Shire also features a concentration of employment in the transport industry. Conditions in Mingenew are considered to be one of the best in the North Midlands for agriculture production, with good quality soils and consistent rainfall helping to produce a good variety of commodities. Servicing the resources industry is presenting an opportunity for Mingenew, with companies exploring the possibilities in the Shire, and there is an opportunity for Mingenew to utilise its substantial underground water supply as an asset capable of driving new resource, agriculture and horticulture projects across the North Midlands. ¹

Both this industry context and the Strategic Community Plan outlined that an important element to ensuring population growth will be an increased availability of serviced residential, commercial and industrial land, and ensuring the provision of adequate services to support expected economic growth. The Shire has responded to this need with key projects relating to industrial land provision and development of a business incubator to support the development of small to medium businesses. This will support the Shire and community to lever opportunities from mining or other industries that will develop throughout the region.

Other key issues for the community are to maintain and increase population through good planning and having a long term vision. The planning processes that have been undertaken with the community's input have been a direct response to this issue, and the framework created will continue to generate implementation of projects for the next 4 years. Reviews will also occur during that time, so the community will be able to continue to give input to Council during that time.

¹ North Midlands Economic Development Strategy, Pracsys, 2013

The community also asked the Shire to retain the town centre as an attractive place for residents and visitors. The Corporate Business Plan outlines three projects that will further enhance the town centre. They include a water park development in the Main Street in the already existing recreation precinct area, restoring the Railway Station building to prepare it for art and cultural community pursuits, and creating a heavy vehicle by-pass around the main-street.

Mingenew's strength is the strong sense of stewardship held by local residents and businesses. The Council will continue to support and encourage this community spirit to ensure the town remains competitive and an attractive place to live and visit. Specific priorities that will be developed are to upgrade the Medical Centre, maintain and enhance Heritage Infrastructure, supporting Wildflower Way and building additional Aged Care Accommodation. Ongoing support to key community groups through in-kind support will also be maintained and a new annual contribution to a Shop Local Campaign has been added.

The final key area that the community wishes to see is the encouragement, nurturing and cultivating of new leaders. Council has responded directly to this with a modest annual contribution to formal and informal leadership training opportunities for upcoming community members. Council has also invested a large internal resource allocation to ensuring the planning, policy and management of the integrated Strategic Planning framework is achieved and excellence in all areas of governance, management and leadership is achieved.

Overall the response to the community's aspirations as outlined in the Community Strategic Plan has been both direct and strategic in nature.

The priority projects for Mingeneew are:

	High Priority	Medium Priority
Community	<ol style="list-style-type: none"> 1. Support Tourism Development and Promotions 2. Water Park 3. Upgrade Medical Centre – Ambulance set down facility 	<ol style="list-style-type: none"> 4. Maintain and enhance Heritage Infrastructure 5. Wildflower Way (Regional project)
Environment	<ol style="list-style-type: none"> 6. Waste Project (Regional Project) 	<ol style="list-style-type: none"> 7. Pursuing Sustainability project
Economy	<ol style="list-style-type: none"> 8. Residential and Light Industrial land development 9. Improved Digital Access for community 10. Develop Business Incubator Project 11. Support Local Business and Community Groups 	

Built Environment/ Infrastructure	12. Roads program	18. Develop Recreation Complex
	13. Restoration of Rail Station	
	14. Aged Accommodation Units	
	15. Key Worker Housing	
	16. Heavy Traffic By-pass	
	17. Relocate Shire Depot and redevelop Land	
Governance/ Civic Leadership	19. Leadership support program	
	20. Invest in Council's Capacity	
	21. Leadership and Advocacy role	

How to read this Delivery Program

The Corporate Business Plan includes a Delivery Program with detailed project plans and program areas for the work to be achieved in the next four years. This Plan will replace the former Plan for the Future and will act as the leading document for all principal activities undertaken by Council during the next four years.

The Projects are linked to Objectives under the Strategic Plan and the Programs are the core business of the Shire. Together they form the total development and core program for the Shire. The categories under the Strategic Plan are:

1. Economic
2. Environment
3. Social
4. Civic Leadership

These have been reordered to implement them into the following five categories:

1. Community
2. Environment
3. Economy
4. Built Environment/Infrastructure
5. Governance/Civic Leadership

All outcomes detailed in the Strategic Plan have a corresponding and matching Project or Program area. This is shown by the Strategic Plan link in the project box in each project or program plan. Some outcomes in the Strategic Plan are very general, and some of those have been grouped together into project areas to be achieved in a grouped program.

The following table shows the links between the Strategic Plan Objectives, the programs or projects under the Corporate Business Plan and the Workforce Plan FTE (full time equivalent) allocations. This demonstrates the strong link between the Strategic Plan, Corporate Business Plan and how it informs the Workforce Plan. It also demonstrates the Shire is addressing all areas of need raised by the community in the Strategic Planning process within the existing resource base.

Recurring operational activities are designated as ongoing actions which have a recurring annual budget.

Linkage Diagram

The following diagram shows the link between the Objectives in the Strategic Community Plan and the corresponding programs and projects in the Corporate Business Plan. The final column shows the FTE's allocation and staff position for each program/project.

Strategic Community Plan			Corp Bus Plan	Workforce Plan
Objectives	Outcomes	Actions	Programs or Projects	FTE's and Staff Position
Economy To be a diverse and innovative economic with a range of local employment opportunities	Increase the number of visitors and extend the tourism season within the region	Provide good quality tourism facilities. Consult and support the Mingenew Tourist and Promotions Committee. Support and encourage tourism development. Continue to support local events and encourage new events. Develop and implement a Tourism Plan. Investigate and develop options for additional tourism and service worker accommodation. Instigate "Recreational Vehicle" friendly town status. Employ a Tourism and Promotional Officer. Install interpretative trails and signage. Participate and support the Wildflower way.	Support Tourism Development and Promotions Wildflower Way and Artbelt not budgeted in this CBP	Community Development Officer 0.1 FTE per annum CDO 0.04 FTE per annum
	Increased availability of serviced land	Ensure there are adequate land options available for residential, commercial and industrial purposes.	Residential and Light Industrial Land Development	CEO/MFA 0.1 FTE per annum
	Protect and enhance economic infrastructure	Maintain and enhance existing historical infrastructure and consider heritage listing and funding opportunities. Continue to lead by example to support	Develop a Business Incubator Project	CEO 0.05 FTE per annum from 2015

		business accommodation and investigate options to develop business incubators.			
	Maintain or increase number of local businesses, industries or services	Support and encourage business unity. Support sustainable farming and other industry developments including mining. Encourage and support value adding industries. Investigate and facilitate community investment in the relocation of the roadhouse. Support a buy-local campaign.	Support local business and community groups, including buy-local campaign	CEO 0.01 FTE per annum	
	Ensure the provision of adequate services to support economic growth	Increased availability of power. Efficient use of water resources within the Shire. Improved telecommunications. Lobby to secure the national broadband network. Investigate options and advocate for alternative sources of power.	Improved Digital Access for Community	CEO 0.01 FTE/annum	
Environment	A sustainable natural and built environment that meets current and future community needs	Support and promote environmental practices. Efficient use of water resources within the Shire. Promotion of tourism opportunities that are environmentally focussed. Lobby government for the protection of natural environment. Rehabilitate , protect and conserve shire controlled land. Continue to manage feral flora and fauna.	Waste Management – Regional Project Pursuing Sustainability project	CEO 0.04 FTE per annum CEO 0.05 FTE per annum	
		Indigenous and cultural heritage is acknowledged.	Continue to liaise with the local indigenous and cultural groups.		
		Retain Mingenew as an attractive town that reflects community values.	Continue to implement the town centre beautification plan. Maintain the high standard of presentation. Continue participation in Tidy Towns. Investigate options for improved shire administration facilities.	Relocate Shire Depot and develop Land	CEO 0.05 FTE (from 2015), Works Manager 0.05 (from 2015)
		Provide recognition and retention of places of heritage.	Maintain and enhance existing historical infrastructure.	Maintain and enhance Heritage Infrastructure,	MFA 0.02 FTE per annum, Works Manager 0.04 FTE per annum
		Safe and functional road and ancillary infrastructure.	Maintain and improve road assets. Develop and implement a footpath plan. Develop a plan to improve road signage.	Annual Roads Program Heavy Traffic Bypass	Works Manager 0.6 FTE CEO 0.02 FTE (from 2014)
		Efficient usage of resources.	Develop and implement a waste management plan. Promote recycling where practical. Investigate options for water harvesting. Lobby governments for the efficient use of natural resources.	Waste Management – Regional Project	CEO 0.04 FTE per annum

Social A safe and welcoming community where everyone has the opportunity to contribute and belong.	Maintain and increase population	Ensure there are adequate land options available for residential, commercial and industrial purposes.	Residential and Light Industrial Land Development	CEO/MFA 0.1 FTE per annum
	Maintain the provision of high quality community infrastructure.	Investigate and develop a water park.	Develop Water Park,	CDO 0.05, Works Staff 0.04 in 2013/14
		Continue to support youth swimming lessons.		
		Maintain and further develop the recreation complex.		
		Continue to develop senior's facilities.	Restoration of Old Railway Station	CDO 0.05 (13-14), Works Manager 0.02 (13-14)
	Improved capacity of education and training.	Investigate and encourage youth facilities and services.		
		Continue to support child care facilities.		CEO 0.02 FTE (from 2015)
Continue to provide facilities to support local community organizations.		Develop Recreation Complex		
Affordable housing options that respond to community needs.	Undertake improvements to the Mingenew Main Hall.			
	Implement 10 Year Sport and Recreation Plan.			
Improved community health and well-being.	Obtain and maintain a bus for community services.			
	Improve and beautify the cemetery.			
Community events continue to be supported.	Advocate for bus services for students travelling to higher education.	Leadership and Advocacy Role	CEO 0.1 FTE per annum	
	Support and promote local traineeships.			
	Continue to support the provision of higher education and vocational training in our region.			
	Continue to support the local school.			
	Provide information on the CHA subsidised loans.	Aged Care Units	CEO 0.04 FTE (15-16)	
	Provide accommodation for service workers and housing for seniors.	Key Worker Housing	CEO 0.02 FTE (13-14)	
	Continue to develop housing for shire employees.			
	Investigate options to utilise vacant houses on farming properties.			
	Develop new housing for aged through a JV program.			
	Increased access to appropriate medical services.	Upgrade Medical Facility	Works Manager 0.02 in 2013/14	
	Continue to support medical practitioners and other health organizations.			
	Improved provision of home and community care service.			
	Promote a drug free culture within the community.			
	Encourage and support shire staff and the community to participate in community organizations.			
	Continue to provide quality facilities for events.	Support local business and community groups, including buy-local campaign	CEO 0.01 FTE per annum	
	Continue to provide administrative support for event organizations.			
	Identify opportunities for special events.			

	Maintain a safe community environment	Implement strategies contained in the Community Safety and Crime Prevention Plan. Undertake a review and upgrade of Street Lighting in the Mingenew town site. Continuously improve emergency services. Continue to lobby to maintain and enhance police services. Promote participation in emergency service organizations.	Annual roads program includes lighting Leadership and Advocacy Role	Including in roads program CEO 0.1 FTE per annum
Civic Leadership A collaborate and innovative community with strong and vibrant leadership	A well informed and engaged community and actively participates.	Continue to support community groups. Provide and encourage leadership within the community. Improve our levels of engagement and communication with all sectors of our community. Nurture and encourage young community leaders. Community volunteers continue to be supported and acknowledged.	Leadership Support Invest in Council's capacity – annual customer survey	CDO 0.05 FTE per annum CDO 0.1 FTE per annum
	An open and accountable local government that is respected, professional and trustworthy.	Continue to deliver quality local government services and facilities. To be strong advocates representing the Shire's interests. Provide long term strategic leadership. Provision of professional development opportunities for Councillors and staff. Annual customer feedback surveys. Maintain a high standard of customer service with a can-do attitude.	Invest in Council's Capacity	0.5 FTE across Senior Staff team
	Improved partnerships.	To collaborate and investigate opportunities for shared services in cooperation with other local, state and Australian Government agencies, industry and community organizations.	Leadership and Advocacy Role	CEO 0.1 FTE per annum
	Local term planning and strategic management.	Develop and implement a Long Term Financial plan. Develop and implement a Workforce Management plan. Develop and implement Asset Management planning. Develop and implement a Corporate Business Plan. Develop and implement an Information Communications Technology Plan.	Integrated Strategic Planning Support	Senior Staff team 0.2 FTE per annum
	Achieve a high level of compliance.	Ensure compliance with local, town planning, building and health and all other legislation. Maintain, review and ensure relevance of Council policies and local laws.	Invest in Council's Capacity – Policy Review, compliance with laws	MFA 0.1 FTE per annum

Delivery Program: Program Areas and Project Plans

A safe and welcoming community where everyone has the opportunity to contribute and belong

Program Area: Community Amenities, Recreation and Culture, Education and Welfare and Health

This program area includes core services provided to the community to improve their well-being, access to health services, community events and support to community groups and all recreation and cultural programs provided by the Shire.

Program Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Annual Program Costs	96,000	529,000	46,000	46,000	717,000	Unknown
TOTAL						

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Administration, Community Development, Finance and CEO	Officer	0.22

Project 1: Support Tourism Development and Promotions

HIGH PRIORITY

Project Manager: CDO Shire of Mingenew
 External Stakeholders: Mingenew Tourist and Promotions Committee
 Strategic Plan Link: 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.7, 1.1.8, 1.1.9, 2.1.3

Project Description

Scope statement:

Mingenew has an active Tourism group and Council will support the group through in-kind support and through an annual budget including projects such as the Wildflower Group. Tourism infrastructure requests eg. New toilets will be consider on an as needs basis.

Project outputs:

- In kind support
- Annual budget

Project outcomes:

- Good quality tourism facilities
- Tourism promotion for community and region
- Interpretative trails and signage

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
STAGE 1						
Annual budget	41,000 (in-kind)	41,000	41,000	41,000	164,000	
TOTAL					164,000	

Source of Funds

Funding Sources	Amount	Status
Council funding	164,000 (in-kind)	Budgeted

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Community Development	Officer	0.1 (13-17)

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Tourism numbers increase by 5% /annum	Increase in visitation	Mingenev Tourist and Promotions Committee figures

Project 2: Develop Water Park

HIGH PRIORITY

Project Manager: CEO Shire of Mingenev
 External Stakeholders: Mid West Development Commission – RfR, Lotterywest,
 Strategic Plan Link: 3.2.1

Project Description

Scope statement:

It will be part of an overall children's activity playground including existing skate park and installation of a water park with a number of water features to encourage play and recreation. It will link to the Cecil Newton Park which will create a child/young person recreation precinct in the Main Street.

Project outputs:

- Applications for RfR and Lotteries
- Concept Plans developed by specialist
- Water park constructed

Project outcomes:

The facility will provide a fun recreational activity and facility for young people across diverse age groups. Overall it will enable the community to be attractive to new residents who consider services for children to be important when choosing a town to live.

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Concept Plans						
Construction		408,000				
TOTAL		408,000			408,000	22,000

Source of Funds

Funding Sources	Amount	Status
RfR CLGF	283,000 (14/15)	In application
Lotterywest	120,000	In application
Shire funds	25,000 (in-kind)	Budgeted

Project Schedule

Major Milestones	Date	Output
Funding applications completed and successful	2014	Funding achieved
Concept plans approved	2014	Concept agreed and signed off by Council
Construction and installation of park	2014	Water Park constructed
Opening organised	2014	Opening Celebrations Christmas 2014

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Community Development	Officer	0.05 (2013)
Works Staff	Officer	0.04 FTE (2013)

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Families and young children satisfaction with facility	Community feedback	Community Survey

Project 3: Upgrade Medical Facility**MEDIUM PRIORITY**

Project Manager: CEO Shire of Mingenew
 External Stakeholders: Silver Chain Clinic
 Strategic Plan Link: 3.5.1, 3.5.2, 3.5.3

Project Description**Scope statement:**

The Mingenew Medical Centre entrance for the Ambulance is not protected from the weather. A suitable entrance needs to be nominated and a Porte-Cochere to protect people's privacy and protect them from the elements needs to be constructed.

Project outputs:

- Consultation with Clinic staff to determine best location
- Funding applications
- Construction completed

Project outcomes:

- Community members will be able to be protected when arriving and leaving the medical centre via ambulance or private transport

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Construction portico	50,000				50,000	0
TOTAL					50,000	

Source of Funds

Funding Sources	Amount	Status
Council contribution	50,000	Forward budget

Project Schedule

Major Milestones	Date	Output
Work with Medical Centre to choose location and design	2013-14	Location and design finalised
Portico constructed	2013-14	Fit out completed successfully New room operating successfully

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Works Manager	Manager	0.02 (13-14)

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Community members suitably protected when arriving/leaving by ambulance	Community Satisfaction	Community survey

Project 4: Maintain and Enhance Heritage Infrastructure MEDIUM PRIORITY

Project Manager: Works Manager Shire of Mingenew
External Stakeholders: LotteryWest, Heritage Commission
Strategic Plan Link: 2.4.1, 1.3.1

Project Description

Scope statement:

Heritage buildings are a key part of the built and cultural heritage of Mingenew and provide a key attraction for tourism. Under the Municipal Inventory, 3 number sites are considered to be high priority and they include Enanty Barn, Old Railway Station and the Old Roads Board Building. These will be preserved according to the conservation requirements.

An annual program and budget has been allocated against which funds will be obtained to carry out an ongoing program. This program includes the Enanty Barn and the Old Roads Board Building. (The Old Railway Station is a separate project under the Corporate Business Plan)

Project outputs:

- Key buildings will be maintained
- Community's heritage will be protected, interpreted and appreciated

Project outcomes:

- Maintain and restore key buildings in the Townscape that are culturally important to the community.
- Maximise tourism opportunities as a destination on the Wildflower Way.

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Annual Budget	5,000	30,000	5,000	5,000	45,000	
TOTAL					45,000	

Source of Funds

Funding Sources	Amount	Status
Council contribution	20,000	Budgeted/ forward budgets
Heritage Council	25,000	Not confirmed

Project Schedule

Major Milestones	Date	Output
Annual works program	Each annum	Ongoing conservation works

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Manager Finance and Admin	Manager	0.02 (13 -17)
Works Manager	Manager	0.04 (13-17)

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Heritage buildings maintained	Community Satisfaction	Community survey

Project 5: Wildflower Way and Artbelt MEDIUM PRIORITY

Project Manager: Wildflower Way Committee
 External Stakeholders: Tourism Regional Development Fund
 Strategic Plan Link: 1.1.10

Project Description

Scope statement:

A funding application has been submitted by the Wildflower Country Committee for funding to complete this project. The goal of the project is to replicate the Wildflower Way installed on the Dalwallinu to Geraldton road which encourages visitors to visit and stay longer in the region. The Shire's contribution to this project is \$50,000. At present work is being carried out for a smaller Artbelt project as per the Wildflower Way Plan.

Project outputs:

Signage, interpretative information, involvement tourism operators, development of key attractions.

Project outcomes:

Visitors will be more inclined to travel on inland roads to explore towns and districts. This project will work in unison with the caravan park to encourage people to stay longer thus positively impacting on the economy of the community.

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Implementation plan		50,000			50,000	
TOTAL		50,000			50,000	

Source of Funds

Funding Sources	Amount	Status
Councils contribution	50,000	Not budgeted due to constraints

Project Schedule

Major Milestones	Date	Output
Successful funding application	2013	Funding contract
Project implemented	2014	Project achieved

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Community Development	Officer	0.04 FTE

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Wildflower way completed	Attractive and informative signage along route	Increase in visitors to Shire
Extended Tourist season	Visitors to Mingenew outside of usual months	Increase in numbers across year

Environment Project Plans

A sustainable natural and built environment that meets current and future community needs

Program Area: Environment

This program area includes core services provided to the community to improve the environment, and includes waste management services, and Parks and Gardens.

Program Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Annual Program Costs	41,000	41,000	41,000	41,000	164,000	unknown
TOTAL						

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Administration, Works, Finance and CEO	Officer	0.09

Project 1: Waste Management - Regional Project **HIGH PRIORITY**

Project Manager: MWRC
External Stakeholders: Waste Authority WA, Waste Management Branch DEC, Shires of Coorow, Carnamah, Perenjori, Morawa, Mingenew, Three Springs
Strategic Plan Link: 2.6.1, 2.6.2

Project Description

Scope statement:

A regional waste project has been designed through the Mid-West Regional Council, the goal of the project is to establish regional waste management services which will reduce waste in each community and concentrate waste processing in one or two regional locations.

Project outputs:

- Project plan outlining how to proceed with regional waste service

Project outcomes:

- Implementation of regional waste management services

Project Costs (to be reviewed once project is sufficiently developed)

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost
	\$	\$	\$	\$	\$	Post 2017
Regional Component						
TOTAL						

Source of Funds (to be reviewed once project is sufficiently developed)

Funding Sources	Amount	Status
Council Contribution		

Project Schedule (to be reviewed once project is sufficiently developed)

Major Milestones	Date	Output

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.04 FTE

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Project plan undertaken	Plan completed	Agreement all Shires
Management of project developed	Clear management structure and process in place	Structure in place
Waste industry developed for region	Waste being recycled	Waste business established

Project 2: Pursuing Sustainability Project MEDIUM PRIORITY

Project Manager: CEO Shire of Mingenew
 External Stakeholders: Mingenew Irwin Group, DAFWA, DEC, NACC
 Strategic Plan Link: 1.5.2, 2.1, 1.5.5, 1.5.2

Project Description

Scope statement:

This project brings together a number of key actions from the Community Strategic Plan which will be implemented under a general project area called "pursuing sustainability". They include:

- Support sustainable farming projects
- Efficient use of water resources
- Investigate options and advocate for alternative sources of power
- Support and promote environmental management practices
- Lobby government for the protection of natural environment
- Rehabilitate, protect and conserve shire controlled land
- Manage native and feral flora and fauna
- Investigate options for water harvesting
- Manage rehabilitation of gravel pits

Project outputs:

- Key environmental projects achieved through Council providing in kind support to achieve projects that can be funded.

Project outcomes:

Mingenew will encourage participation in town and shire and regional improvement programs and nurture a stronger sense of stewardship within the community.

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
MIG contribution	16,000	16,000	16,000	16,000	64,000	
Gravel Pit rehabilitation	25,000	25,000	25,000	25,000	100,000	
TOTAL					164,000	

Source of Funds (to be reviewed once project is sufficiently developed)

Funding Sources	Amount	Status
Council Contribution	164,000	To be Budgeted

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.05

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Improved environmental indicators	Annual research program	MIG feedback

Economy Project Plans

To be a diverse and innovative economy with a range of local employment opportunities

Program Area: Economic Services, Housing, Law, Order and Public Safety

This program area includes core services provided to the community to ensure their safety, providing housing and ensure the growth and development of the Shire.

Program Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Annual Program Costs	1,000	1,000	301,000	1,201,000	1,504,000	unknown
TOTAL						

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Administration, Community Development, Finance and CEO	Officer	

Project 1: Residential and Light Industrial Land Development **HIGH PRIORITY**

Project Manager: CEO Shire of Mingenew
External Stakeholders: Mid West Development Commission
Strategic Plan Link: 1.2.1, 3.1.1

Project Description

Scope statement:

Mingenew currently has sufficient residential land available for sale within the community (approximately 60 blocks), however a watching brief will be implemented to ensure that the development of new residential land is undertaken in a timely manner as growth proceeds.

Demand for light industrial land is the key area of demand for Mingenew which has a number of options to develop industrial land. They include:

- Lot 1 Eleanor Street (subdivided industrial blocks)
- Unallocated Shire land within industrial zoning (Ernest Street Subdivision)

The Town Site Expansion Plan is currently determining the best locations for future industrial and residential development.

Project outputs:

- Watching brief on residential demand and sales
- Actively develop light industrial sites based upon demand, apply for headworks grants for subdivisions.

Project outcomes:

Increased number of new businesses, new industry and investment in Mingenew.

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Ernest Street Subdivision			250,000			
TOTAL						

Source of Funds

Funding Sources	Amount	Status
Headworks Grant	200,000	Application to be completed
Council in-kind	50,000	Forward Budget

Project Schedule

Major Milestones	Date	Output
Complete Town Expansion Plan	2013	Completed Plan
Apply Headworks Grant	2014	Headworks funding
Complete Industrial Subdivision	2015/16	Industrial land available for sale

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO/MFA	Manager	0.1

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Industrial land developed to demand	New businesses	Number new businesses

Project 2: Improved Digital Communications Access for the Community HIGH PRIORITY

Project Manager: MWRC/CEO Shire of Mingenew
 External Stakeholders: NBN Co., Service Providers -Telstra, RMCP RfR
 Strategic Plan Link: 1.5.3, 1.5.4

Project Description

Scope statement:

Mid West Regional Council is currently pursuing a strategy to improve mobile phone tower coverage through construction of a network of mobile phone towers in the North Midlands.

The Shire has leased land to NBN Co. to build a wireless transmission tower, which will give all of Mingenew high speed wireless communications.

Project outputs:

- Increase mobile phone coverage
- High speed wireless technology installed

Project outcomes:

The shire of Mingenew will not be disadvantaged by lack of mobile or digital services.

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.01

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Mobile phone coverage	Community satisfaction	Annual Community Survey

Project 3: Develop a Business Incubator Project **HIGH PRIORITY**

Project Manager: CEO Shire of Mingenew
External Stakeholders: Mingenew Business Community
Strategic Plan Link: 1.3.2, 1.4.3

Project Description

Scope statement:

The project will develop a business incubator on available industrial land to make available ready-to-lease business facilities for small/micro industrial or contracting businesses that would like to establish in Mingenew.

Project outputs:

- Business Planning and feasibility study (both Morawa and Perenjori have plans that could be used for reference)
- Concept and design plan
- Funding obtained
- Construction and fill units

Project outcomes:

- Strong local Business to Business servicing through prevention of business leakage, ensuring higher business productivity
- Capacity to source business services to meet local needs, ensuring construction and trades work can be completed in reasonable time frames

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Feasibility Study			25,000		25,000	
Concept and Design Plan			25,000		25,000	
Construct Incubator				1,200,000	1,200,000	
TOTAL			50,000	1,200,000	1,250,000	

Source of Funds

Funding Sources	Amount	Status
Council Contribution	250,000 (land and earthworks)	Future budgets
Mid West Investment Plan	1,000,000	Application to be developed

Project Schedule

Major Milestones	Date	Output
Feasibility Study	2015/16	Business Plan
Concept and Design plan	2015/16	Building Plans
Construct incubator units	2016/17	Units constructed and filled
Opening	2017	Opening ceremony and celebration

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.05 FTE

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Number new businesses recruited	Number recruited	New business in community

Project 4: Support Local Business and Community Groups HIGH PRIORITY

Project Manager: CEO/CDO Shire of Mingenew
 External Stakeholders: Lions, CRC, Local Business Association, Local Indigenous Groups
 Strategic Plan Link: 1.4.1, 1.4.2, 1.4.5, 2.2.1

Project Description

Scope statement:

The Shire provides ongoing support to numerous community groups that hold large community events, manage essential community services and provide valuable support to key sectors of the community. Peppercorn rental, in-kind support and subsidised housing are made available to these groups.

In addition the Shire will make available \$1,000 per annum to the business community to pursue the idea of a shop local campaign.

The Shire will also provide in-kind support for heritage based development at Littlewell Aboriginal Reserve.

Project outputs:

- Support for community groups

Project outcomes:

- Strong community organisations

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Council Contribution	1,000	1,000	1,000	1,000	4,000	
TOTAL					4,000	

Source of Funds

Funding Sources	Amount	Status
Council Contribution	4,000	Future budgets

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.01

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Strong community organisations	Community strength	Ongoing success of community groups Volunteering numbers in each census

Built Environment and Infrastructure Project Plans

A sustainable built environment that meets current and future community needs

Program Area: Transport, and Other Property and Services

This program area includes core services that provide enabling infrastructure for the community.

Program Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Annual Program Costs TOTAL	2,003,000	2,778,000	4,458,000	2,283,000	11,522,000	-

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Administration, Works, Community Development, Finance and CEO	Officer	0.87

Project 1: Roads Program**HIGH PRIORITY**

Project Manager: Works Manager, Shire of Mingenew
External Stakeholders: Department of Main Roads, Regional Roads Group
Strategic Plan Link: FCWP Road works Program, 2.5

Project Description**Scope statement:**

The Shire of Mingenew has an extensive road network that comprises sealed and unsealed roads. The upkeep and management of this network is essential to the overall sustainability of the Shire. Management of the road system includes the road pavement, drainage, street lighting, verge maintenance and signage.

Project outputs:

- Kilometres roads upgraded or maintained each year

Project outcomes:

- Road condition improvement
- Safer roads

Project Costs

Cost	2013 – 2014 \$	2014 – 2015 \$	2015 – 2016 \$	2016 – 2017 \$	Total \$	Recurrent Cost Post 2017
Infrastructure Program	1,508,000	1,508,000	1,508,000	1,508,000	6,032,000	
TOTAL					6,032,000	

Source of Funds

Funding Sources	Amount	Status
Council Contribution	2,000,000	Budgeted
Grant Funding (RfR, RRG, CLGF)	4,032,000	To be confirmed

Project Schedule

Major Milestones	Date	Output
Annual road program	Ongoing	Maintenance of asset condition

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Works Manager	Manager	0.6 FTE

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Maintain Road condition	Community satisfaction	Annual Survey
Safe access to and from other towns	Safety of road network	Accidents per annum on shire roads

Project 2: Restoration of Old Railway Station HIGH PRIORITY

Project Manager: CDO, Shire of Mingenew
 External Stakeholders: Lotterywest
 Strategic Plan Link: 1.3.1

Project Description

Scope statement:

The Old Railway Station Building will be renovated and converted into an arts and crafts centre for community use.

Project outputs:

- Restored heritage building

Project outcomes:

- Community group usage of a key heritage building

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Undertake Restoration works	120,000					
TOTAL	120,000				120,000	

Source of Funds

Funding Sources	Amount	Status
Lotterywest	100,000	Application to be developed
Council Contribution (in-kind)	20,000	Budgeted

Project Schedule

Major Milestones	Date	Output
Undertake restoration works	2013/14	Construction works completed

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Community Development	Officer	0.05 (13 – 14)
Works Department	Officer	0.02

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Building restored successfully	Community satisfaction	Annual community survey

Project 3: Aged Care Units HIGH PRIORITY

Project Manager: CEO/CDO Shire of Mingenew
 External Stakeholders: Seniors, HACC
 Strategic Plan Link: 3.2.4, 3.4.2, 3.4.5

Project Description

Scope statement:

To develop aged care accommodation to meet current and future demand. The Project is in two stages:

- Stage 1, 4 units, \$1.25M
- Stage 2, 3 units, \$800k

Only Stage 1 will occur in this 4 year Corporate Business Plan (to 2017).

Project outputs:

- 7 new aged care units

Project outcomes:

Current and future aged care housing needs are addressed in a timely manner, enabling older people to age in their own community.

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Construct Stage 1			1,250,000			
Construction Stage 2						
TOTAL			1,250,000		1,250,000	

Source of Funds

Funding Sources	Amount	Status
Council Contribution	450,000	Future budget
Department of Housing JV	400,000	To be developed
Mid West Development Commission	400,000	Application to be developed

Project Schedule

Major Milestones	Date	Output
Construct Stage 1	2015/16	Aged care housing
Construction Stage 2		Aged care housing

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.04

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Aged Persons' housing needs met in timely manner	Number of people who can age safely in place	Retention of aged demographic

Project 4: Key Worker Housing HIGH PRIORITY

Project Manager: CEO Shire of Mingenew
 External Stakeholders: Business Community
 Strategic Plan Link: 3.4.3

Project Description

Scope statement:

The Project will build key worker housing for key staff positions within the community. The first stage of the project is to build 2 modular units which each have 2 bedrooms with 2 bathrooms, and shared living area.

Project outputs:

- 2 modular units

Project outcomes:

- Provide accommodation to attract key workers to Mingenew

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Construct Units	375,000					
TOTAL	375,000				375,000	

Source of Funds

Funding Sources	Amount	Status
CLGF Regional	311,000	Confirmed
Council Contribution (in-kind)	64,000	To be budgeted

Project Schedule

Major Milestones	Date	Output
Build 2 group dwellings	2013-14	Group dwellings completed

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.02 (13/14)

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Provide high quality accommodation	Key workers can access quality accommodation	Occupancy of housing

Project 5: Heavy Traffic By-pass

HIGH PRIORITY

Project Manager: CEO Shire of Mingenew

External Stakeholders: Department of Main Roads, Transport Companies and Heavy Vehicle Operators, Tradespeople

Strategic Plan Link: 2.3

Project Description

Scope statement:

Develop a heavy vehicle by-pass around the Mingenew Central Business District (CBD).

Project outputs:

- Heavy vehicle by-pass

Project outcomes:

- Development of Main Street of Mingenew into a tourism and retail precinct

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Feasibility Study		20,000				
				2,000,000		
TOTAL		20,000		2,000,000	2,020,000	

Source of Funds

Funding Sources	Amount	Status
Council contribution	20,000	Future budget
CLGF Regional	311,000	To be confirmed
Other Grants	1,689,000	Applications to be developed

Project Schedule

Major Milestones	Date	Output
Complete Feasibility study	2014/15	Feasibility study
Fund project	2014/16	Funding achieved
Construct project	2016/17	Bypass constructed
Opening ceremony	2017	Project opening

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.02

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Development of by-pass	Vibrant Main street	Traffic Count Main Street

Project 6: Relocate Shire Depot and Redevelop Vacated Land MEDIUM PRIORITY

Project Manager: CEO/Works Manager Shire of Mingenew
 External Stakeholders: Community
 Strategic Plan Link: 2.3.4

Project Description

Scope statement:

Council will relocate the existing Shire Depot from 2014 to 2016 at a cost of \$1.5M. This will make this site available for either residential development or as a possible business incubator site.

Project outputs:

- Relocated Shire Depot
- Land available for development

Project outcomes:

- New and improved and shire depot
- Opportunity to develop vacated land that depot was on

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Relocation of Depot and construction of new sheds			750,000	750,000		
TOTAL			750,000	750,000	1,500,000	

Source of Funds

Funding Sources	Amount	Status
Council contribution	1,500,000	Forward Budgets

Project Schedule

Major Milestones	Date	Output
Construction new depot	2015/16	New Depot available for use
Clear in-town depot	2015/16	Land vacated
Rehabilitate vacated land	2016/17	Land rehabilitated
Subdivide and make land available for sale	2016/17	Subdivision complete

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO	Manager	0.05 (13/14)
Works Manager	Manager	0.05 (14/15)

Measuring Success

Outcomes	Tangible indicators of success	Measured by
New depot constructed and vacated depot gains environmental clearance	New depot	Staff satisfaction with new premises
Land available for development	Land available	Development of land

Project 7: Develop Recreation Complex MEDIUM PRIORITY

Project Manager: CEO Shire of Mingenew
 External Stakeholders: Sporting Groups, Sport and Recreation
 Strategic Plan Link: 3.2.9

Project Description

Scope statement:

To install oval lights at the Recreation Centre.

Project outputs:

- Oval lights installed at Recreation Centre

Project outcomes:

- Increase in sporting and community events

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Oval lights			200,000			
Planning future Recreation Centre development				25,000		
TOTAL			200,000		225,000	

Source of Funds

Funding Sources	Amount	Status
Council contribution	67,000	Forward Budget
CSRF Sport and Recreation	133,000	Application to be developed

Project Schedule

Major Milestones	Date	Output
Funding application	2015	Funding received
Install lighting	2015/16	Lights installed
Recreation Centre Development Plan	2016/17	Plan to improve Recreation Centre facility

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
CEO/Works Manager	Manager	0.02

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Increased facility usage	Increase number of events	Event numbers

Governance and Civic Leadership

A collaborative and innovative community with strong and vibrant leadership.

Program Area: Governance

This program area includes core services provided to the community to administrate the programs of the Shire and ensure the financial sustainability of the Shire is built into the long-term.

Program Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Annual Program Costs	7,500	7,500	7,500	7,500	30,000	7,500
TOTAL						

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Administration, Community Development, Finance and CEO	CEO, MAF	0.11

Project 1: Leadership Support **HIGH PRIORITY**

Project Manager: CEO Shire of Mingenew
External Stakeholders: Mid West Leadership Program
Strategic Plan Link: 4.1, 4.2

Project Description

Scope statement:

Formal and informal leadership training opportunities will be provided to enable succession of leaders through the Council and in key leadership positions within the Community.

Project outputs:

- Leadership training program provided each year locally, or 2-3 members of community sponsored to undertake leadership training and bring skills home to community.

Project outcomes:

Network of skilled local leaders

Project Costs

Cost	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	Total	Recurrent Cost Post 2017
	\$	\$	\$	\$	\$	
Leadership training	7,500	7,500	7,500	7,500	30,000	7,500/annum
TOTAL					30,000	7,500 per yr

Source of Funds

Funding Sources	Amount	Status
Council contribution	30,000	Budgeted

Project Schedule

Major Milestones	Date	Output
Advertise to community	2013	Expressions of interest received
Source training	2013	Training providers identified
Undertake training and keep engagement going	2013 - 2017	2-3 new leaders per year

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Community Development	Officer	0.05

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Strong leadership	Greater community engagement	Increase number of community events, increased attendance
Proactive Council	Improved relationship Council and community	More interaction between Councillors and community
Greater choice of Councillors	Younger nominees for vacancies	More nominees for vacant seats

Project 2: Invest in Council's Capacity

HIGH PRIORITY

Project Manager: CEO Shire of Mingenew
 External Stakeholders:
 Strategic Plan Link: 4.4, 4.5

Project Description

Scope statement:

This project includes a range of key activities that will enable the Shire to be a highly professional organisation providing excellence in all areas of governance, management and leadership.

Project outputs:

- Staff training and development
- Professional Development opportunities for Councillors
- Mentor community leaders to become Councillors
- Traineeships within the Shire
- Implemented Integrated planning and reporting framework
- Implement annual customer feedback surveys
- Review of Council policies and laws
- Investigate new sources of revenue and income
- Maintain effective and efficient ICT systems
- Maintain links with regional bodies such as MWRC and MWDC
- Continue involvement with MainRoadsWA through Regional Road Group

Project outcomes:

- Long term sustainability Council

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation (each year)
Oversee Management of Shire	CEO	0.1 FTE
Integrated Strategic Planning support	Senior Staff	0.2 FTE
Annual customer survey	CDO	0.1 FTE
Review of Council policies and laws	MFA	0.1 FTE
Investigate new sources funding	CDO	Part of core work
Maintain effective ICT systems	Contractor	Contract

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Community satisfaction with Council Leadership, development and services	Community satisfaction	Annual Survey
Long term financial sustainability of Council whilst meeting community needs	Financial strength of Council	Financial ratios

Project 3: Leadership and Advocacy Role HIGH PRIORITY

Project Manager: CEO Shire of Mingenew
External Stakeholders: All major service providers, State and Australian Government Agencies
Strategic Plan Link: 4.3

Project Description

Scope statement:

Continue to lobby and advocate for key government and infrastructure services, help resolve community issues and act on opportunities.

Project outputs:

Advocacy on key issues such as:

- Lobby for quality education within region
- Lobby for enhanced power supply
- Lobby for Roads funding
- Advocate and support the maintenance of adequate police and emergency services
- Lobby for regional health infrastructure

Project outcomes:

Ensure Agencies and Service providers provide a level of service that meets community needs and expectations.

Project Resourcing and Skill/Capacity Level

Resources Required	Level	FTE Estimation
Communication and relationship management	CEO	0.1 FTE

Measuring Success

Outcomes	Tangible indicators of success	Measured by
Agencies and Service Providers meet community needs	Community needs met	Annual community survey

Resource Capability Assessment

The overall resources required to implement the Corporate Business Plan across the four years are within the capacity of existing staff resources.

The FTE requirements for 13/14 year to implement this plan are:

- CDO 0.39
- Works Manager 0.72
- CEO 0.51
- Finance Manager 0.22

These estimated FTE's are within current staffing allocations and will be able to be delivered within current capacities. The Development Plan for the Shire is very conservative and although it does meet the needs of the community as defined in the Strategic Community Plan, only key priorities will be funded and developed in the next 4 years to ensure the Shire also meets its financial sustainability requirements.

The Shire's key strategy for managing times when demand for key staff exceeds supply is to use a local/regionally based network of contractors who know the Shire, have established relationships with the Council and Senior Staff and can get work completed quickly and on budget. The key issue with this model is the continued loss of corporate knowledge from the Shire, so the depth of the business systems are quite critical to ensure knowledge is captured within each project/contract and as much as possible retained within the Shire knowledge base.

In addition the Mid West Regional Council is forming a grouped/centralised services model that will be supplied to local Governments in the North Midlands area. Those services may include:

- Rates management and collection
- Compliance and governance reporting, audits and checks
- Budget preparation
- Human resource functions
- Staff training
- Systems, policies and procedures – development, documentation and training
- Labour resources where councils require less than 1 FTE and can feasibly share
- Labour resources requiring a professional qualification
- Research, preparation of proposals, tenders
- Goods and service acquisition arrangement ²

This additional regional resource will enable the Shire to extend the existing capacity of the current staff resources. It will also support possible mentoring of staff as it will provide more professional positions within the region that can create peer mentoring and support. This model is currently being developed.

² Financial Model Document MWRC, Focussed Management, May 2013

Key issues for the Shire are the key person dependencies created by the flat line and small staff structure. This will create challenges for the Shire in managing succession planning for key roles. The mentoring approach suggested already will be the key management strategy to manage the lack of succession, and to support the building of a regional workforce.

Financial Estimates

The Financial Estimates in this plan assume the majority contribution for each project occurs through grants funding for capital works. The costing estimates have been used to update the Forward Capital Works Plan and the forward capital budgets have been reduced in this process. This has been achieved through reducing project scope or delaying projects to the second four year Corporate Business Plan.

The updated Corporate Business Plan costings have been attached to this Plan as a reference document. The costs are summarized in the table below.

The total expenditure under this plan at the time of adoption is as outlined in the following table.

Costings Summary Corporate Community Plan

	2013/14 \$	2014/15 \$	2015/16 \$	2016/17 \$
Council Contribution	717,500	661,500	1,995,500	1,577,500
Regional CLGF	811,000	783,000	501,000	812,000
Local CLGF				
Mid West Dev Comm			400,000	1,000,000
Other	1,600,000	677,000	1,233,000	1,878,000
TOTAL	3,128,500	2,121,500	4,129,500	5,267,500

The key impact from the projects is mainly delivered by the Depot Project. All other projects are able to be funded from grants programs or they will not proceed. The Depot Project is internally funded and has a substantial impact on the financial ratios as it will be delivered through an increase in borrowings.

The two key risks that this plan exemplifies is the high degree of dependence upon external revenue sources to develop the community's infrastructure. The second key risk is the increase in borrowings with peak debt at \$1.7M in 2022. Although reserve funds increase from \$0.218M to \$0.414M in the next ten years this is still a low level of reserves from which to continue to grow services and deliver future prospects for the community.

The fiscal outlook for the Shire requires a conservative financial management approach into the future. The Corporate Business Plan has been developed on this basis and will enable the Shire to both meet the needs of the community and improve its long term financial health.

Assets of the Shire

Council provides a range of infrastructure assets to enable services to be delivered to the community.

This plan covers the following assets:-

- Roads comprising roadways (597km),
- Bridges (5), culverts (315),
- Railway crossings (5),
- Road signs (315),
- Floodways (17),
- Footpaths and kerbing

Buildings comprising

- Recreation (12),
- Council/depot (7),
- Public/civic (11) and
- Housing (8)

Other assets covering

- Recreation (12),
- Public/civic (4) and
- Waste (1)

There are two key indicators of cost to provide the services.

- The life cycle cost being the average cost over the life cycle of the asset, and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council's long term financial plan.

The life cycle cost to provide the infrastructure service is estimated at \$1,758,600 per annum. Council's planned life cycle expenditure for year 1 of the asset management plan is \$1,538,600 which gives a life cycle sustainability index of 0.87.

The total maintenance and capital renewal expenditure required to provide the infrastructure service in the next 10 years is estimated at \$23,693,000. This is an average of \$2,369,300 per annum.

Council's maintenance and capital renewal expenditure on the infrastructure service for year 1 of the asset management plan is \$2,649,000 giving a 10 year sustainability index of 1.12.

Operational Risk Assessment

The following section outlines key systems, processes and resources of the Shire and assesses the current risks to those areas and proposes mitigation measures to be adopted where impact is high.

Systems			
Risk	Assessment of Risk	Impact	Mitigation
Document Management	The time cost of the document management system is inefficient and frustrating for staff.	HIGH The knowledge base of the organisation is held in the document management system which has not been well maintained in the past.	Invest in electronic data management systems that protect data integrity against individual work practices, establish Standard Operating Procedures and monitor their implementation. All staff to be trained in the system.
Project Management	Projects are managed by staff based upon individual systems and there is no consistent project management system in place	HIGH Projects need to be fully planned to enable most efficient work flows within organisation and community	Project Management Training has been undertaken. Implement electronic project management system and ensure all projects are managed through system.
Stakeholder Management System	Stakeholders are managed by Key staff and Councillors through on going communication, without a clear managed process	MEDIUM The current system works as the organisation is small, however increasing the project load will cause the current system to be put under pressure. Loss of any individual will cause loss of key relationships.	Stakeholder relationships to be managed through an electronic management system which records interactions, relationships and follow-up actions required.
ICT system	Current ICT system is sufficient for current resourcing	MEDIUM ICT systems can quickly reach their tipping point, and the functionality of new technology can greatly enhance workforce productivity	Monitor effectiveness and remote access and communication systems between staff and Councillors.
Processes			
HR Processes	Succession Planning challenging due to size of organisation. Attraction and retention of key staff has been difficult in the region. Active Performance management is required to build the organisational culture that is desired	HIGH Having the right team is critical to any successful organisation. Building that team over time and retaining key skill sets will be essential to build efforts to increase productivity.	Introduce a formalised mentoring approach that supports strong HR management at Senior levels. Implement excellent HR systems. Build the regional workforce in roles that are best delivered at that level. Provide flexible working arrangements for staff, and ensure childcare is provided in the community.
Workforce Planning and Cost Modelling	Key cost of organisation is labour cost and work utilisation of all roles difficult to assess, hence making cost control difficult to implement.	HIGH Some roles can be over-utilised and some under and without appropriate work force planning the mismatch is difficult to detect or remedy.	Effective job planning, detailed job descriptions, and monitoring or work output to be implemented to ensure over and under productivity can be managed.

Skills Development	Skills gaps and development to overcome gaps could be a risk	MEDIUM Over reliance on key staff due to ineffective middle management skills/capacity	Training is up to date in organisation however needs related to Corp Bus Plan and project development/ fundraising to be further developed.
Resources			
Workforce	Capacity to develop a high performing organisation that is highly productive and utilises the core staff cost to the best outcome for the community.	HIGH High performing parts of any organisation are affected by lower performance and the culture is set by the "lowest bar" over time. Building a high performance culture is a function of good systems, modelling behaviour and consistent leadership.	Implement systems to monitor work output and measure performance of all staff. All Senior Staff to display values that show productivity and effectiveness is critical. Ensure staff understand staff costs to community outcomes is important to Council.
Council	The task of balancing fiscal responsibility and responding to the community is a key risk for Council.	HIGH Ongoing good leadership is critical within the Council group, as cohesive responsible decision making will be required for many years.	Community expectations about what Council can deliver need to be managed. All consultation processes need the clear context of the fiscal responsibility required by the Shire.
Asset Base	Depreciating asset base which cannot be maintained on revenue base	MEDIUM Long term the Shire will face increasing challenges to develop new infrastructure or community projects and maintain existing assets.	Rationalise existing asset base at every opportunity and only add high value projects that deliver clear outcomes, including revenue generation opportunities. Continue to invest in regional processes that optimise revenue base of the Shires in the region.

Internal Analysis

Required improvements

The following proposed improvements for the internal management of the Shire will support the core goals of developing the community and improving financial sustainability. They relate to the mitigation measures outlined in the risk analysis.

1. Invest in electronic data management systems that protect data integrity against individual work practices, establish Standard Operating Procedures and monitor their implementation. All staff to be trained in the system.
2. Project Management Training has been undertaken. Implement electronic project management system and ensure all projects are managed through system.
3. Stakeholder relationships to be managed through an electronic management system which records interactions, relationships and follow-up actions required.
4. Monitor effectiveness and remote access and communication systems between staff and Councillors.

5. Introduce a formalised mentoring approach that supports strong HR management at senior levels.
6. Implement excellent HR systems. Build the regional workforce in roles that are best delivered at that level. Provide flexible working arrangements for staff, and ensure childcare is provided in the community.
7. Effective job planning, detailed job descriptions, and monitoring of work output to be implemented to ensure over and under productivity can be managed.
8. Training is up to date in organisation, however, needs related to Corp Bus Plan and project development/ fundraising to be further developed.
9. Implement systems to monitor work output and measure performance of all staff. All Senior Staff to display values that show productivity and effectiveness is critical. Ensure staff understand that staff costs to community outcomes are important to Council.
10. Community expectations about what Council can deliver need to be managed. All consultation processes need the clear context of the fiscal responsibility required by the Shire.
11. Rationalise existing asset base at every opportunity and only add high value projects that deliver clear outcomes, including revenue generation opportunities.
12. Continue to invest in regional processes that optimise revenue base of the Shires in the region

Measuring our Success

Within each Strategic Theme there are a number of key objectives which have specific measurement criteria which are either output or outcome based. These will be used by the Shire to monitor the achievement of the plan. They will be used to monitor project activity, but not reported on in the Annual Report.

Key Performance measures have been set against the 5 strategy areas. These KPM's are designed to be reported against annually in the Shires Annual Plan. This will enable the community to track progress against the objectives and to also understand the impact of the plan's implementation.

Strategy Number	Strategic Area	Key Performance Measures
1	Infrastructure and Natural Assets	Community satisfaction community services (annual survey) Community satisfaction town amenity (annual survey) Community satisfaction core services eg. Roads, pathways (annual survey)
2	Industry and business development	Land Availability for projects Nil waste targets achieved
3	People and place	Annual community satisfaction with cultural, heritage and recreation services (annual survey)
4	Community capacity	Volunteering rate each census period Community satisfaction with engagement with Council (annual survey)

5	Council's capacity	Improvement in Financial ratios Low employee turnover Successful fundraising for key projects
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Disclaimer

This Corporate Business Plan has been prepared by Grassroots Development for the sole use of the Shire of Mingenew on the basis of information supplied by the Staff and Community. The plan has been provided on the understanding that:

- Grassroots Development is not responsible for the results of any actions taken on the basis of information or errors in, or omissions from the plan; and
- Grassroots Development disclaims any liability to any person in respect of anything or the consequences of anything, done or omitted to be done in reliance upon the whole or any part of the contents of this document; and
- If legal advice or other expert professional assistance is required, the services of a competent professional person should be sought.

Acknowledgements

This plan has been developed with the active assistance of key staff within the Shire of Mingenew. They include the CEO Mike Sully, the Manager of Finance and Administration Cameron Watson and Works Manager Warren Borrett. Shire Councillors were also involved in the process and thanks goes to all Councillors for their time and effort to make sure the plan is right for the community.

The Facilitator for the process was Sue Middleton of Grassroots Development.

Attachments

Nil.

9.3.3 MINGENEW INTEGRATED WORKFORCE PLAN 2013 – DRAFT 1

Location/Address:

Name of Applicant: Shire of Mingenew

Disclosure of Interest: Nil.

Date: 18 June 2013

Author: Mike Sully

SUMMARY

This report requests that Council endorse the draft copy of the Integrated Workforce Plan 2013 (IWP 2013) and submit the plan to the Department of Local Government for review and approval.

ATTACHMENT

A copy of the draft IWP 2013 is attached.

BACKGROUND

The Western Australian Local Government Act 1995 and Local Government (Administration) Regulations 1996 requires through statute that Local Governments prepare a range of plans that are to be used to guide Council in the decision making process for issues that will affect the future of the district. The integrated plans are:

- Strategic Community Plan
- Long Term Financial Plan
- Asset Management Plan
- Corporate Business Plan
- Integrated Workforce Plan

The attached draft Integrated Workforce Plan identifies the internal capacity of the Council to meet current and future goals and objectives of the Shire and the community, both in capacity and capability. It identifies the gaps or surplus in human assets or financial resources and identifies strategies to deliver on expectations.

COMMENT

The Regulations require that a copy of the draft Integrated Workforce Plan, endorsed by Council, be delivered to the Department of Local Government by 30 June 2013 or sanctions will apply.

CONSULTATION

Jeff Graham, Human Resources Consultant contracted to the Mid West Regional Council.

STATUTORY ENVIRONMENT

The Integrated Workforce Plan has been developed to address the requirements of the Local Government Act 1995 and associated regulations, being;

Local Government Act 1995 section 5.56

A local government is to plan for the future of the district.

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

Local Government (Administration) Regulations 1996

19C. Strategic community plans, requirements for (Act s. 5.56)

(1) *A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*

(5) *In making or reviewing a strategic community plan, a local government is to have regard to —*
(a) the capacity of its current resources and the anticipated capacity of its future resources; and

19DA. Corporate business plans, requirements for (Act s. 5.56)

(1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*

(3) *A corporate business plan for a district is to —*
*(a) set out, consistently with any relevant priorities
..... for dealing with the objectives
and aspirations of the community in the district; and*

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

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

A "plan for the future" and Regulations on how to achieve this have been made under S5.56(2):

- That the Local Government develops a Strategic Community Plan that links community aspirations with the Council's long term strategy.*
 - That the Local Government has a corporate business plan linked to long term financial planning that integrates asset management, workforce planning and specific council plans (Informing Strategies) with the strategic plan.*
- Regulation changes were gazetted in August 2011 with full compliance required by 30 June 2013*

POLICY IMPLICATIONS

A number of HR policies will need to be adjusted to include the strategies identified in the IWP.

FINANCIAL IMPLICATIONS

The IWP will ensure that the financial implications of future decisions of Council are taken into consideration during the planning stages.

STRATEGIC IMPLICATIONS

The IWP will assist Council to have the necessary resources required to undertake future strategic activities.

VOTING REQUIREMENTS

Simple Majority

130604 COUNCIL DECISION (OFFICER'S RECOMMENDATION) – ITEM 9.3.3

Moved: Councillor Cosgrove Seconded: Councillor Newton

That Council endorse the draft copy of the Integrated Workforce Plan 2013 and submit the plan to the Department of Local Government for review and approval.

CARRIED 6/0



Shire of Mingenew

2013 - 2017

Integrated Workforce Plan



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Executive Summary

Strategic workforce planning is an important aspect in the long term planning for an organisation. It is critical to ensure that there are sufficient people to carry out the organisation's purpose –the right people, in the right place, at the right time to build a strong, sustainable organisation.

Workforce planning in Australia, particularly in rural Australia has a number of challenges according to the *ABS Census 2006-2011*:

- The workforce is changing within Australia. We are seeing more women working than ever before, there are fewer young people entering the job market each year and the workforce is ageing.
- In 2011 more people exited the workforce than entered it.
- Over the next 40 years the proportion of Australians aged over 65 will double.
- Australia will have shortages of more than 200,000 skilled workers within the next 5 years.

Workforce Planning is the key to forecasting future labour markets, but is also used for:

- Monitoring and containing workforce costs
- Developing and highlighting existing and new workforce skills
- Ensuring that there is adequate service delivery into the future
- Identifying employee issues

With 20 employees, the Shire of Mingenew is a significant employer within the district. The Organisation has a strong relationship with its workforce, consisting of several long term employees who are comfortable with the professional and personal approach to management.

The Integrated Planning and Reporting Framework requires all Local Governments in WA to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Strategy forms part of the Resourcing Strategy and outlines how the Shire of Mingenew will implement the priorities and strategies within its Delivery Program, in line with the Shires budget.

The Shire of Mingenew faces a number of long term challenges relating to its workforce and in particular in relation to the implementation of the delivery program whilst meeting community expectations with a limited budget.

Operational challenges also include: managing an ageing workforce; attraction, retention and development of quality employees and refining / modernising its Human Resources Management policies, processes and systems

This strategy focuses on the context of workforce planning, explores the regional and local challenges and outlines the responses that the Shire of Mingenew will take to support the implementation of the Delivery Program.

Integrated Workforce Planning in context

The workforce plan has been developed to address the requirements of the Local Government Act and associated regulations.

Local Government Act 1995 section 5.56

A Local Government is to plan for the future of the district.

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

Local Government (Administration) Regulations 1996

19C. Strategic community plans, requirements for (Act s. 5.56)

- (1) *A Local Government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (5) *In making or reviewing a strategic community plan, a local government is to have regard to —*
- (a) the capacity of its current resources and the anticipated capacity of its future resources; and*

19DA. Corporate business plans, requirements for (Act s. 5.56)

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*

- (3) *A corporate business plan for a district is to —*
- (a) set out, consistently with any relevant priorities
..... for dealing with the objectives
and aspirations of the community in the district; and*

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

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

A "plan for the future" and Regulations on how to achieve this have been made under S5.56(2):

- That the Local Government develops a Strategic Community Plan that links community aspirations with the Council's long term strategy.*
- That the Local Government has a corporate business plan linked to long term financial planning that integrates asset management, workforce planning and specific council plans (Informing Strategies) with the strategic plan.*

Regulation changes were gazetted in August 2011 with full compliance required by 30 June 2013

Integrated Planning and Reporting Framework

The Shire of Mingenew's integrated planning framework comprises the following plans/programs:

Strategic Community Plan – identifies the community's main aspirations and priorities for the future and outlines strategies for achieving these goals

Corporate Plan – describes the activities we will undertake over the next four years to achieve the agreed short and long term goals and outcomes.

Divisional Operational Plans – outlines the details of the specific projects and activities that will achieve the commitments outlined in the Corporate Plan

Long Term Financial Plan – details the financial resources needed to enact the Corporate Plan in the first four years and potential revenues and expenses for the next six years of the plan. This plan serves to inform and resource all aspects of the integrated planning activities as appropriate.

Asset Management Plan – This plan identifies and records the asset register, service level, activities and strategies to ensure the physical assets and infrastructure of the Shire are appropriately managed and maintained over their lifecycle, and appropriately disposed of or replaced at the end of that lifecycle.

Integrated Workforce Plan – This plan identifies and reports on the internal capacity to meet current and future goals and objectives of the Shire and the Community, both in capacity and capability. It identifies the gaps or surplus in human assets or financial resources and identifies strategies to deliver on expectations.

Aims and objectives of the Integrated Workforce Plan

This Workforce Plan aims to address the workforce needs of the Shire that arise from core operations, projects, strategic initiatives and priorities.

It also aims to build capacity and resilience to enable the Shire to respond to the changing environment and to issues arising from external pressures and legislative compliance issues.

The Workforce Plan aims to ensure the Shire's workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery in the future.

It will address gaps between current and future workforce capability, identify areas of skills or capacity shortage, and outline strategies to address them.

Methodology

The methodology used will follow the practices and principles of the WA Department of Local Government's Workforce Planning Guidelines Toolkit -Ref: <http://integratedplanning.dlg.wa.gov.au>

There are four distinct stages as outlined in the diagram from the toolkit below. The process was carried out in a consultative and capacity building manner to ensure ownership and sustainability. This plan will be used to guide recruitment, retention and growth in the workforce and any development or changes over the term of its life.

External Environments

Western Australian Employment Environment

Population Profile

Western Australia has 33% of Australia's land area and 10.7% of its population. The State's share of the national population is projected by the ABS to grow to 11% (3.0 million) by 2026 and 12% (4.3 million) by 2056. There were 1.31 million people employed in Western Australia in December 2012. The Department of Training and Workforce Development estimates a potential shortfall of 76,000 workers by 2014-15.

Western Australia's population rose 3.3% (78,037) to 2,430,252 in 2011-12. Net overseas migration contributed 60% (47,147) of the population growth in 2011-12. Net interstate migration rose 80% to 11,085 in 2011-12. Population growth has accelerated from 2.2% in 2009-10 and 2.4% in 2010-11 to 3.3% in 2011-12.

Employment

Western Australia's employment rose 4.7% (59,400) over the twelve months to December 2012, with 9% of the growth occurring in the final three months. In contrast, national employment rose 1.3% (148,400) over the year to December 2012.

The State's unemployment rate was 4.3% in December 2012; higher than the 4.1% in the previous month and 4.2% a year earlier. Australia's unemployment rate was 5.4%. Western Australia's mining industry employed 108,900 workers directly in the December quarter 2012, 3% (3,600) more than a year earlier.

Regional Profile:

Regional Labour Markets ¹ and Population ²					
Region	Employed	Unemployed	Unemployment rate %	Population	Annual Growth
Perth	997,444	39,637	4.0	1,726,055	2.5
South West	8,742	4,137	4.6	158,615	1.6
Peel	46,673	2,670	5.4	112,677	4.4
Wheatbelt	44,601	1,100	2.4	72,856	0.0
Goldfields-Esperance	35,594	788	2.2	59,489	1.1
Great Southern	32,354	1,656	4.9	56,884	0.2
Mid-West	30,407	817	2.6	55,609	1.2
Pilbara	27,477	607	2.2	62,736	6.5
Kimberley	17,532	931	5.0	37,673	2.9
Gascoyne	5,912	192	3.1	9,621	1.1

¹September quarter 2012; ²2010 – 11 : Source Department of Education, Employment, and Workforce Relations Small Area Labour Markets and ABS Regional Population Growth.

Major Industries in WA in 2011-12 (employment numbers)

Mining	34.60%
Construction	11.50%
Health Care and Social Assistance	3.90%
Retail Trade	3.10%
Professional Scientific and Technical Services	5.30%

¹Western Australian Government Department of State Development; Western Australian Economic Profile January 2013

With such a low unemployment rate in the Mid -West and over 46% of the industries in Western Australia represented by mining and construction, the pressure put on the technical, construction and maintenance sections of Local Government workforces is becoming increasingly challenging.

WA Local Government Environment

The Department of Local Government is in the process of managing significant structural reform across the sector. That includes seeking amalgamation and collaborative resource sharing where possible to ensure sustainability and governance to address past issues and build for the future.

Both metropolitan and regional areas are experiencing change and uncertainty that has potential to impact on the workforce both positively and negatively in being an industry of choice for employment. Increasing workloads, exit of skilled staff to other employment sectors, ageing workforces and the levels of staff turnover in some areas are creating serious challenges in recruitment and retention as well as on the wellbeing of the officers.

Increased service expectations and devolution of services from State Government in some areas is also having an impact on the ability to attract, recruit and afford the appropriate workforce with an often declining rate base.

Mid West Environment

The Mid West is one of the nine regions that make up Western Australia. The region extends approximately 200km north and south of the administrative centre of Geraldton, as well as inland to the border of the Goldfields-Esperance region, an area of approximately 472,300 square km. More than half of the region's total population lives in Geraldton.

The largest industry in the Mid West by gross regional product share is mining. The more coastal parts of the region receive sufficient rainfall to allow for extensive agricultural production, while further inland more marginal land has historically been used for stock.

The fishing industry is also a feature of the Mid West with the region having the highest value fishing catch of any Western Australian region.

Mid West Demographic and Employment Summary

Population Characteristics	2011	2006
Population	53,657	48,546
Median Age	38	36
Unemployment Rate	5.2%	5.6%
Labour Force Participation	67%	64%
No. who live & work in same area	76%	74%
No. Employed vs. local Jobs available	87%	118%

Source: Pracsys 2012 and ABS Census 2006-2011

There are currently over 53,000 residents in the Mid West region representing a population increase of 10% since 2006. The region's median age has increased from 36 years in 2006 to 38 years in 2011. This is primarily due to a disproportionately low number of residents aged 20 to 34 and a larger number aged in the 45 to 59 year bracket.

The number of employed people in the Mid West has grown almost 18% from 2006 to over 22,000 workers in 2011. The number of local jobs being created in the region has, however, not kept pace with the increase in local worker numbers, with employment self-sufficiency decreasing from 118% in 2006 to 87% in 2011. This reflects an increased reliance on other regions to provide for the employment needs of the community.

The major challenges to unlocking the economic potential of the Mid West rest in the provision of critical infrastructure and the ability of employers to access a skilled workforce. This will require significant capital investment.

Many Mid West projects are nearing the end of their construction phase and are entering into production, requiring a workforce with a different set of skills. The ability to retrain and retain skilled workers in the region will be integral to the industry's ability to meet their ongoing workforce needs.

Challenges for the Mid West

In planning for the workforce of the Shire of Mingenew, there are a number of external issues. Most are beyond the Local Government's ability to control, however where possible, strategies to address them must be taken into account.

These include, but are not limited to:

- The changing rural economy – changes in farm management, a reduction of local suppliers and the use of more technology and less local labour causes a flow on reduction in the local population. The Shire's role is to see that public infrastructure is well maintained and facilitate economic development in the district.
- Competition from other Local Governments and regional industries for current and potential workforce skills and knowledge. The growth in the mining and resources sector is having an impact on the availability and affordability of a workforce for Local Governments, particularly in the works and technical services areas.
- Downward trend in working population for smaller towns making it difficult to employ local people and putting pressure on accommodation and family needs for those employed from other places.
- Legislative changes related to governance and integrated planning requires more focus and specific skills and knowledge to ensure communication and compliance.
- Increasing cost of living in areas such as utilities and fuel prices puts further pressure on wages and benefits.
- Increasing available accommodation issues and a lack of population driven services (e.g. health, education, retail, administrative services) also inhibits growth in the resident population.
- Availability of suitable staff development opportunities and training in the region and the costs involved in sending staff to regional centres or Perth for training.

Shire of Mingenew Environment

Mingenew is a traditional agricultural community located 50km from the coast and is the entrance to the Mid West Wheatbelt. Situated approximately 380 km north of Perth the Shire of Mingenew includes the locality of Yandanooka and the town of Mingenew.

Mingenew has a strong agricultural industry with stock and grains (broad acre cereal and legume cropping) being the key export commodities produced. The agriculture industry has contributed to 57% of the employment in the region.

The Shire also features a concentration of employment in the transport industry, partly attributed to the CBH grain receival site. An increase in mining activity in the region is providing some diversity for the economy.

The Coalseam Conservation Park, situated north of the town was the site of WA's first coal discovery. Providing a spectacular show of everlasting and other wildflowers, the Park attracts many visitors with its limestone cliffs,

riverbed and carved gorges providing a year round attraction. It is one of the Shires main tourist attractions and the cornerstone in attracting tourists to the area in the wildflower season which on average can run anywhere between late July and early November, depending on the season.

Population

The estimated resident district population of 480 was obtained from the 2011 ABS Census and shows a slight increase compared to the 2006 Census population of 471.

When compared to the State average population, the Shire has a higher percentage of people under the age of 10 and a lower percentage of people between the age of 15 and 24 years of age. The lack of secondary and tertiary education facilities within the district is considered the main reason for the low percentage of young adults.

The number of people in the 30 to 34 and 40 to 49 age groups is also lower. However, the number of people in the 50 to 74 year age group is higher and suggests a need for continued investment in facilities for the aged.

1 WALGA, The West Australian Local Government Directory 2012. 2 Australian Bureau of Statistics, 2011 Census Quickstats –Mingenew (S) Code LGA55530 (LGA)
3 Australian Bureau of Statistics, 2011 Census Quickstats

Mingenew Demographic and Employment Summary

Population Characteristics	2011	2006
Population	480	471
Median Age	39	37
Occupied Dwellings	182	-
Number Employed	229	-
Number Unemployed (%)	4.2%	-
No. Employed Vs. local Jobs	88%	100%
Live & work in same area	71%	82%
Ave household size	2.4	-

Sourced from WA Local Government Directory 2013 Key Census Data by Individual Local Governments and North Midlands Economic Development Strategy January 2013

The median age in the Shire has increased since 2006. There was also a decrease in the number of families with children over this period.

In 2006 the Shire had around one job per local worker and local workers occupied the majority of these jobs. This was due to total employment opportunities in the region dropping from 233 to 217, while labour force participation grew 6% between 2006 and 2011, forcing more workers to seek employment outside of the Shire.

This is confirmed in the 2011 figures which also suggests that a mismatch between local skills and local jobs has led to more local employment being filled by labour from Irwin, Three Springs and Geraldton

Opportunities for the region*

Conditions in MingeneW are considered amongst the best in the Mid West for agriculture production with good quality soils and consistent rainfall helping to produce a wide variety of commodities.

There is also a strong entrepreneurial culture in the Shire, evident in the MingeneW Irwin Group and MingeneW Business Development Committee, which support the industry by strengthening local business networks and enhancing research and development capabilities.

There is an opportunity for Mingenew to utilise its substantial underground water supply as an asset capable of driving new resource, agriculture and horticulture projects across the North Midlands. This would require collaboration with major projects in the North Midlands, such as Karara and their water infrastructure, in order to extract maximum benefit from such an opportunity.

Tourism is a relatively small but important link in the economic prosperity of the district, and tourism activities present some opportunity to advance our local economy.

The relative distance between Mingenew and other major towns and shires in the Mid West makes it an attractive option for people seeking to live (permanently or temporarily) in the town and work in surrounding areas. This is evident in the occupation of the caravan park by a large number of contractors and construction workers.

**North Midlands Economic Development Strategy -Pracsys 2013*

Internal Environment

The Shire of Mingenew (Local Government) Operating Environment

The Shire of Mingenew consists of a Council of seven elected members. In 2011/2012, Shire revenue was \$6,321,433, which included \$1,310,376 from local rates.

This low rate base may restrict future workforce growth. A workforce that is expected to deliver quality services to the Community, ensure a high level of legislative compliance and fulfil the organisations strategic planning, governance and management requirements.

The Shire currently manage this in the best way possible by encouraging more resource sharing with other Shires in the area, and taking advantage of as many grants as possible to increase their capacity. This does however cause some additional capacity issues in application and acquittal processes.

Governance and Executive Management

The Shire appears to be performing well in both government and management for a local authority of this size and location with systems and processes evolving within constraints of skills and resources. There is a stable council and senior management team in place and the staff demonstrate a positive attitude toward them. Community feedback through the planning process seems to indicate general satisfaction with the performance of the Council and the CEO.

Workplace Culture

There is a positive workplace culture of teamwork, effective and amenable working relationships between management and staff with open communication and clear direction. This was confirmed in the recent Employee satisfaction survey. (April 2013)

Leadership

The leadership style is consultative and collaborative but offers clear direction and control. The benefits of this style of leadership are apparent as reflected in the employee satisfaction survey. A collaborative atmosphere, minimal employee/management conflict and the successful delivery of results are readily apparent.

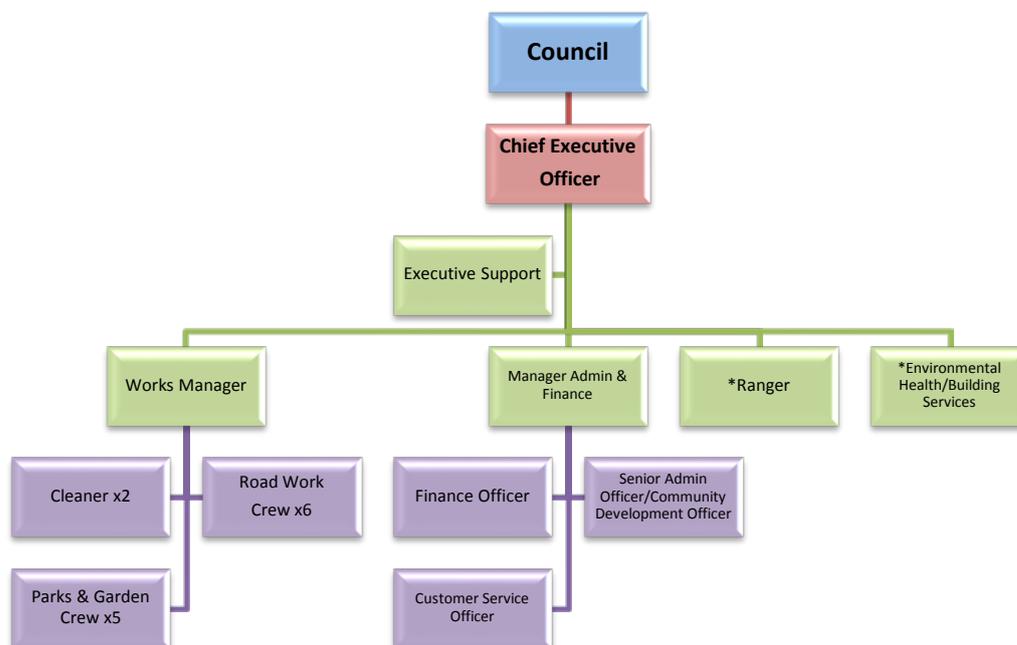
Shire of Mingenew Service Delivery

The following services are provided by the Shire of Mingenew to the community:

- Maintenance of Public Community Buildings and sporting facilities, e.g. ovals, rec centres
- Rates and Finance Services
- Government agency services for Department of Transport Licensing and Vehicle Inspection
- Road and infrastructure maintenance and construction services
- Waste management/ Land care and Environmental services
- Key worker housing
- Town Planning, Building Surveyor Services (building, demolition, occupancy permits, etc.)
- Environmental Health Services- food inspections, disease/pest control, pool inspections, noise issues.
- Private works - crossovers, culverts etc.
- Ranger Services
- Cemetery
- Tourism and Visitor Servicing
- Community development/Youth services
- Weed Management (spraying service)
- Public Library Service
- Aged Persons' housing
- GP medical services
- Air strip management and maintenance
- Bush Fire Brigade management and operations (provision of staff and machinery)
- Emergency services management (planning and coordination)

The Shire of Mingenew does not have any plans to significantly vary the level of services provided to the community over the life of this Plan.

Shire of Mingenew Organisational Structure



*The following services (not reflected in the chart above) are provided on a part time/contract as needed basis:

- Ranger
- Environmental Health
- Building Surveying
- Human Resources
- Engineering

Employment Costs

The largest single expenditure category for the Shire is employee costs which as of 2012/2013 are currently budgeted at \$808,831.

The Shire currently has 20 employees (18.85 FTE's) to deliver the range of services to the community and to maintain existing assets.

Change in employee costs

Employee costs are forecast to increase in line with inflation (estimated 5%) during the term of this plan.

Year	Total	Year	Total
12/13	\$808,831	18/19	1,083,911
13/14	849,273	19/20	1,138,106
14/15	891,736	20/21	1,195,012
15/16	936,323	21/22	1,254,762
16/17	983,139	22/23	1,317,500
17/18	1,032,296	23/24	1,383,375

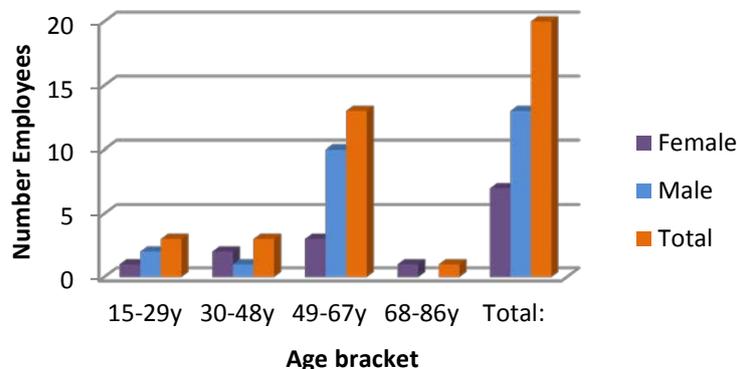
Management project that future levels of service will be able to be provided with current staffing levels.

The Current Workforce Profile

The Shires 20 employee's demographics are made up of the following:

- 6 administration and office staff
- 14 external works and maintenance crew
- Ranger, Environmental Health /Building Surveying services, Human Resources and Engineering are on a part time and as needed, contract basis

Shire of Mingenew current employees by age & gender - April 2013

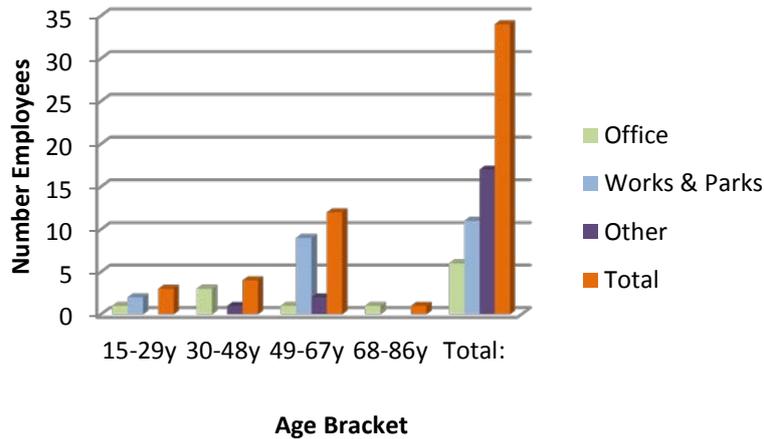


As at 1 February 2013, the Shire of Mingenew's workforce demographics show

- The 20 staff translated to 18.85 full-time equivalents (FTE)
- Of the Shire's 20 employees, 13 are male and 7 are female

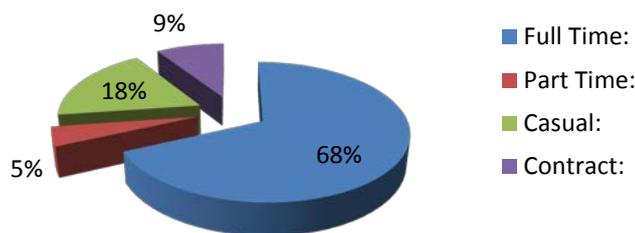
- The average age for all Shire staff is approx 51 years, however the average age for Works staff is 52 years;
- 25% of the workforce is over the age of 63 years;
- 50% of the works employees are over the age of 60 years;
- The average length of service is 5.5 years; and
- All employees and elected members reside within the Shire
- Of the elected members on Council, 4 are male and 3 female
- There are no Indigenous employees or Indigenous elected members.

Employee Age Profile Work Area



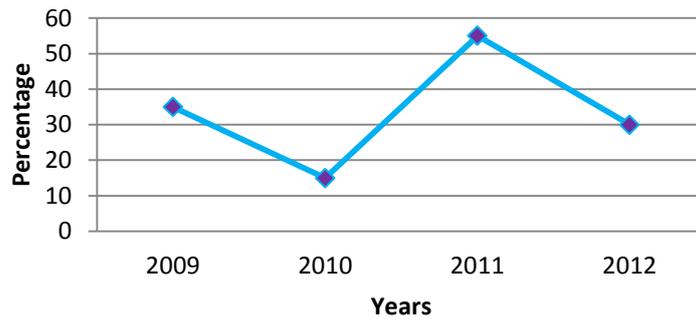
The Shire of Mingenew has an above average age of employees compared to the regional age profile. The average age across the organisation is 51 versus the average age of population within the Shire of 39yrs. This indicates that succession planning may be an issue in some areas now and into the future for up to 25% of the workforce.

Employment Type - All Employees



There are indications of flexibility in the administration staff employment types, but the Works area appears to be working to a more traditional model of full time and or casual employees(when required) This would seem to reflect the nature and type of work and available workforce, rather than organisational policy or strategy. The majority of employees are contracted for 76 hours per fortnight.

Shire of Mingenew employee turnover rate



The average turnover rate over the last 2 years sits just below 30%, however in 2011 it spiked at nearly 50% due to a number of unique circumstances, which included several employees leaving to join newly started mining operations. The general opinion from employees and management is that the workforce has now stabilised. This is backed up by the current 2012 - 2013 turnover rate that currently sits at 5% (with one resignation between August 15th 2012 and June 14th 2013).

Employee survey

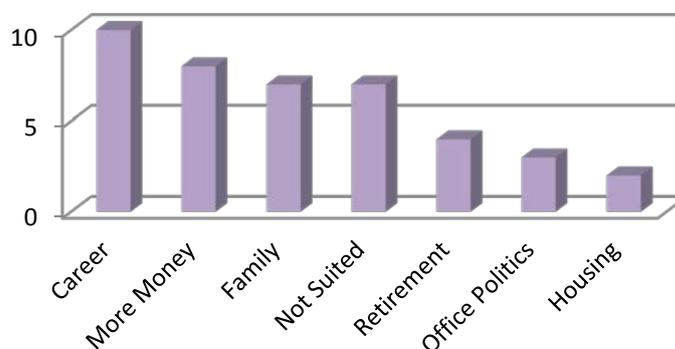
A Workforce Planning Employee Survey was conducted in April 2013. The main sections covered by the employee survey were:

- Verifying current employee data including training and qualifications
- Capacity and Capability audit of functions and skills
- Training Needs Analysis (TNA) – 1st stage (employees self-assessment of skills and knowledge)
- Staff feedback- measuring employee satisfaction on a number of issues
- Regional living questions (from a residents perspective)

The Survey, along with other data collected, identified a number of issues that may be considered as future risks to successful workforce planning.

In the absence of formal exit interviews, management and staff were asked via the 2013 WP survey - “as far as they were aware, what were the main reasons fellow employees had left the organisation over the last 2 years”?

Major Reasons Staff have left Shire of Mingenew 2010 - 2012

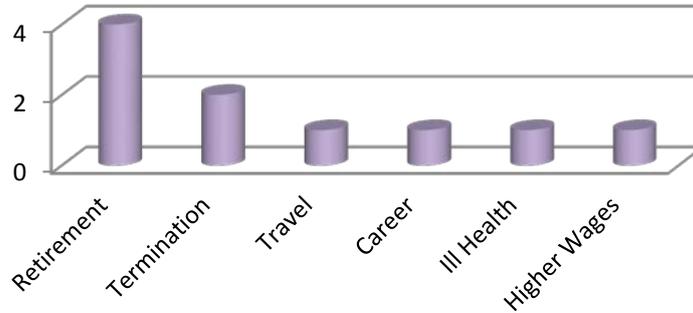


The consistency and frankness of the replies coupled with similar data kept informally by the payroll officer, gives confidence that this is a reasonably accurate reflection of the main reasons employees have left the organisation

over the past 24 months. This plan recommends the introduction of formal exit interviews to monitor trends in reference to employee resignations

To explore future risks to employees leaving the organisation the question was asked: *“What is the most likely reason you would leave the Shires employment in the future?”*

Most likely reasons for leaving Shire in the future

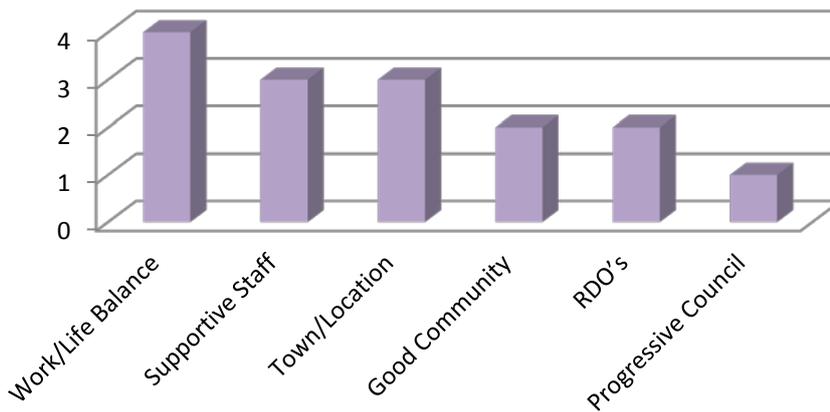


Retirement was the standout response which is verified by the ageing workforce figures. There were no alarming or outstanding trends from remaining data, which confirms that the workforce is relatively content and stable at the moment

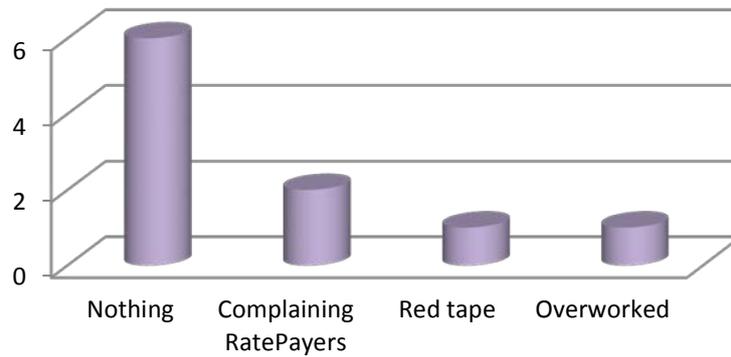
Employee Satisfaction

As part of the Workforce Planning survey, employees were asked a number of questions regarding how they felt about working for the Shire of Mingenew. Below are some of the results of interest.

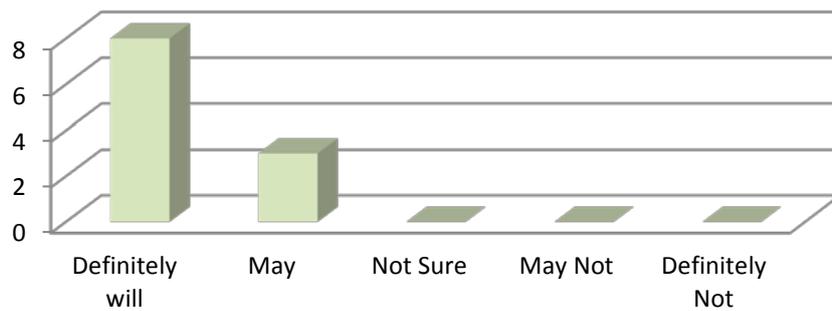
Best thing about working for Shire of Mingenew



Least liked things about working for Shire of Mingenew



Likely to Recommend working at Shire Mingenew to others



Summary of workforce satisfaction

The workforce satisfaction questions put to all employees, indicates a high level of employee satisfaction. Compared to other Shires in the area, Mingenew employees appear extremely satisfied with their employment situation with very few complaints or signs of dissatisfaction.

The majority of employees enjoy their individual jobs, working for the Shire of Mingenew and living in Mingenew. The survey indicates a generally satisfied workforce doing the best they can with a lower level of resources than some Shires but overall a positive attitude to their work and their organisation.

Current Workforce Issues/Risks

The following risks and challenges facing the Shire of Mingenew are a condensed summary from the analysis of the External environment i.e. WA, Mid West, Three Springs Region etc. and the Internal environment (Shire of Mingenew (LG) - organisational and employee profiles, employee survey etc.).

Some of these issues may be beyond the Shires control but their impact can be predicted and minimised, whereas several internal issues can be controlled with effective planning and management

An ageing workforce

The proportion of people aged 65 and over will increase from 13% to 20% of the population at the same time as those of working age will decrease from 67% to 60% of the total population.¹

The result of this is that more of the workforce will retire, taking with them experience, technical knowledge and expertise.

Older employees will move increasingly to flexible work arrangements (part-time employment) and phased retirement. An older workforce may lead to more health and wellbeing issues and increased use of sick leave.

Mingenew's vulnerability in this area is specifically in the Works department where approximately 50% of the employees are over the age of 60 years

Recruitment and Retention

As we are located in largely what is now considered a "mining and resources" state, Local Government is continuing to face greater difficulties in sourcing and securing the long term service of quality candidates with engineering and technical skills in particular.

Growth in the resource and energy sectors is creating competition for some skills types as workers change careers, attracted by higher wages and compressed work cycles (12hr shifts etc.).

The impact of this is the possible increased difficulty in filling essential roles, therefore competitive recruitment and retention strategies will be increasingly required. As a result, recruitment costs and salary expectations will increase.

The following are professional areas of known and forecast skill shortages expected to impact on typical Local Government services:

- Engineering and civil construction
- Planning and building
- Environmental health
- Finance

The impact on Council will include having less qualified staff filling essential roles, which will affect the risk profile. (or alternatively, higher costs relating to efforts to attract and retain skilled staff.)

More detailed recruitment and retention strategies will be required, which means that recruiting costs will increase.

Skill shortages

From the information gathered so far through the employee self-assessment, discussions with Management, training records and on the job performance, it appears there are no alarming trends concerning employee skills shortages. However the following areas may need to be addressed in the future in a few individual circumstances:

- Synergy Soft training (admin areas)
- Supervisory skills training
- Basic computing skills training (will be addressed under WELL program)

Flexible work arrangements

The 2011 Census identified a trend away from full-time to part-time employment. As the population ages, it is expected that this trend will continue as older employees seek to reduce their hours prior to retirement.

The impact of this will be that flexible employment options will be needed. Systems and processes will need to allow for different employment types in the workforce and asset and technology access will need to increase for a larger workforce.

¹ Commonwealth of Australia, *Australia to 2050: Future Challenges*, 2010

Annual Leave liability

As of 8th May 2013

- 37% of all staff were owed 4 weeks (or one year's accrual) or less annual leave
- 56% of all staff were owed 4 to 8 weeks (or 1 to 2 years of accruals)
- 6% of all staff were owed more than 8 weeks (more than 2 years accruals)

The total leave liability as disclosed in the financial statements as at the 30th June 2012 is \$76,667.

Long Service Leave liability

As of 8th May 2013

- 13% of all staff are currently due for LSL
- 19% of all staff will be owed LSL in the next 2 years
- 50% of all staff will be owed LSL in the next 4 years (If above 19% is not taken)

The total long service leave liability as disclosed in the financial statements as at the 30th June 2012 is \$95,201.

Leave liability risk summary

The annual leave liability is considered a moderate risk and needs to be managed accordingly, with employees encouraged to regularly take annual leave.

The Long Service Leave provisions are considered as low risk in the short term but will need to be managed carefully with the recommended staggering of employees taking leave in the same work area and adequate coverage arranged.

Human Resources Management and Systems

In order to assist managing the above risks, Human Resource management policies, procedures and systems need to be reviewed and modernising.

More data will need to be stored and retained electronically.

Areas that this will affect are:

- recruitment tracking
- personnel files
- training records,
- workers compensation management and history
- position description maintenance
- performance review management
- exit interview data etc.

Workforce Implications from the Strategic Community Plan

The Strategic Community Plan outlined that an important element to ensuring population growth will be an increased availability of serviced residential, commercial/industrial land and ensuring the provision of adequate services to support expected economic growth. The Shire has responded to this need with key projects relating to industrial land provision and development of a business incubator to support the development of smaller businesses. This will support the Shire and community to take advantage of opportunities from mining or other industry areas that will develop throughout the region.

Other key issues for the community are to maintain and increase population through good planning and having a long term vision. The planning processes that have been undertaken with the community's input have been a

direct response to this issue, and the framework created will continue to generate implementation of projects for the next 4 years. Reviews will also occur during that time, so the community will be able to continue to give input to Council.

The community also asked the Shire to retain the town centre as an attractive place for residents and visitors. The Corporate Business Plan outlines three projects that will further enhance the town centre. They include a water park development in the Main Street in the already existing recreation precinct area, restoring the Railway Station building to prepare it for art and cultural community pursuits and creating a heavy vehicle by-pass around the main-street.

Mingenew's strength is the strong sense of stewardship help by local residents and businesses. The Council will continue to support and encourage this community spirit to ensure the town remains competitive and an attractive place to live and visit. Specific priorities that will be developed are to upgrade the Medical Centre, maintain and enhance Heritage Infrastructure, supporting Wildflower Way and building additional Aged Care Accommodation. Ongoing support to key community groups through in-kind support will also be maintained and a new annual contribution to a Shop Local Campaign has been added.

The final key area that the community wishes to see is the encouragement, nurturing and cultivating of new leaders. Council has responded directly to this with a modest annual contribution to formal and informal leadership training opportunities for upcoming community members. Council has also invested a large internal resource allocation to ensuring the planning, policy and management of the integrated Strategic Planning framework is achieved and excellence in all areas of governance, management and leadership is achieved.

Overall the response to the community's aspirations as outlined in the Community Strategic Plan have been both direct and strategic in nature.

The priority projects for Mingeneew are:

	High Priority	Medium Priority
Community	1. Support Tourism Development and Promotions 2. Water Park 3. Upgrade Medical Centre – Ambulance set down facility	4. Maintain and enhance Heritage Infrastructure 5. Wildflower Way (Regional project)
Environment	6. Waste Project (Regional Project)	7. Pursuing Sustainability project
Economy	8. Residential and Light Industrial land development 9. Improved Digital Access for community 10. Develop Business Incubator Project 11. Support Local Business and Community Groups	
Built Environment/ Infrastructure	12. Roads program 13. Restoration Railway Station 14. Aged Accommodation Units 15. Key Worker Housing 16. Heavy Traffic By-pass 17. Relocate Shire Depot and redevelop Land	18. Develop Recreation Complex
Governance/ Civic Leadership	19. Leadership support program 20. Invest in Councils Capacity 21. Leadership and Advocacy role	

Linkage Diagram

The following diagram shows the link between the Objectives in the Strategic Community Plan and the corresponding programs and projects in the Corporate Business Plan. The final column shows the FTE's allocation and staff position for each program/project.

Strategic Community Plan			Corp Bus Plan	Workforce Plan
Objectives	Outcomes	Actions	Programs or Projects	FTE's and Staff Position
To be a diverse and innovative economy with a range of local employment opportunities	Increase the number of visitors and extend the tourism season within the region.	Provide good quality tourism facilities. Consult and support the Mingenew Tourist and Promotions Committee. Support and encourage tourism development. Continue to support local events and encourage new events. Develop and implement a Tourism Plan. Investigate and develop options for additional tourism and service worker accommodation. Instigate "Recreational Vehicle" friendly town status. Employ a Tourism and Promotional Officer. Install interpretative trails and signage. Participate and support the Wildflower way.	Support Tourism Development and Promotions Wildflower Way and Artbelt not budgeted in this CBP	Community Development Officer 0.1 FTE per annum CDO 0.04 FTE per annum
	Increased availability of serviced land.	Ensure there are adequate land options available for residential, commercial and industrial purposes.	Residential and Light Industrial Land Development	CEO/MFA 0.1 FTE per annum
	Protect and enhance economic infrastructure.	Maintain and enhance existing historical infrastructure and consider heritage listing and funding opportunities. Continue to lead by example to support business accommodation and investigate options to develop business incubators.	Develop a Business Incubator Project	CEO 0.05 FTE per annum from 2015
	Maintain or increase number of local businesses, industries or services.	Support and encourage business unity. Support sustainable farming and other industry developments including mining. Encourage and support value adding industries. Investigate and facilitate community investment in the relocation of the roadhouse. Support a buy-local campaign.	Support local business and community groups, including buy-local campaign	CEO 0.01 FTE per annum
	Ensure the provision of adequate services to support economic growth.	Increased availability of power. Efficient use of water resources within the Shire. Improved telecommunications. Lobby to secure the national broadband network. Investigate options and advocate for alternative sources of power.	Improved Digital Access for Community	CEO 0.01 FTE/annum
A sustainable natural and built environment that meets current and future community needs	Our natural environment is enhanced, promoted, rehabilitated and leveraged.	Support and promote environmental practices. Efficient use of water resources within the Shire. Promotion of tourism opportunities that are environmentally focussed. Lobby government for the protection of natural environment. Rehabilitate, protect and conserve shire controlled land. Continue to manage feral flora and fauna.	Waste Management – Regional Project Pursuing Sustainability project	CEO 0.04 FTE per annum CEO 0.05 FTE per annum
	Indigenous and cultural heritage is acknowledged.	Continue to liaise with the local indigenous and cultural groups.		
	Retain Mingenew as an attractive town that	Continue to implement the town centre beautification plan.	Relocate Shire Depot and develop Land	CEO 0.05 FTE (from 2015),

Strategic Community Plan		Corp Bus Plan	Workforce Plan	
A safe and welcoming community where everyone has the opportunity to contribute and belong.	reflects community values.	Maintain the high standard of presentation. Continue participation in Tidy Towns. Investigate options for improved shire administration facilities.	Works Manager 0.05 (from 2015)	
	Provide recognition and retention of places of heritage.	Maintain and enhance existing historical infrastructure.	Maintain and enhance Heritage Infrastructure, MAF 0.02 FTE per annum, Works Manager 0.04 FTE per annum	
	Safe and functional road and ancillary infrastructure.	Maintain and improve road assets. Develop and implement a footpath plan. Develop a plan to improve road signage.	Annual Roads Program Heavy Traffic Bypass	Works Manager 0.6 FTE CEO 0.02 FTE (from 2014)
	Efficient usage of resources.	Develop and implement a waste management plan. Promote recycling where practical. Investigate options for water harvesting. Lobby governments for the efficient use of natural resources.	Waste Management – Regional Project	CEO 0.04 FTE per annum
	Maintain and increase population.	Ensure there are adequate land options available for residential, commercial and industrial purposes.	Residential and Light Industrial Land Development	CEO/MFA 0.1 FTE per annum
	Maintain the provision of high quality community infrastructure.	Investigate and develop a water park. Continue to support youth swimming lessons. Maintain and further develop the recreation complex. Continue to develop seniors facilities. Investigate and encourage youth facilities and services. Continue to support child care facilities. Continue to provide facilities to support local community organizations. Undertake improvements to the Mingenew Main Hall. Implement 10 Year Sport and Recreation Plan. Obtain and maintain a bus for community services. Improve and beautify the cemetery.	Develop Water Park, Restoration of Old Railway Station Develop Recreation Complex	CDO 0.05, Works Staff 0.04 in 2013/14 CDO 0.05 (13-14), Works Manager 0.02 (13-14) CEO 0.02 FTE (from 2015)
	Improved capacity of education and training.	Advocate for bus services for students travelling to higher education. Support and promote local traineeships. Continue to support the provision of higher education and vocational training in our region. Continue to support the local school.	Leadership and Advocacy Role	CEO 0.1 FTE per annum
	Affordable housing options that respond to community needs.	Provide information on the CHA subsidised loans. Provide accommodation for service workers and housing for seniors. Continue to develop housing for shire employees. Investigate options to utilise vacant houses on farming properties. Develop new housing for aged through a JV program.	Aged Care Units Key Worker Housing	CEO 0.04 FTE (15-16) CEO 0.02 FTE (13-14)

Strategic Community Plan		Corp Bus Plan	Workforce Plan	
Improved community health and well-being.	<p>Increased access to appropriate medical services.</p> <p>Continue to support medical practitioners and other health organizations.</p> <p>Improved provision of home and community care service.</p> <p>Promote a drug free culture within the community.</p> <p>Encourage and support shire staff and the community to participate in community organizations.</p>	Upgrade Medical Facility	Works Manager 0.02 in 2013/14	
Community events continue to be supported.	<p>Continue to provide quality facilities for events.</p> <p>Continue to provide administrative support for event organizations.</p> <p>Identify opportunities for special events.</p>	Support local business and community groups, including buy-local campaign	CEO 0.01 FTE per annum	
Maintain a safe community environment.	<p>Implement strategies contained in the Community Safety and Crime Prevention Plan.</p> <p>Undertake a review and upgrade of Street Lighting in the Mingenew town site.</p> <p>Continuously improve emergency services.</p> <p>Continue to lobby to maintain and enhance police services.</p> <p>Promote participation in emergency service organizations.</p>	<p>Annual roads program includes lighting</p> <p>Leadership and Advocacy Role</p>	<p>Including in roads program</p> <p>CEO 0.1 FTE per annum</p>	
A collaborate and innovative community with strong and vibrant leadership	A well informed and engaged community that actively participates.	<p>Continue to support community groups.</p> <p>Provide and encourage leadership within the community.</p> <p>Improve our levels of engagement and communication with all sectors of our community.</p> <p>Nurture and encourage young community leaders.</p> <p>Community volunteers continue to be supported and acknowledged.</p>	<p>Leadership Support</p> <p>Invest in Councils Capacity – annual customer survey</p>	<p>CDO 0.05 FTE per annum</p> <p>CDO 0.1 FTE per annum</p>
	An open and accountable Local Government that is respected, professional and trustworthy.	<p>Continue to deliver quality Local Government services and facilities.</p> <p>To be strong advocates representing the Shire’s interests.</p> <p>Provide long term strategic leadership.</p> <p>Provision of professional development opportunities for Councillors and staff.</p> <p>Annual customer feedback surveys.</p> <p>Maintain a high standard of customer service with a can-do attitude.</p>	Invest in Councils Capacity	0.5 FTE across Senior Staff team
	Improved partnerships.	To collaborate and investigate opportunities for shared services in cooperation with other local, state and Australian Government agencies, industry and community organizations.	Leadership and Advocacy Role	CEO 0.1 FTE per annum
Local term planning and strategic management.	<p>Develop and implement a Long Term Financial plan.</p> <p>Develop and implement a Workforce Management plan.</p> <p>Develop and implement Asset Management planning.</p> <p>Develop and implement a Corporate Business Plan.</p> <p>Develop and implement an Information Communications Technology Plan.</p>	Integrated Strategic Planning Support	Senior Staff team 0.2 FTE per annum	
Achieve a high level of compliance.	<p>Ensure compliance with local, town planning, building and health and all other legislation.</p> <p>Maintain, review and ensure relevance of Council policies and local laws.</p>	Invest in Councils Capacity – Policy Review, compliance with laws	MFA 0.1 FTE per annum	

Resource Capability Assessment

The overall resources required to implement the Corporate Business Plan across the four years are within the capacity of existing staff resources.

The FTE requirements for 13/14 year to implement this plan are:

- CDO 0.39
- Works Manager 0.72
- CEO 0.51
- Finance Manager 0.22

These estimated FTE's are within current staffing allocations and will be able to be delivered within current capacities. The Development Plan for the Shire is very conservative and although it does meet the needs of the community as defined in the Strategic Community Plan, only key priorities will be funded and developed in the next 4 years to ensure the Shire also meets its financial sustainability requirements.

The Shire's key strategy for managing times when demand for key staff exceeds supply is to use a local/regionally based network of contractors who know the Shire, have established relationships with the Council and Senior Staff and can get work completed quickly and on budget.

Key issues for the Shire are the key person dependencies created by the flat and small staff structure. This will create challenges for the Shire in managing succession planning for key roles. The mentoring approach suggested already will be the key management strategy to manage the lack of succession, and to support the building of a regional workforce.

Financial Estimates

The Financial Estimates in this plan assume the majority contribution for each project occurs through grants funding for capital works. The costing estimates have been used to update the Forward Capital Works Plan and the forward capital budgets have been reduced in this process. This has been achieved through reducing project scope or delaying projects to the second four year Corporate Business Plan.

The key impact from the projects is mainly delivered by the Depot Project. All other projects are able to be funded from grants programs or they will not proceed. The Depot Project is internally funded and has a substantial impact on the financial ratios as it will be delivered through an increase in borrowings. This may delay this project beyond the term of the Corporate Business Plan and this will be determined at each annual review.

The two key risks that this plan exemplifies is the high degree of dependence upon external revenue sources to develop the communities' infrastructure. The second key risk is the increase in borrowings with peak debt at \$1.7M in 2022. Although reserve funds increase from \$0.218M to \$0.414M in the next ten years this is still a low level of reserves from which to continue to grow services and deliver future prospects for the community.

The fiscal outlook for the Shire requires a conservative financial management approach into the future. The Corporate Business Plan has been developed on this basis and will enable the Shire to both meet the needs of the community and improve its long term financial health.

Implications from the Asset Management Plan

Asset management is a systematic process used to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its aim is to maximise asset service delivery potential and manage related risks and costs over their entire lifecycle.

It is about the way in which the Shire looks after its assets, both on a day-to-day basis (i.e. maintenance and operations and in the medium to long term (i.e. strategic and forward planning).

Specific roles and responsibilities regarding asset management are not clearly defined, but in general will involve the Chief Executive Officer, the Manager in Finance and Administration, and the Principal Works Supervisor.

An indicative schedule, based on a 3 year program is shown below. A more detailed schedule will be required prior to commencement of the improvement plan.

It is expected that the improvement plan and schedule may be implemented with an average of 0.25 to 0.33 full time equivalent staff, supplemented by specialist resources where necessary, e.g. valuations of non-road assets. It is envisaged that this will be managed with the current staffing levels and there will be no increase in actual FTE's.

	YEAR 1				YEAR 2				YEAR 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Undertake valuation of non roads assets												
Prepare data, condition assessment and management procedures												
Prepare asset handover procedure												
Critical assets to be identified												
Clarification of AM roles and responsibilities												
Complete condition assessment of non roads assets												
Verify and update existing asset data as necessary												
Verify and update existing O&M data as necessary												
Review and update sewerage and effluent reuse AMP												
Prepare demand management plan												
Prepare procedure for renewals, acquisitions and disposals												
Prepare maintenance management plan												
Prepare procedure for and implement asset management system												
Prepare written procedure for transfer of data between systems												
Workshop with management team and councillors												
Prepare risk management policy and plan												
Prepare capital investment planning procedure												
Review and update asset register												
Prepare written works/maintenance cost procedure												
Implement customer request/complaints system												
Revised Levels of Service												
Prepare written guidelines for lifecycle planning												

Implementation of the workforce plan

Employee attraction & recruitment					
Issue	Strategy/Action	Timing	Performance measures /expected outcome	Responsibility	Notes
Recruitment & selection Systems	Design and implement an accurate Recruitment and Selection system that will attract new employees with the right skills and knowledge to help deliver the Strategic Community plan. Includes review of Policies and procedures.	Draft implementation by 30/11/13 Ongoing. Review progress annually.	Average length of employee service Length of time to recruit (set initial target time) Staff turnover figures comparable to neighbouring shires and/or best practice Goals and outcomes from Strategic Community Plans are met.	CEO (assistance from MWRC HR advisor)	Standardise with all MWRC Shires (CEO's input).
Improve recruitment outcomes	Train Managers/supervisors in efficient recruitment and selection techniques.	31/10/2013	Improve recruitment outcomes (85% success rate). Monitor through length of service, probation completion periods, staff turnover and exit interviews.	MWRC HR Advisor	
Prospective employee attraction	Develop strategy to create a positive image as an attractive regional preferred employer.	1/11/2013	Prospective employee attraction campaign roll out end of first quarter 2014. Measurement based on applicant numbers and quality.	CEO	Input needed from Elected Members.
New employee inductions	Design, test and implement new employee inductions. Make the induction an integral part of the recruitment process.	1/3/2014	Survey new employees for feedback after 6 & 12 months. Monitor through length of service, probation completion periods, staff turnover and exit interviews.	CEO (assistance from MWRC HR advisor)	Standardise (where practical) with all MWRC Shires (CEO's input).

Human Resources Management					
Issue	Strategy/Action	Timing	Performance measure /expected outcome	Responsibility	Notes
Implementation of the workforce plan	Implement all strategies and actions as outlined above.	31/12/13	Success in each individual strategy as outlined Annual reporting.	CEO	
HR Policies and Procedures	Audit, review and develop policies consistent with current legislation and Shires goals.	31/3/14	Policies consistent with legislation, align with Councils goals and address Shires needs. Where possible align with MWRC member Shires.	CEO (assistance from MWRC HR advisor)	In consultation with relevant officers
HR system and process gaps to be addressed.	Review all manual and electronic HR data collection processes currently used. Standardise and implement compatible system.	1/8/2014	All relevant HR data is stored, located and readily retrieved as needed. Audit and report initially and after 12 months.	Administration Manager (assistance from MWRC HR advisor)	Training needed for end users
Position description audit & review	Ensure each employee has an accurate and up to date position description	1/2/14	100% compliance for completion and accuracy.	Administration Manager (initial assistance from MWRC HR advisor)	
Position Descriptions maintenance	Ensure all PDs are kept up to date and each employee has access to a copy.	Ongoing (after initial audit 1/2/14)	PD updated within 10 working days after changes approved by Department Manager and CEO. Newly recruited employees have an up to date PD on commencement.	Administration Manager	
Exit Interviews	Design, test and implement an Exit interview process and questionnaire.	31/7/13	Make integral part of the employment termination process. Annual statistics audit and feedback to council.	Administration Manager (initial assistance from MWRC HR advisor)	Standardise (where practical) with all MWRC Shires (CEO's input)
EO Management	Audit & review EO policy/ plans and make appropriate adjustments.	1/7/2014	100% Compliance with Current EO legislative requirements.	CEO (assistance from MWRC HR advisor)	
AL & LSL management	Monitor and Manage Annual Leave and Long Service Leave liabilities including staggering and scheduling leave as needed.	Current – 2017 and then ongoing	Adequate coverage to enable work schedule to continue. Minimal use of contract labour to cover AL. Up skill other employees to cover LSL with contract labour filling lower skilled positions.	CEO, Works Manager & Department Managers	

Ageing Workforce					
Issue	Strategy/Action	Timing	Performance measure /expected outcome	Responsibility	Notes
Imminent Retirements	Devise and implement strategies to support a well-managed transition to retirement.	Current to ongoing for life of plan	Employees are treated with dignity & respect. (Measure from analysis of exit interview comments) Legislation is not breached i.e. nil complaints.	CEO & Department Managers	
Attract younger employees to join the organisation	Refer to recruitment and attraction strategy.	1/11/2013	Prospective employee attraction campaign roll out end of first quarter 2014. Annual review of employee demographics.	CEO	Input needed from Elected Members.
Traineeships	Appoint trainee in Works Department Include mentoring strategies.	TBA	Completed trainee gaining the skills capable of filling vacancies as they arise.	Works Manager	Budget approval for position required.
Succession Planning	Identify vulnerable positions and develop succession strategy plan.	Strategy/plan 30/9/13. Implementation 1/7/2014	Develop strategy and plan. Implementation of the plan. As aged employees retire, successors appointed to vacant positions.	CEO	
Flexible working arrangements	Create Flexible working arrangements to assist in the smooth transition of employees into retirement.	1/3/2014	Produce report and options. Implement after approvals. Organisation retains knowledge base for as long as required.	Works Manager	Review other organisations best practice models for flexible work options Consultation with effected employees.
Job redesign	Investigate job redesign feasibility/possibilities for applicable positions.	1/12/13	Produce report and options. Implement after approvals.	Works Manager, (assistance from MWRC HR advisor)	
Knowledge loss	Document all relevant procedures & work instructions that are currently not recorded.	31/1/14	Work procedure manuals produced that can be successfully interpreted by new employees/trainees.	Works Manager.	Input needed from Individual key employees.

Employee development						
Issue	Strategy/Action	Timing	Performance measure /expected outcome	Responsibility	Notes	
Training and development	Provide and promote learning and development opportunities for employees to enable them to help deliver the Strategic Community Plan.	Ongoing with annual end of calendar year review 1/12/14	Annual training/skills audit to review progress. Use of efficient electronic training database.	CEO (assistance from MWRC HR advisor).	Several training opportunities identified to date.	
Identifying and addressing skills gap	Complete full TNA to verify training gaps possibly previously identified by employees. Develop training strategy to address Shire needs.	1/2/2014	Delivery of TNA Report outlining future training plan and strategy. Measure against training figures EFY 2013/2014.	HR advisor.		
WELL Training	Delivery of training identified to date suitable to be addressed by WELL program.	2013/2014 Various dates TBA	Improved skill levels. Audited through annual performance reviews, employee feedback and course providers.	MWRC/Durack.	WELL funding.	
Synergy Soft Training	Ensure all end users have the skills to maximise efficiencies from current & future software.	As scheduled	Reduced error rates. Reduced reliance on software support/help line. Full utilisation of software capabilities and functionality.	MWRC Training and Development officer.	Already in 2012/13 Budget.	

Employee morale/retention						
Issue	Strategy/Action	Timing	Performance measure /expected outcome	Responsibility	Notes	
Work/life balance	Review and design work life balance for office staff, including hours, conditions etc.	1/5/14	Measure through annual employee satisfaction survey, exit interviews, turnover rates in office staff.	CEO.		
Encouraging an harmonious workplace	Deliver workplace behaviour training (EO, non- discrimination/harassment & bullying) to all employees. Make employees aware of grievance policy & procedures.	31/12/13	100% workshop attendance by all employees Number of grievance/complaints lodged. Annual employee satisfaction surveys and exit interview statistics.	MWRC HR advisor.		
Regular employee satisfaction surveys	Monitor employee's views on a number of work related topics, issues, and concerns through an annual survey (electronic or personal interview).	Analysis and report from Annual survey.	Answers evaluated and data compared to previous surveys to identify trends. Annual report generated with action/responsibilities identified as required. Annual reporting.	CEO. MWRC HR advisor.		
Remuneration and reward	Ensure Shire of Mingenew offers an attractive and competitive salary which retains and attracts skilled employees. Prioritise remuneration review for skill shortage positions.	Annual pay and performance reviews are timely and effective.	Calculation of length of time taken to complete annual review. Data from employee satisfaction survey Exit interview statistics.	CEO. Manager Admin & Finance.		

Sustainability in Workforce Planning

A number of strategies will need to be in place to ensure the workforce plan is sustainable, these include:

Responsibility for workforce planning and implementation is to be included in the CEO's position description and key performance indicators (KPI's).

This would include ownership and accountability of the Plan across the entire organisation. Employees with key accountabilities should have these included in their position description/KPI's and measured in their annual performance review.

Workforce planning should be embedded in all relevant frameworks, systems, policies and processes. Before any new decision is made or policy/process changed the implications should be considered and the Plan referred to. Adjustments will need to be made to the workforce plan accordingly.

All employees should be made aware of the Workforce Plan and its importance through orientation and training. A section on integrated planning and particularly workforce planning should be included in the new employee induction process.

Refresher training for employees with accountabilities under the plan should be held annually during the annual review period. The workforce plan should be referred back to during the recruitment process, with all positions requiring a position justification form. The requirements on this form should reference back to the relevant section of the plan.

Opportunities need to make the most of, in regards to demonstrating the benefits of the plan. Employees and Management need to see evidence that the Plan is essential to the Shires operation and the success in delivering the Community Strategic and Corporate Business Plans.

Monitoring and Evaluation of Outcomes

The Workforce Plan will need to be monitored and its effectiveness evaluated. This will be achieved by several different methods including:

An ongoing review of HR data including exit interview summaries, performance review results, turnover rates, FTE budget targets achieved etc.

An employee feedback survey is scheduled to be carried out on an annual basis. The results of this survey compared to existing baseline data will evaluate if relevant issues raised in this plan were addressed successfully through the Workforce Plan. Similarly, regular customer (ratepayer) surveys should be carried out and evaluated against the Plan.

A review that ensures the Workforce Planning process, principles and practices are included in the annual planning cycle. Workforce implications should be included on relevant Council agenda items that entail decisions and project planning issues.

An annual review of Human Resources key results and KPI's (as an organisation and individuals). This should include HR risks and their effective treatments.

Workforce Planning outcomes should be included in the Shires annual reports with annual HR data and employment costs reviewed by third week in June each year from payroll and other relevant data sources.

Workforce Plan Review

This plan will be reviewed annually as part of the planning cycle and adjusted and reported on accordingly to ensure ongoing integration with the long term financial and asset management plans. All updates will be communicated to relevant stakeholders.

9.3.4 MID WEST REGIONAL COUNCIL – PROPOSAL TO WITHDRAW MEMBERSHIP

Location/Address:**Name of Applicant:** Shire of Mingenew**Disclosure of Interest:** Nil.**Date:** 20 June 2013**Author:** Mike Sully**SUMMARY**

This report provides a review of the Mid West Regional Council (MWRC) and a recommendation that Council advise the MWRC that the Shire is terminating its membership of the MWRC effective from 28 June 2013. The report also recommends that Council authorise the Chief Executive Officer to review options for establishing a formal structure to advance regional co-operation with surrounding Shires within the Mid West region.

ATTACHMENT

Nil.

BACKGROUND

The Mid West Regional Council (MWRC) was originally the North Midlands Voluntary Regional Organisation of Council (NMVROC) comprised of the Shires of Carnamah, Coorow, Mingenew, Morawa, Mullewa, Perenjori and Three Springs. Following a successful record of achievements since the early 1990's, the group undertook a strategic review in 2004 and as a result decided to examine options to enhance regional co-operation and improve operations of the member Shires for the benefit of their communities.

A review and subsequent report was prepared and the seven local governments of the North Midlands VROC agreed to create and join the Wildflower Country Regional Council (WCRC). The regional council was constituted on 1 July 2006 and held its first meeting on 4 July 2006.

WCRC underwent a name change in 2007 to Mid West Regional Council (MWRC). The Shires of Carnamah and Coorow withdrew their membership of MWRC in June 2010. The Shire of Mullewa amalgamated with the City of Geraldton Greenough, ending their membership in June 2011. The shires of Mingenew, Morawa, Perenjori and Three Springs, despite the challenges of structural reform, continue to actively participate in the projects and activities and support MWRC.

Although the four Councils were active members of a regional council there was a move towards amalgamation of the four Councils. Following a recommendation from the Local Government Advisory Board (LGAB) in early 2011, which supported an amalgamation proposal between the Shires of Mingenew, Morawa, Perenjori and Three Springs, the Local Government Act required that electors were given an opportunity to decide yes or no to an amalgamation proposal through the poll provisions.

Of the four Councils, only electors from the Shire of Perenjori requested a poll on the proposal to amalgamate the abovementioned Councils. The Perenjori poll was held on Saturday 16 April 2011 and 80% of electors voted, with 93% voting against the proposal. With that negative result the Minister for Local Government could not accept the LGAB recommendation and the amalgamation proposal of the four Councils did not proceed.

The result of further business planning work on an amalgamation of the three remaining Shires found that an amalgamation of the three was not considered viable.

COMMENT

In August 2012 the Shire of Three Springs advised that it intends to withdraw from the MWRC due to the increasing cost of membership. However their withdrawal will not occur until 30 June 2014 as the conditions of membership provide that a MWRC member intending to withdraw must complete the year of withdrawal and pay any operational costs for the following year. This condition applies to any member withdrawing its membership.

There are no issues with the current services provided by the MWRC however, similar to Three Springs, it is becoming increasingly difficult for this Council to meet the annual management costs. This burden will be even greater with only three Councils to share the MWRC's fixed operational and service provision costs.

While it is recommended that the Shire of Mingenew withdraw from the MWRC, it is strongly recommended that the Shire continues to maintain involvement within a more financially viable regional shared service delivery mechanism. This involvement is encouraged by the West Australian Local Government Association (WALGA) which states:

There is no doubt that regional shared service delivery mechanisms provide an opportunity for Local Governments to generate efficiencies by achieving economies of scale appropriate to particular services. However, they are limited in their ability to establish shared service structures by the current legislative provisions of the Local Government Act 1995 which impose an additional financial burden on Regional Local Governments and prevent the formation of alternative shared service options.

There are a number of other shared service models available to Local Governments in other states of Australia and New Zealand that have applicability to Western Australia. A key model, which is the subject of the Local Government Amendment (Regional Subsidiaries) Bill 2010 and this submission, is the Regional Subsidiary model currently in operation in South Australia.

Under this model, two or more Local Governments are able to establish a "Regional Subsidiary" to undertake a shared service function on behalf of its constituent Local Governments. The model provides increased flexibility when compared to the Regional Local Government model because regional subsidiaries are primarily governed and regulated by a charter rather than legislation.

While the regional subsidiary model's governance structure is primarily representative, the model also allows independent and commercially focussed directors to be appointed to the board of management. This is another benefit of the regional subsidiary model in comparison to the Regional Local Government model which utilises a wholly representative governance structure.

Another benefit of the regional subsidiary model is the increased oversight provided by a singly-focussed board in comparison to a Council with a multitude of concerns and responsibilities.

Regional subsidiaries have been operating successfully in South Australia for many years and one example worthy of examination is the Eastern Health Authority (EHA). The EHA provides environmental health services to its five constituent councils in Adelaide's inner northern and eastern suburbs. The EHA provides financial and non-financial benefits to the Local Governments involved which translates to more effective and more efficient

services for the Local Governments' communities. The regional subsidiary model is also applicable to Western Australia provided the legislative setting is appropriate.

A key advantage of the regional subsidiary model is the use of a charter, as opposed to legislation, as the primary governance and regulatory instrument. Accordingly, the legislative provisions governing the establishment of regional subsidiaries should be light leaving most of the regulation to the regional subsidiary charter, which can be adapted to suit the specific circumstances of each regional subsidiary.

Local Governments should be encouraged to enter into suitable shared regional service arrangements by an appropriate legislative and regulatory setting that balances the need for flexibility in service delivery with suitable accountability and oversight provisions.

Amendment of the Local Government Act 1995, as proposed by the Local Government Amendment (Regional Subsidiaries) Bill 2010, to allow Local Governments to establish regional subsidiaries, is an important step in the right direction and will provide Local Governments with an important tool for delivering effective and efficient services to their communities; however further legislative reform is required to encompass the Local Government Enterprises model and reduced compliance requirements for Regional Local Governments.

The MWRC board has requested that the Chief Executive Officers of the four MWRC member Councils meet as soon as possible to review the current structure and operations of the MWRC and provide a recommendation for proposed changes. The meeting will be held on 28 June 2013 and Jo Burges from WALGA will attend to provide information and advice.

CONSULTATION

Chief Executive Officers, Perenjori, Three Springs
A/ Chief Executive Officer, Morawa
Jo Burges, Regional Cooperation Manager, Governance and Strategy
Team, WALGA

STATUTORY ENVIRONMENT

Provisions of the Local Government Act 1995 and relevant Legislation will apply.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

Withdrawing from the MWRC will result in a considerable reduction in the cost associated with membership to a regional structure.

STRATEGIC IMPLICATIONS

Withdrawing from the MWRC will allow Council to investigate more effective alternative options for regional co-operation.

VOTING REQUIREMENTS

Absolute Majority

130605 COUNCIL DECISION (OFFICER'S RECOMMENDATION) – ITEM 9.4.4

Moved: Councillor Gledhill

Seconded: Councillor Newton

That Council advise the MWRC that the Shire is terminating its membership of the MWRC effective from 28 June 2013 and authorise the Chief Executive Officer to review options for establishing a formal structure to advance regional co-operation with surrounding Shire's within the Mid West region.

CARRIED BY ABSOLUTE MAJORITY 6/0

9.6 FINANCE

9.6.1 FINANCIAL STATEMENTS FOR MONTH ENDING 31 MAY 2013

Location/Address: Shire of Mingenew
Name of Applicant: Shire of Mingenew
Disclosure of Interest: Nil
Date: 21ST June 2013
Author: Cameron Watson – Manager Finance & Administration

SUMMARY

The Monthly Statement of Financial Activity report for the month ending 31 May, 2013 is presented to Council for adoption.

ATTACHMENT

Finance Report ending 31 May, 2013

BACKGROUND

Financial Regulations require a monthly statement of financial activity report to be presented to Council.

COMMENT

Council's current operating surplus as at the 31 May 2013 is \$863,636.

SUMMARY OF FUNDS – SHIRE OF MINGENEW	
Municipal Account	\$10,252.88
Business Cash Maximiser (Municipal Funds)	\$511,498.42
Trust Account	\$246,804.73
Reserve Maximiser Account	\$205,608.85

Debtor's accounts continue to be monitored with all efforts being made to ensure that monies are recovered. \$96,246.50 remains outstanding as at 31 May, 2013 with \$54,796.93 in current, \$2,572.21 outstanding for 30+ days, \$19,609.05 outstanding for 60+ days and \$19,268.31 outstanding for 90 days or more.

Rates Outstanding at 31 May, 2013 was \$28,778.37 current year and \$2,161.21 arrears, totalling \$30,939.58.

The total domestic and commercial refuse charges outstanding are \$1,100.00 current year and \$195.00 arrears, as at 31 May, 2013.

The Statement of Financial Activities Report contains explanations of Councils adopted variances for the 2012 / 2013 financial year.

CONSULTATION

No consultation required

STATUTORY ENVIRONMENT

Local Government Act 1995 Section 6.4

Local Government (Financial Management) Regulations 1996 Section 34

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Financial implications are outlined in comments.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

130606 COUNCIL DECISION (OFFICER RECOMMENDATION) – ITEM 9.6.1

Moved: Councillor Newton

Seconded: Councillor Ward

That Council adopts the Monthly Statement of Financial Activity for the month ending the 31st May 2013.

CARRIED 6/0

SHIRE OF MINGENEW
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

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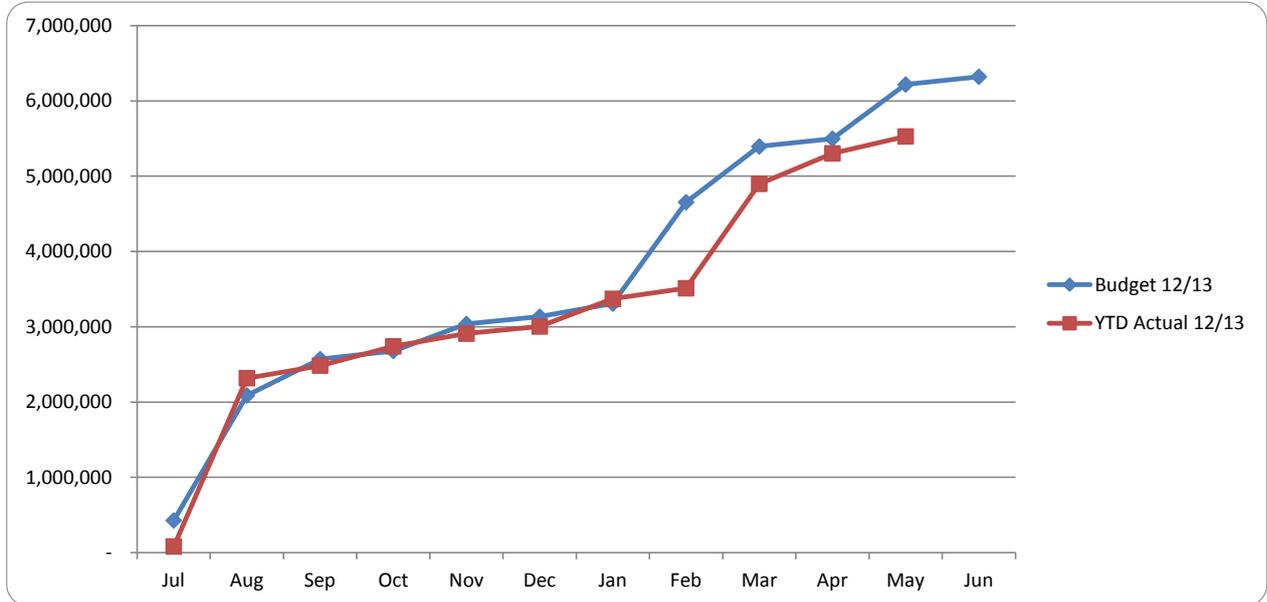
SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

	NOTE	31/05/13 Y-T-D Actual \$	31/05/13 Y-T-D Budget \$	2012/2013 Total Budget \$	31/05/13 Y-T-D Variance \$	31/05/13 Y-T-D Variance %
REVENUES/SOURCES	1,2					
Governance		36,649	7,590	8,319	29,059	(383%)
General Purpose Funding		2,612,622	1,968,822	1,971,656	643,800	(33%)
Law, Order, Public Safety		36,159	26,122	26,200	10,037	(38%)
Health		24,340	26,001	26,100	(1,661)	6%
Education and Welfare		4,385	3,465	3,795	920	(27%)
Housing		48,267	52,514	57,322	(4,247)	8%
Community Amenities		131,398	150,732	150,965	(19,334)	13%
Recreation and Culture		30,180	153,319	153,625	(123,139)	80%
Transport		2,331,987	3,446,136	3,505,372	(1,114,149)	32%
Economic Services		6,510	9,438	10,339	(2,928)	31%
Other Property and Services		129,431	373,725	407,740	(244,294)	65%
		<u>5,391,928</u>	<u>6,217,864</u>	<u>6,321,433</u>	<u>825,936</u>	
(EXPENSES)/(APPLICATIONS)	1,2					
Governance		(314,170)	(241,373)	(249,046)	72,797	(30%)
General Purpose Funding		(33,950)	(38,599)	(42,127)	(4,649)	12%
Law, Order, Public Safety		(97,592)	(92,650)	(100,949)	4,942	(5%)
Health		(46,849)	(51,816)	(56,436)	(4,967)	10%
Education and Welfare		(24,138)	(31,584)	(33,565)	(7,446)	24%
Housing		(177,208)	(186,847)	(199,900)	(9,639)	5%
Community Amenities		(137,390)	(140,888)	(152,816)	(3,498)	2%
Recreation & Culture		(686,188)	(795,071)	(857,492)	(108,883)	14%
Transport		(1,988,657)	(2,160,652)	(2,342,300)	(171,995)	8%
Economic Services		(146,017)	(193,975)	(204,177)	(47,958)	25%
Other Property and Services		(93,649)	(211,305)	(219,085)	(117,656)	56%
		<u>(3,745,808)</u>	<u>(4,144,760)</u>	<u>(4,457,893)</u>	<u>(398,952)</u>	
Adjustments for Non-Cash (Revenue) and Expenditure						
(Profit)/Loss on Asset Disposals	4	(1,961)	(45,802)	(45,802)	43,841	
Movement in Accrued Interest		(5,820)	0	0	(5,820)	
Movement in Accrued Salaries & Wages		0	0	0	0	
Movement in Employee Benefit Provisions		0	0	0	0	
Depreciation on Assets		1,291,150	1,167,826	1,274,040	123,324	
Capital Expenditure and Income						
Purchase Land held for Resale	3	0	0	0	0	0%
Purchase Land and Buildings	3	(247,483)	(319,663)	(320,500)	(72,180)	23%
Purchase Furniture and Equipment	3	(19,579)	(14,600)	(14,600)	4,979	(34%)
Purchase Plant and Equipment	3	(249,676)	(272,050)	(272,050)	(22,374)	8%
Purchase Infrastructure Assets - Roads	3	(1,510,713)	(1,618,485)	(1,765,734)	(107,772)	7%
Purchase Infrastructure Assets - Footpaths	3	(62,409)	(94,700)	(94,700)	(32,291)	34%
Purchase Infrastructure Assets - Bridges	3	(2,193,176)	(2,446,500)	(2,460,000)	(253,324)	10%
Proceeds from Disposal of Assets	4	145,456	180,700	180,700	35,244	20%
Repayment of Debentures	5	(118,148)	(110,938)	(118,868)	7,210	(6%)
Proceeds from New Debentures	5	0	0	0	0	0%
Transfers to Reserves (Restricted Assets)	6	(5,861)	(9,180)	(10,015)	(3,319)	36%
Transfers from Reserves (Restricted Assets)	6	0	0	0	0	0%
ADD Net Current Assets July 1 B/Fwd	7	1,609,390	1,609,390	1,609,390	0	
LESS Net Current Assets Year to Date	7	<u>319,486</u>	<u>1,229,074</u>	<u>1,153,577</u>	<u>(909,588)</u>	
Amount Req'd to be Raised from Rates		<u>(1,408,872)</u>	<u>(1,328,176)</u>	<u>(1,328,176)</u>	<u>(80,696)</u>	
Rates per Note 8		1,408,872	1,328,176	1,328,176		
Variance		(0)	0	0		

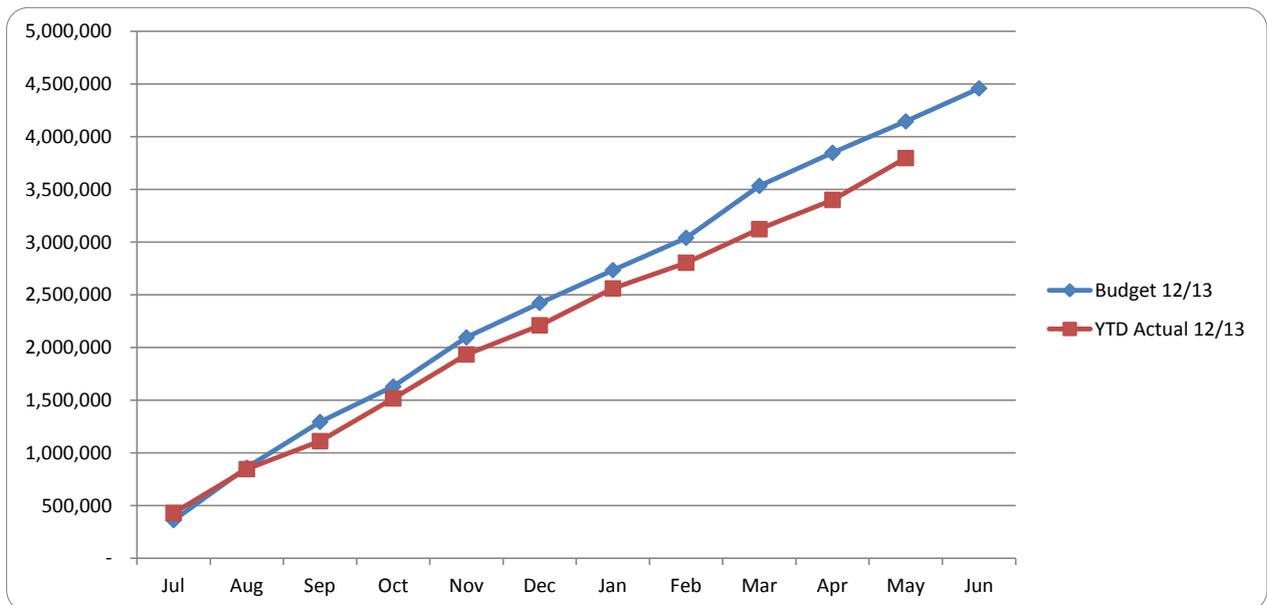
**SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

Graphical Representation - Source Statement of Financial Activity

Operating Budget v Actual - REVENUE



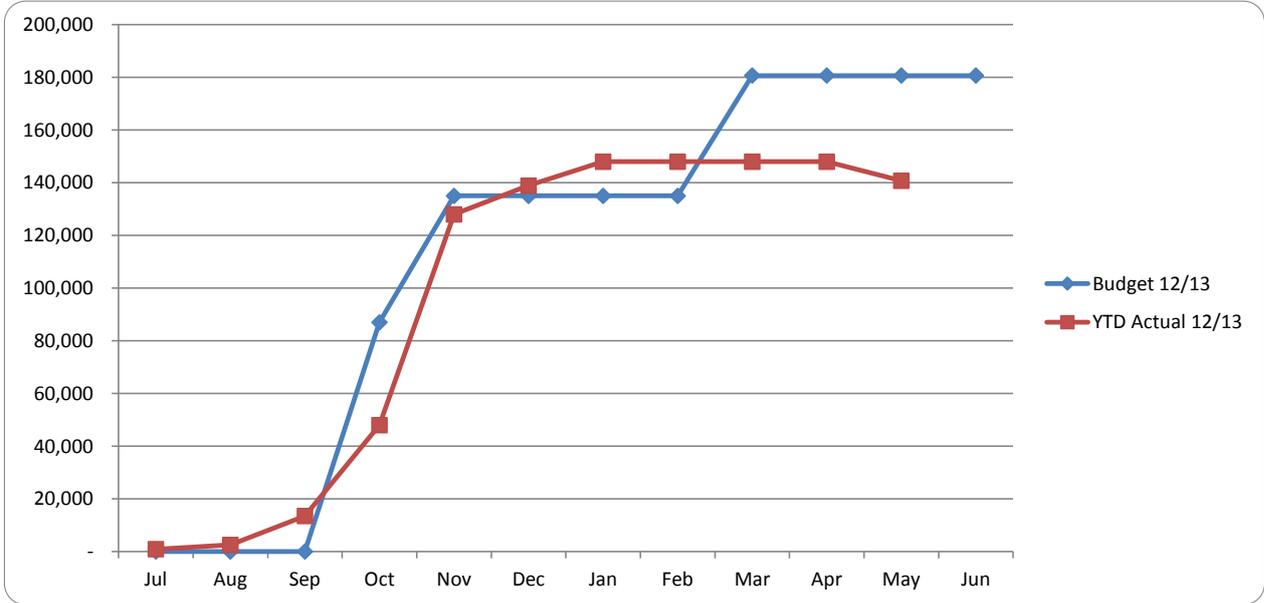
Operating Budget v Actual - EXPENDITURE



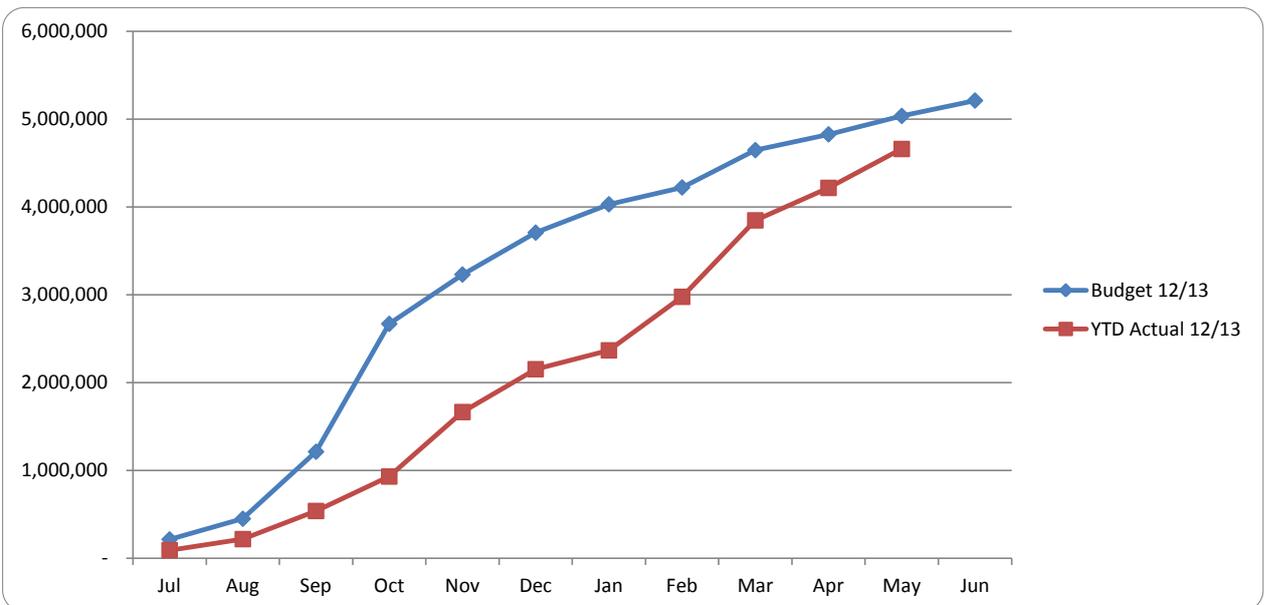
**SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

Graphical Representation - Source Statement of Financial Activity

Capital Budget v Actual - REVENUE



Capital Budget v Actual - EXPENDITURE



**SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

Statement of Financial Activity - Reportable Variances

REVENUES/SOURCES

Governance	383%	\$5,200 Safe Driver Ins Rebate and \$4,000 in Anglican Church & WALGA Reimbursements \$25,000 Corporate Planning grant from DLG
General Purpose Funding	33%	50% of 2012/13 Grants Commission Grant received in 2011/12. 2012/13 Regional CLGF Received Early.
Law, Order & Public Safety	38%	Early payment of ESL Grant. Grant received for introduction of Cat Act
Community Amenities	13%	Sinosteel Fund Community Bus Trust contribution Trust Transfer transacted incorrectly - To be fixed.
Recreation & Culture	(80%)	Contributions to Recreation Centre Bar Area extension yet to be claimed. Lotterwest Grant for Railway Station yet to be claimed.
Transport	(32%)	Final 40% of RRG Grants yet to be claimed, R2R funded bridge works to be commenced January 2014, grant claimable once completed.
Other Property and Services	(65%)	Significantly lower than expected Private Works undertaken.

(EXPENSES)/(APPLICATIONS)

Governance	30%	Corporate Business Planning Expenditure (additional grant received).
Education & Welfare	(24%)	Lower than expected expenditure on Senior Citizens Building
Housing	(12%)	Numberous minor amounts
Recreation & Culture	(14%)	Lower than expected expenditure to date on the Sports Complex and Parks & Gardens Renovations to the Railway Station yet to be commenced.
Economic Services	(25%)	Mid West Regional Council contribution (inc EHO etc) yet to be paid & lower than expected area promotion expenses.
Other Property & Services	(56%)	Lower than expected Private Works undertaken

CAPITAL EXPENDITURE AND INCOME

Purchase Land & Buildings	(23%)	Power Upgrades commenced but yet to be completed.
Purchase Infrastructure Assets - Footpaths	(34%)	Miss allocation of Creditors payment, journal to be done.
Purchase Infrastructure Assets - Bridges	(10%)	Coalseam Road & Mingenew Mullewa Road Bridge Works yet to be commenced.
Proceeds from disposal of Asset	(20%)	Roller yet to be disposed of.

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 9.

(c) Rounding Off Figures

All figures shown in this statement, other than a rate in the dollar, 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.

Collectibility 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.

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

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 costs necessary to make the sale.

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 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.

(g) 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 periods are:

Buildings	30 to 50 years
Furniture and Equipment	4 to 10 years
Plant and Equipment	5 to 15 years
Sealed roads and streets	
clearing and earthworks	not depreciated
construction/road base	50 years
original surfacing and	
major re-surfacing	
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
clearing and earthworks	not depreciated
construction/road base	50 years
gravel sheet	10 years
Formed roads (unsealed)	
clearing and earthworks	not depreciated
construction/road base	50 years
Footpaths - slab	40 years
Sewerage piping	100 years
Water supply piping & drainage systems	75 years

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(k) Impairment

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 "Impairment of Assets" and appropriate adjustments made.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the Income Statement.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

At the time of preparing this report, it is not possible to estimate the amount of impairment losses (if any) as at 30 June 2012.

In any event, an impairment loss is a non-cash transaction and consequently, has no impact on the Monthly Statement of Financial Position from a budgetary perspective.

(l) Trade and Other Payables

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the Municipality prior to the end of the financial year that are unpaid and arise when the Municipality 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.

(m) 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 municipality 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 Council expects to pay and includes related on-costs.

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

(n) 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.

MINGENEW SHIRE COUNCIL SHIRE OF MINGENEW COUNCIL MEETING - 26 June 2013
**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(o) 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 item included in the same class of obligations may be small.

(p) 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.

2. STATEMENT OF OBJECTIVE

In order to discharge its responsibilities to the community, the Shire 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:

GOVERNANCE

Objective: To provide a decision making process for the efficient allocation of scarce resources.
Activities: Administration and operation of facilities and services to members of council:
Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services.

GENERAL PURPOSE FUNDING

Objective: To collect revenue to fund provision of services.
Activities: Rates, general purpose government grants and interest revenue.

LAW, ORDER, PUBLIC SAFETY

Health: To ensure a safer community in which to live.
Activities: Supervision of various local laws, fire prevention, emergency services and animal control.

HEALTH

Objective: To provide an operational framework for good community health.
Activities: Food quality and pest control, maintenance of child health centre, doctors surgery and dental clinic.

EDUCATION AND WELFARE

Objective: To support the needs of the community in education and welfare.
Activities: Assistance to playgroup, youth advisory committee and other voluntary services.

HOUSING

Objective: Provide adequate housing to attract and retain staff and non-staff.
Activities: Maintenance of council owned housing.

COMMUNITY AMENITIES

Objective: Provide services as required by the community.
Activities: Rubbish collection services, tip operation, noise control, town planning administration, cemetery maintenance, storm water drainage, FM radio retransmitter maintenance and mobile phone installation.

RECREATION AND CULTURE

Objective: To establish and efficiently manage infrastructure and resources which will help the social well being of the community.
Activities: Maintenance of halls, library, parks, gardens and reserves.

TRANSPORT

Objective: To provide effective and efficient transport services to the community.
Activities: Construction and maintenance of streets, roads, bridges, cleaning and lighting of streets, traffic signs, depot maintenance and airstrip maintenance.

ECONOMIC SERVICES

Objective: To help promote the Shire and improve its economic well being
Activities: Regulation and provision of tourism, area promotion, building control, noxious weeds, vermin control, plant nursery and standpipes

OTHER PROPERTY & SERVICES

Activities: Private works, plant repairs

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	31 May, 2013	2012/2013
	Actual	Budget
	\$	\$
3. ACQUISITION OF ASSETS		
The following assets have been acquired during the period under review:		
<u>By Program</u>		
Governance		
Purchase Plant & Equipment	90,890.15	95,000
Computer Development	2,766.36	1,500
Furniture & Equipment	0.00	2,000
Buildings	5,301.58	5,000
Health		
Buildings	38,536.82	32,000
Education & Welfare		
Senior Citizens Centre - Building	3,300.00	2,500
Housing		
Buildings	38,568.92	43,000
Land & Buildings	6,709.71	11,500
Community Amenities		
Buildings	0.00	10,000
Furniture & Equipment	14,169.00	4,600
Recreation and Culture		
Buildings	155,066.19	216,500
Purchase Plant & Equipment	3,350.00	14,000
Furniture & Equipment	2,643.64	6,500
Transport		
Infrastructure - Roads	1,510,713.14	1,765,734
Infrastructure - Bridges	2,193,176.44	2,460,000
Footpaths Construction	62,408.50	94,700
Plant & Equipment - Depot	3,580.00	3,550
Purchase Plant & Equipment	151,855.79	159,500
	<u>4,283,036.24</u>	<u>4,927,584</u>

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	31 May, 2013	2012/2013
	Actual	Budget
	\$	\$
ACQUISITION OF ASSETS		
3. The following assets have been acquired during the period under review:		
 <u>By Class</u>		
Land Held for Resale	0.00	0
Land and Buildings	247,483.22	320,500
Furniture and Equipment	19,579.00	14,600
Plant and Equipment	249,675.94	272,050
Infrastructure Assets - Roads	1,510,713.14	1,765,734
Infrastructure Assets - Footpaths	62,408.50	94,700
Infrastructure Assets - Bridges	2,193,176.44	2,460,000
Infrastructure Assets - Drainage/Floodways	0.00	0
Infrastructure Assets - Recreation Areas	0.00	0
	<u>4,283,036.24</u>	<u>4,927,584</u>

A detailed breakdown of acquisitions on an individual asset basis can be found in the supplementary information attached to this statement as follows:

- plant replacement programme
- other assets
- road replacement programme
- other infrastructure

SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

4. DISPOSALS OF ASSETS

The following assets have been disposed of during the period under review:

By Program	Net Book Value	Net Book Value	Sale Proceeds	Sale Proceeds	Profit(Loss)	Profit(Loss)
	2012 / 2013	2012 / 2013	2012 / 2013	2012 / 2013	2012 / 2013	2012 / 2013
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
	\$	\$	\$	\$	\$	\$
Governance						
Admin Vehicle (MI 177)	23,600	25,191	25,000	26,364	1,400	1,173
CEO Vehicle (1 MI)	49,400	52,023	50,000	50,000	600	(2,023)
Transport						
Works Manager Vehicle (MI 108)	29,208	35,262	29,000	30,000	(208)	(5,262)
ISA Officer Vehicle (MI 481)	30,690	31,019	26,700	19,092	(3,990)	(11,927)
Vibrating Roller	0	0	25,000	0	25,000	0
Sale of Pig Trailer (MI 3196)	0	0	15,000	9,091	15,000	9,091
Sale of Dolly (MI 3396)	0	0	10,000	10,909	10,000	10,909
	132,898	143,494	180,700	145,456	47,802	1,961

By Class	Net Book Value	Net Book Value	Sale Proceeds	Sale Proceeds	31/10/2012	Profit(Loss)
	2012 / 2013	2012 / 2013	2012 / 2013	2012 / 2013	2012 / 2013	2012 / 2013
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
	\$	\$	\$	\$	\$	\$
Plant & Equipment						
Admin Vehicle (MI 177)	23,600	25,191	25,000	26,364	1,400	1,173
CEO Vehicle (1 MI)	49,400	52,023	50,000	50,000	600	(2,023)
Works Manager Vehicle (MI 108)	29,208	35,262	29,000	30,000	(208)	(5,262)
ISA Officer Vehicle (MI 481)	30,690	31,019	26,700	19,092	(3,990)	(11,927)
Vibrating Roller	0	0	25,000	0	25,000	0
Sale of Pig Trailer (MI 3196)	0	0	15,000	9,091	15,000	9,091
Sale of Dolly (MI 3396)	0	0	10,000	10,909	10,000	10,909
	132,898	143,494	180,700	145,456	47,802	1,961

Summary

Profit on Asset Disposals
 Loss on Asset Disposals

	2012 / 2013	31/5/2013
	BUDGET	ACTUAL
	\$	\$
Profit on Asset Disposals	52,000	21,173
Loss on Asset Disposals	(4,198)	(19,212)
	<u>47,802</u>	<u>1,961</u>

SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

5. INFORMATION ON BORROWINGS

(a) Debenture Repayments

Particulars	Principal 1 Jul 12	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$
Education & Welfare									
Loan 137 - Senior Citizens Building	114,298	0	0	4,012	4,012	110,286	110,286	3,478	6,897
Housing									
Loan 133 - Triplex (+)	111,694	0	0	8,691	8,691	103,003	103,003	7,483	7,483
Loan 134 - S/C Housing (+)	71,568	0	0	4,423	4,423	67,145	67,145	4,376	4,376
Loan 136 - Staff Housing (#)	144,961	0	0	6,017	6,017	138,944	138,944	9,215	9,215
Loan 142 - Staff Housing	100,000	0	0	7,203	7,923	92,797	92,076	4,517	4,969
Recreation & Culture									
Loan 138 - Pavilion Fit-Out	109,726	0	0	3,851	3,851	105,875	105,875	6,622	6,621
Transport									
Loan 139 - Roller	90,063	0	0	11,520	11,520	78,543	78,544	5,795	5,795
Loan 141 - Grader	190,165	0	0	19,060	19,060	171,105	171,106	11,499	11,499
Loan 143 - Trucks	250,000	0	0	45,447	45,447	204,553	204,553	11,412	11,412
Loan 144 - Trailer	100,000	0	0	7,924	7,924	92,076	92,076	4,969	4,969
	1,282,475	0	0	118,148	118,868	1,164,327	1,163,608	69,365	73,236

(+) Loan financed by rental proceeds received from tenants.

(#) Loan financed from rental proceeds received from staff (subsidised) or third party tenants.

All other debenture repayments are to be financed by general purpose revenue.

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

5. INFORMATION ON BORROWINGS (Continued)

(b) New Debentures - 2012 / 2013

No new debentures are planned in 2012/13.

(c) Unspent Debentures

Council had no unspent debentures at 30 June, 2012 nor is it expected to have unspent debenture funds as at 30 June, 2013.

(d) Overdraft

Council has an overdraft facility of \$200,000 with National Australia Bank of which Nil was utilised at 30 June 2012. It is anticipated that this facility will not be utilised during the 2012 / 2013 financial year.

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	31 May, 2013 Actual \$	2012/2013 Budget \$
6. RESERVES		
Cash Backed Reserves		
(a) Land and Building Reserve		
Opening Balance	65,319	65,319
Amount Set Aside / Transfer to Reserve	1,917	3,271
Amount Used / Transfer from Reserve	-	-
	<u>67,236</u>	<u>68,590</u>
(b) Sportsground Improvement Reserve		
Opening Balance	2,466	2,466
Amount Set Aside / Transfer to Reserve	72	123
Amount Used / Transfer from Reserve	-	-
	<u>2,538</u>	<u>2,589</u>
(c) Plant Replacement Reserve		
Opening Balance	13,869	13,869
Amount Set Aside / Transfer to Reserve	407	712
Amount Used / Transfer from Reserve	-	-
	<u>14,276</u>	<u>14,581</u>
(d) Accrued Leave Reserve		
Opening Balance	43,359	43,359
Amount Set Aside / Transfer to Reserve	1,272	2,169
Amount Used / Transfer from Reserve	-	-
	<u>44,631</u>	<u>45,528</u>
(e) Aged Persons Units Reserve		
Opening Balance	18,299	18,299
Amount Set Aside / Transfer to Reserve	537	916
Amount Used / Transfer from Reserve	-	-
	<u>18,836</u>	<u>19,215</u>
(f) Street Light Upgrade Reserve		
Opening Balance	13,088	13,088
Amount Set Aside / Transfer to Reserve	384	655
Amount Used / Transfer from Reserve	-	-
	<u>13,472</u>	<u>13,743</u>
(g) Painted Road Reserve		
Opening Balance	3,840	3,840
Amount Set Aside / Transfer to Reserve	113	192
Amount Used / Transfer from Reserve	-	-
	<u>3,953</u>	<u>4,032</u>
(h) Industrial Area Reserve		
Opening Balance	4,786	4,786
Amount Set Aside / Transfer to Reserve	140	240
Amount Used / Transfer from Reserve	-	-
	<u>4,926</u>	<u>5,026</u>

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

6. RESERVES (Continued)	31 May, 2013 Actual \$	2012/2013 Budget \$
(i) Environmental Rehabilitation Reserve		
Opening Balance	16,284	16,284
Amount Set Aside / Transfer to Reserve	478	815
Amount Used / Transfer from Reserve	-	-
	<u>16,762</u>	<u>17,099</u>
(j) RTC/PO/NAB Reserve		
Opening Balance	18,437	18,437
Amount Set Aside / Transfer to Reserve	541	922
Amount Used / Transfer from Reserve	-	-
	<u>18,978</u>	<u>19,359</u>
Total Cash Backed Reserves	<u>205,608</u>	<u>209,762</u>

All of the above reserve accounts are to be supported by money held in financial institutions.

Council have a policy of annual revaluation of road infrastructure. The amount of any revaluation adjustment at 30 June 2011 is not known. Any transfer to or from an asset revaluation reserve will be a non-cash transaction and as such, has no impact on this budget document.

Summary of Transfers

To Cash Backed Reserves

Transfers to Reserves

Land and Buildings Reserve	1,917	3,271
Sports Ground Improvement Reserve	72	123
Plant Replacement Reserve	407	712
Accrued Leave Reserve	1,272	2,169
Aged Persons Units Reserve	537	916
Street Light Upgrade Reserve	384	655
Painted Road Reserve	113	192
Industrial Area Development Reserve	140	240
Environmental Rehabilitation Reserve	478	815
RTC/PO/NAB Reserve	541	922
	<u>5,861</u>	<u>10,015</u>

Transfers from Reserves

Land and Buildings Reserve	0	0
Sports Ground Improvement Reserve	0	0
Plant Replacement Reserve	0	0
Accrued Leave Reserve	0	0
Aged Persons Units Reserve	0	0
Street Light Upgrade Reserve	0	0
Painted Road Reserve	0	0
Industrial Area Development Reserve	0	0
Environmental Rehabilitation Reserve	0	0
RTC/PO/NAB Reserve	0	0
	<u>-</u>	<u>-</u>

Total Transfer to/(from) Reserves

	<u>5,861</u>	<u>10,015</u>
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**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

In accordance with council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Land & Building Reserve

- to be used for the acquisition, construction and maintenance of land and buildings.

Plant Replacement Reserve

- to be used for the purchase of plant.

Accrued Leave Reserve

- to be used to fund annual and long service leave requirements.

Aged Persons' Units Reserve

- to be used for the funding of future operating shortfalls of the aged persons' units in accordance with the management agreement Council has with Homeswest.

Street Light Upgrade Reserve

- to be used for the upgrade of street lights in the town of Mingenew.

Painted Road Reserve

- to be used for the painted road and associated projects.

Industrial Area Development Reserve

- to be used for the development of the industrial area.

Environmental Rehabilitation Reserve

- to be used for the rehabilitation of Gravel Pits.

RTC/PO/NAB Reserve

- to be used for the maintenance and upkeep of the Rural Transaction Centre

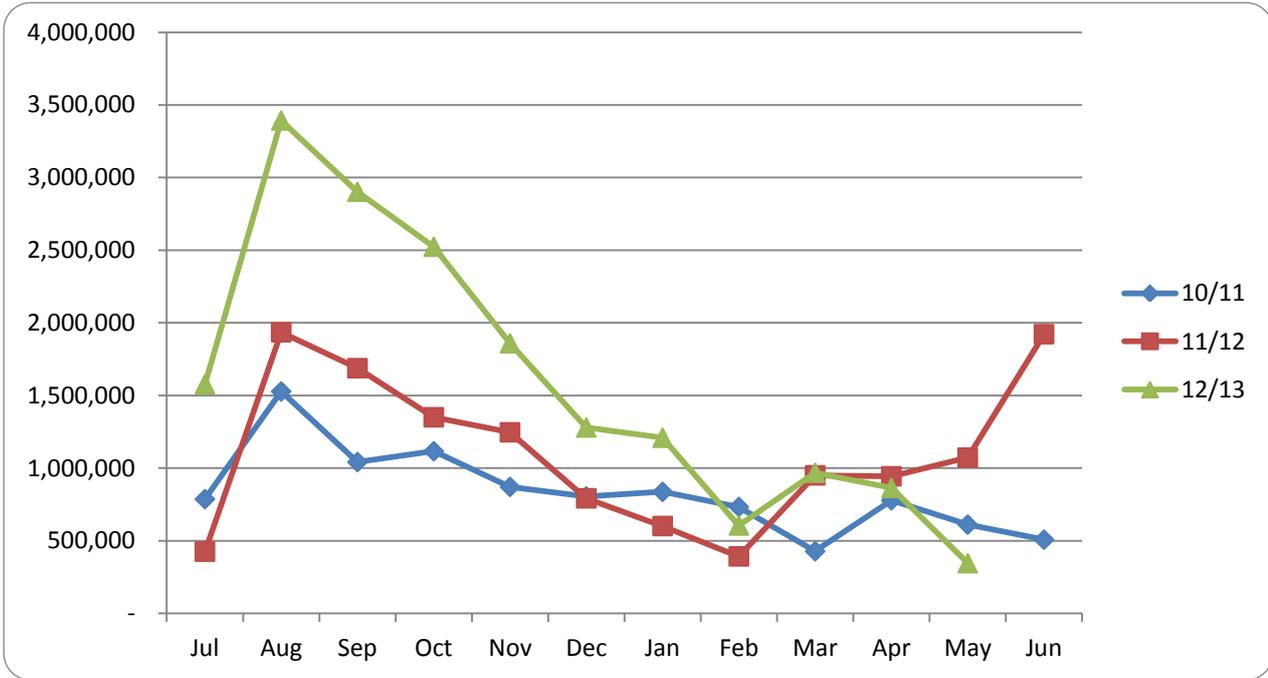
None of the above Reserves are expected to be used within a set period as it is envisaged that further transfers to the reserve accounts will occur as funds are utilised.

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

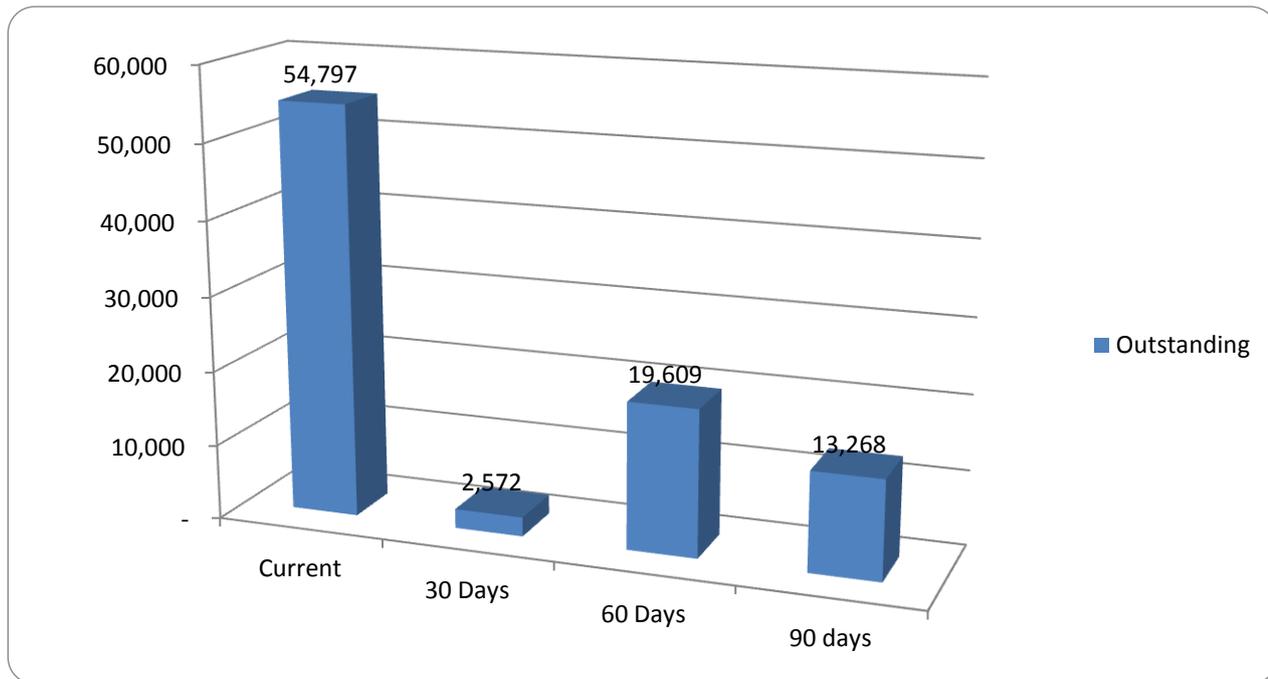
	31 May, 2013	Brought Forward
	Actual	1-Jul-12
	\$	\$
7. NET CURRENT ASSETS		
Composition of Estimated Net Current Asset Position		
CURRENT ASSETS		
Cash - Unrestricted	521,614	1,664,250
Cash - Restricted (Reserves)	205,609	199,748
Cash - Restricted (Unspent Grants)	-	-
Cash - Restricted (Unspent Loans)	-	-
Receivables		
- Rates Outstanding	33,809	22,919
- Sundry Debtors	101,850	315,028
- Emergency Services Levy	-	-
- Provision for doubtful debt	(8,574)	-
- GST Receivable	-	-
Inventories	22,881	17,548
	<u>877,189</u>	<u>2,219,493</u>
LESS: CURRENT LIABILITIES		
Payables		
- Sundry Creditors	(149,811)	(106,809)
- GST Payable	-	2,503
- PAYG/Withholding Tax Payable	13,251	-
Accrued Interest	(21,336)	(27,157)
Accrued Salaries & Wages	(8,712)	(8,712)
Loan Liability	(7,923)	(118,868)
Accrued Annual Leave	(76,667)	(76,667)
Accrues LSL	(74,645)	(74,645)
	<u>(325,843)</u>	<u>(410,355)</u>
NET CURRENT ASSET POSITION	551,346	1,809,138
Less: Cash - Reserves - Restricted	(205,609)	(199,748)
Less: Cash - Restricted/Committed	<u>-</u>	<u>-</u>
ESTIMATED SURPLUS/(DEFICIENCY) C/FWD	<u>345,737</u>	<u>1,609,390</u>

STATE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

7.1 Graphical Representation - Liquidity over the Year



7.2 Graphical Representation - Debtors Outstanding



SHIRE OF MINGENEW

NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

8. RATING INFORMATION - 2011 / 2012 FINANCIAL YEAR

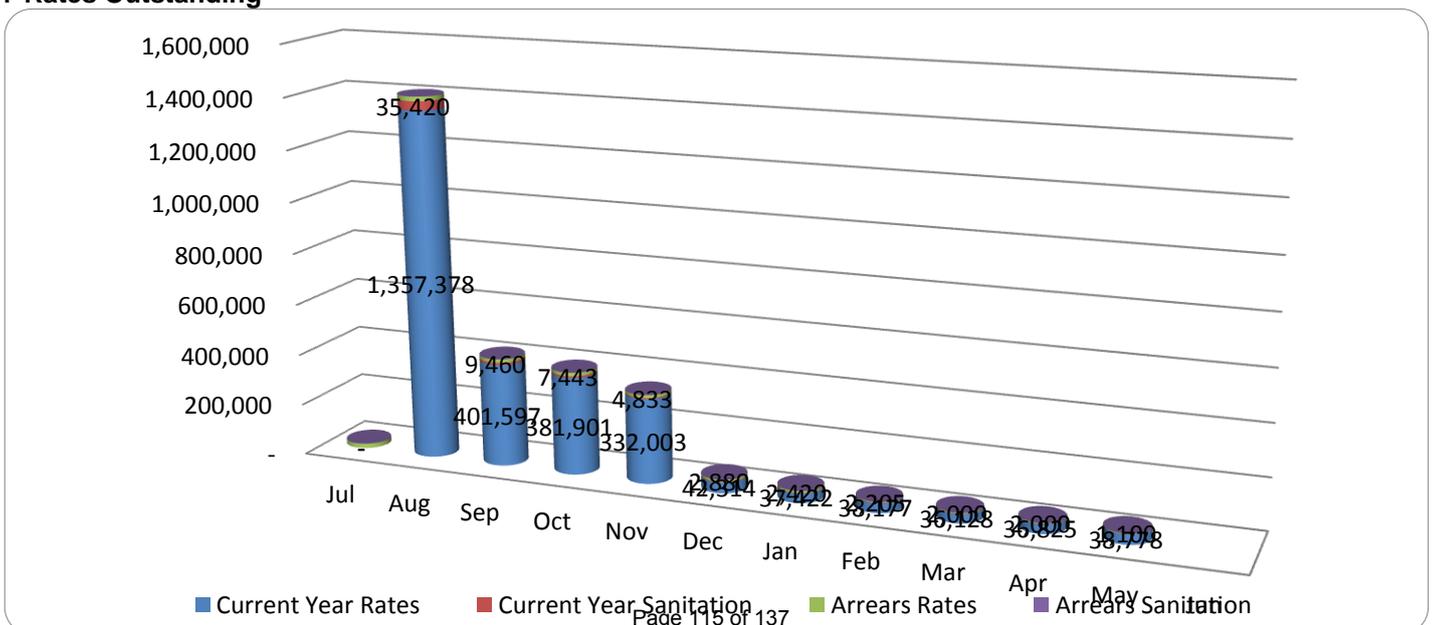
RATE TYPE	Rate in \$	Number of Properties	Rateable Value \$	2012/2013 Rate Revenue \$	2012/2013 Interim Rates \$	2012/2013 Back Rates \$	2012/2013 Total Revenue \$	2012/2013 Budget \$
General Rate								
GRV - Townsites	10.7236	226	1,513,404	162,291	0	1,120	163,411	102,263
UV - Rural	1.1697	146	97,652,500	1,142,241	0	0	1,142,241	1,145,639
UV - Mining	15.0000	18	121,692	18,254	0	0	18,254	18,254
Sub-Totals		390	99,287,596	1,322,786	0	1,120	1,323,907	1,266,156
Minimum Rates	Minimum \$							
GRV - Townsites	330	83	82,138	27,390	0	0	27,390	27,720
UV - Rural	450	15	161,500	6,750	0	0	6,750	6,750
UV - Mining	750	13	28,783	9,750	0	0	9,750	9,750
Sub-Totals		111	272,421	43,890	0	0	43,890	44,220
Rates Written-Off							0	0
Ex-Gratia Rates							30,946	17,800
Movement in Excess Rates							10,129	0
Totals							1,408,872	1,328,176

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

The general rates detailed above for the 2012 / 2013 financial year have been determined by Council on the basis budget and the estimated revenue to be received from all sources of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the 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.

8.1 Rates Outstanding



SHIRE OF MINGENEW
NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013

9. TRUST FUNDS

Funds held at balance date over which the Municipality has no control and which are not included in the financial statements are as follows:

Detail	Balance 01-Jul-12 \$	Amounts Received \$	Amounts Paid (\$)	Balance \$
BCITF Levy	435	83	(149)	369
BRB Levy	25	394	(594)	(175)
Centenary/Autumn Committee	1,734			1,734
Community Bus	500	920	(260)	1,160
Cool Room Bonds	225		(225)	-
Farm Water Scheme	756			756
Hospital Benefits Fund	-	516	-	516
Industrial Land Bonds	2,000		(1,000)	1,000
Insitu - Depot Holl Retension	-	108,167	-	108,167
Mid West Industry Road Safety Alliance	-	55,500	(14,264)	41,236
Mingenew Cemetery Group	366			366
Mingenew District Christmas Tree Fund	-			-
Mingenew Water Rights	-			-
Nomination Fees	-			-
Other Bonds	5,389		(980)	4,409
Paul Starick Transpot	-			-
Sinosteel Community Trust Fund	55,000	27,500	(55,000)	27,500
Tree Planter - LCDC	288			288
Weary Dunlop Memorial	1,906			1,906
Unknown	-	55,753		55,753
Youth Advisory Council	2,319		(500)	1,819
	<u>70,943</u>			<u>246,804</u>

10. CASH / INVESTMENTS SUMMARY

Investments

Financial Institution	Fund	Date Invested	Investment Amount \$	Interest Rate %	Maturity Date	31 May 2013 Actual \$
Cash at Bank						
Financial Institution	Fund	Total Cash at Bank	O/S Deposits	O/S Cheques	Adjustment	31 May 2013 Actual \$
National Australia Bank	Muni	10,253	-	-	22	10,275
National Australia Bank	Trust	246,804	-	-	-	246,804
			Interest		Transfers	
National Australia Bank	Maxi Investment	511,498	-	-	-	511,498
National Australia Bank	Reserve Maxi	205,609	-	-	-	205,609

11. SUPPLEMENTARY INFORMATION

May include (not exhaustive) the following:

- Income Statement By Nature & Type;
- Income Statement By Program;
- Balance Sheet;
- Statement of Changes in Equity;
- Debtors listings;
- Creditors listings;
- Cash/Investment summaries;
- Plant reports;
- Ratio analysis; and
- Other information considered relevant.

SHIRE OF MINGENEW**INCOME STATEMENT****BY NATURE OR TYPE****FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	NOTE	31/05/2013 Actual \$	2012 / 2013 Budget \$
REVENUES FROM ORDINARY ACTIVITIES			
Rates	8	1,398,328	1,173,420
Operating Grants, Subsidies and Contributions		1,575,995	1,341,976
Non-Operating Grants, Subsidies and Contributions		1,761,824	1,287,291
Profit on Asset Disposals		19,150	30,114
Proceeds on Disposal of Assets	#	609	-
Service Charges		-	-
Fees and Charges		206,277	234,629
Interest Earnings		48,826	39,490
Other Revenue		380,920	12,500
		<u>5,391,929</u>	<u>4,119,420</u>
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs		(751,843)	(859,681)
Materials and Contracts		(777,152)	(1,213,443)
Utility Charges		(130,111)	(123,954)
Depreciation		(1,291,150)	(375,770)
Loss on Asset Disposals		(15,281)	(55,727)
Interest Expenses		(73,026)	(56,767)
Insurance		(184,503)	(151,909)
Other Expenditure		(446,380)	(82,800)
		<u>(3,669,446)</u>	<u>(2,920,051)</u>
NET RESULT		1,722,483	1,199,369

SHIRE OF MINGENEW**INCOME STATEMENT****BY PROGRAM****FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	31/05/13	31/05/13	2012/13
	Y-T-D Actual	Y-T-D Budget	Total Budget
	\$	\$	\$
OPERATING REVENUES			
Governance	36,649	7,590	8,319
General Purpose Funding	2,612,622	1,968,822	1,971,656
Law, Order, Public Safety	36,159	26,122	26,200
Health	24,340	26,001	26,100
Education and Welfare	4,385	3,465	3,795
Housing	48,267	52,514	57,322
Community Amenities	131,398	150,732	150,965
Recreation and Culture	30,180	153,319	153,625
Transport	2,331,987	3,446,136	3,505,373
Economic Services	6,510	9,438	10,339
Other Property and Services	129,431	373,725	407,740
	<u>5,391,928</u>	<u>6,217,864</u>	<u>6,321,434</u>
OPERATING EXPENSES			
Governance	(237,807)	(241,373)	(249,046)
General Purpose Funding	(33,950)	(38,599)	(42,127)
Law, Order, Public Safety	(97,592)	(92,650)	(100,949)
Health	(46,849)	(51,816)	(56,436)
Education and Welfare	(24,138)	(31,584)	(33,565)
Housing	(177,208)	(186,847)	(199,900)
Community Amenities	(137,390)	(140,888)	(152,816)
Recreation & Culture	(686,188)	(795,071)	(857,492)
Transport	(1,988,657)	(2,160,652)	(2,342,300)
Economic Services	(146,017)	(193,975)	(204,177)
Other Property and Services	(93,648)	(211,305)	(219,085)
	<u>(3,669,444)</u>	<u>(4,144,760)</u>	<u>(4,457,893)</u>
NET PROFIT OR LOSS/RESULT	<u><u>1,722,484</u></u>	<u><u>2,073,104</u></u>	<u><u>1,863,541</u></u>

SHIRE OF MINGENEW**BALANCE SHEET****FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	31 May, 2013	2012
	ACTUAL	
	\$	\$
CURRENT ASSETS		
Cash and Cash Equivalents	727,223	1,862,581
Trade and Other Receivables	127,085	329,372
Inventories	22,881	17,548
TOTAL CURRENT ASSETS	<u>877,189</u>	<u>2,209,501</u>
NON-CURRENT ASSETS		
Other Receivables	-	-
Inventories	98,095	95,281
Property, Plant and Equipment	6,371,847	6,448,403
Infrastructure	37,026,396	34,618,583
TOTAL NON-CURRENT ASSETS	<u>43,496,338</u>	<u>41,162,267</u>
TOTAL ASSETS	<u>44,373,527</u>	<u>43,371,768</u>
CURRENT LIABILITIES		
Trade and Other Payables	166,608	140,174
Long Term Borrowings	7,923	118,868
Provisions	151,312	151,311
TOTAL CURRENT LIABILITIES	<u>325,843</u>	<u>410,353</u>
NON-CURRENT LIABILITIES		
Long Term Borrowings	1,156,405	1,163,609
Provisions	20,556	20,556
TOTAL NON-CURRENT LIABILITIES	<u>1,176,961</u>	<u>1,184,165</u>
TOTAL LIABILITIES	<u>1,502,804</u>	<u>1,594,518</u>
NET ASSETS	<u>42,870,723</u>	<u>41,777,250</u>
EQUITY		
Retained Profits (Surplus)	56,620,487	55,532,875
Reserves - Cash Backed	205,609	199,748
Reserves - Asset Revaluation	(13,955,373)	(13,955,373)
TOTAL EQUITY	<u>42,870,723</u>	<u>41,777,250</u>

SHIRE OF MINGENEW**STATEMENT OF CHANGES IN EQUITY****FOR THE PERIOD 1 JULY, 2012 TO 31 MAY, 2013**

	31 May 2013 Actual \$	2012 \$
RETAINED PROFITS (SURPLUS)		
Balance as at 1 July 2012	23,374,214	23,217,670
Change in Net Assets Resulting from Operations	1,722,481	141,742
Transfer from/(to) Reserves	<u>(5,861)</u>	<u>14,802</u>
Balance as at 30 June 2013	<u>25,090,834</u>	<u>23,374,214</u>
RESERVES - CASH BACKED		
Balance as at 1 July 2012	199,747	199,747
Amount Transferred (to)/from Surplus	<u>5,861</u>	<u>-</u>
Balance as at 30 June 2013	<u>205,608</u>	<u>199,747</u>
RESERVES - ASSET REVALUATION		
Balance as at 1 July 2012	15,930,143	15,930,143
Revaluation Increment	-	-
Revaluation Decrement	-	-
Balance as at 30 June 2013	<u>15,930,143</u>	<u>15,930,143</u>
TOTAL EQUITY	<u><u>41,226,585</u></u>	<u><u>39,504,104</u></u>

9.6.2 ADOPTION OF 2013/2014 BUDGET

Location/Address: Shire of Mingenew
Name of Applicant: Nil
Disclosure of Interest: Nil
Date: 21st June 2013
Author: Cameron Watson – Manager Finance & Administration

SUMMARY

This report puts forward the 2013/2014 Statutory Budget for Council's endorsement and acceptance.

ATTACHMENT

2013/14 Statutory Budget & Schedule of Fees & Charges.

BACKGROUND

At a Special Council meeting held on 12th June 2013, Council reviewed the 2013/14 Draft Management Budget. Since this occurred some amendments have been made to the original document, these will be discussed at the meeting.

COMMENT

The process to gain approval to differentially rate those assessments included in the UV category has been carried out and Ministerial approval has been sought.

It is a requirement of the process that an "Object and Reason" for the proposed differential rate be advertised and that any submissions received be presented to Council for consideration. This has been carried out with no submissions being received. Following this, a request to the Minister for Local Government was forwarded asking for approval to differentially rate mining tenements at a rate of 22.5 cents in the dollar.

CONSULTATION

Councillors
Mike Sully – Chief Executive Officer
Warren Borrett – Works Manager
Internal & External Staff

STATUTORY ENVIRONMENT

Section 6.2 of the Local Government Act 1995
Part 3 of the Local Government (Financial Management) Regs 1996

POLICY IMPLICATIONS

The Annual Budget has an effect on the majority of Council's current policies.

FINANCIAL IMPLICATIONS

The 2012/13 Budget is the main document relating to Council's Income and Expenditure for the coming Financial Year.

STRATEGIC IMPLICATIONS

Council's Forward Capital Works Plan, Asset Management Plan, Plant Replacement Program and Strategic Community Plan have been utilised in setting this budget.

VOTING REQUIREMENTS

Absolute Majority

130607 COUNCIL DECISION (OFFICER RECOMMENDATION) – ITEM 9.6.2

Moved: Councillor Gledhill Seconded: Councillor Sobey

That Council adopts the Annual Budget for the financial year ending 30th June 2014 as presented, which includes:

1. The differential rates in the dollar and minimum rate, being;

GRV – Mingenew Town Site	11.2598 cents in the dollar
GRV – Yandanooka Town Site	5.6353 cents in the dollar
GRV – Ex Gratia	11.2598 cents in the dollar
UV – Rural	1.2282 cents in the dollar
UV – Mining	22.5000 cents in the dollar
2. The following Minimum Rate will be applied;

GRV – Mingenew Town Site	\$330.00
GRV – Yandanooka Town Site	\$150.00
GRV – Ex Gratia	\$330.00
UV – Rural	\$450.00
UV – Mining	\$750.00
3. The following due dates for payment of rates by installment;

i) Issue Date	19 th August 2013
ii) Due date/first installment	23 rd September 2013
iii) Second installment	25 th November 2013
iv) Third installment	25 th January 2014
v) Fourth installment	25 rd March 2014
4. A charge of \$15.00 per installment, for payment of rates by installment to apply to the second, third and fourth installments;
5. An interest rate of 5.5% to be imposed on installments to apply to the second, third and fourth installments;
6. An interest rate of 11% to be imposed on all outstanding rates after the 23rd September 2013, or in the case of installment options, on all outstanding rate amounts after the due date for payment of the installment;
7. The Reserve fund budget as shown;
8. Refuse collection charges as shown; and
9. The Schedule of Fees and Charges.
10. A material variance limit of 10% and/or \$10,000

CARRIED BY ABSOLUTE MAJORITY 6/0

9.6.3 WRITE OFF OUTSTANDING DEBTOR AMOUNT

Location/Address: Shire of Mingenew
Name of Applicant: Mingenew Midwest Lions Expo Organising Committee
Disclosure of Interest: Nil
Date: 21st June, 2013
Author: Cameron Watson – Manager Finance & Administration

SUMMARY

Council is requested to approve the write off of an outstanding invoiced amount relating to damages to reticulation located at the Sports Complex Main Oval incurred during the 2012 Mingenew Lions Midwest Expo.

ATTACHMENT

Copy of the invoice forwarded to the organising Committee

BACKGROUND

The Mingenew Lions Midwest Expo has been held at the Mingenew Sporting Complex for many decades. The organising Committee uses this event as a fundraising exercise with the profits going back into the Mingenew community through grants to community groups and other adhoc financial support.

COMMENT

The event primarily utilises temporary structures such as tents in its setup which can lead to issues with pegs damaging the watering system's pipeworks, additionally, heavy vehicles driving on the oval can damage the sprinkler system. With this in mind, every year just prior to the event Council's employees mark out where tents can be set up and where vehicles can be driven. The watering system is tested prior to the event to ensure there are no pre-existing issues.

At the conclusion of the 2012 event, staff tested the watering system and found some damage had been incurred. Repair works were carried out with the costs being subsequently invoiced to the event organisers, the invoice was forwarded approximately 3 months after the event. The event organisers have refused to pay this amount as they feel the damages were not incurred during the event and as they were not invited to attend the pre & post inspections feel that there is no way for Council to insist on them paying for the damages.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government Act 1995, section 6.12 (1) (c) allows for the write off of any debt.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

With the acceptance of this recommendation, there will be an amount of \$418.18 in reimbursements income written off.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

130608 COUNCIL DECISION (OFFICER RECOMMENDATION) – ITEM 9.6.3

Moved: Councillor Cosgrove Seconded: Councillor Ward

That Council approves the write off of \$460.00 including GST from debtor account DM21 on invoice 6487 being reimbursement of damages.

CARRIED 6/0



COUNCIL OFFICE: VICTORIA STREET
PO BOX 120, MINGENEW WA 6522
Ph: 08 9928 1102 Fax: 08 9928 1128
ceo@mingenew.wa.gov.au
www.mingenew.wa.gov.au

TAX INVOICE

INVOICE NO: **6487**
DEBTOR NO: DM21
DATE 21/06/2013
PAGE: 1

MINGENEW LIONS MIDWEST EXPO
SECRETARY
PO BOX 74
MINGENEW WA 6522

DATE	DESCRIPTION	AMOUNT
20/12/2012		
0004	PRIVATE WORKS - PLANT HIRE/OTH PRIVATE WORKS - PLANT HIRE/OTH Repair reticulation damage caused by tent pegs on the oval and race track. Materials, 3 x sprinklers, pipe fittings and labour. 1.00 @ 460.00 ea	460.00 *
0004	PRIVATE WORKS - PLANT HIRE/OTH PRIVATE WORKS - PLANT HIRE/OTH Hire of bobcat to move tarps. 1.00 @ 115.00 ea	115.00 *
0004	PRIVATE WORKS - PLANT HIRE/OTH PRIVATE WORKS - PLANT HIRE/OTH Hire truck to move tarps, move tarps from oval to the courier 1.00 @ 90.00 ea	90.00 *

Payment is due in 30 days

TOTAL PAYABLE

\$



OFFICE COPY ONLY

IF NO RECEIPT IS REQUIRED, RETAIN TOP PORTION FOR YOUR RECORDS AND RETURN LOWER PORTION WITH REMITTANCE.
OFFICIAL RECEIPT MUST BEAR IMPRINT OF CASH REGISTER TO BE VALID.

SHIRE OF MINGENEW

NAME: MINGENEW LIONS MIDWEST EXPO

DEBTOR NO.: DM21

TOTAL PAYABLE: 665.00

INVOICE NO.: 6487



Pay By Mail

Make crossed cheque payable to Shire of Mingenew
PO Box 120
MINGENEW WA 6522



Pay In Person

Council Office - Victoria Street, Mingenew
Between 9.00am and 4.30pm, Mon - Fri
Cash, Cheque or Money Orders only



Direct Credit

BSB - 086 833 A/C # - 508 355 531
A/C Name - Mingenew Shire Council
Reference - Debtor No./name; Invoice No.



COUNCIL OFFICE: VICTORIA STREET
 PO BOX 120, MINGENEW WA 6522
 Ph: 08 9928 1102 Fax: 08 9928 1128
 ceo@mingenew.wa.gov.au
 www.mingenew.wa.gov.au

TAX INVOICE

INVOICE NO: **6487**
 DEBTOR NO: DM21
 DATE 21/06/2013
 PAGE: 2

MINGENEW LIONS MIDWEST EXPO

DATE	DESCRIPTION	AMOUNT
	* Local Govt. Charge \$604.55 GST charge \$60.45	

The total price includes GST of \$60.45

Payment is due in 30 days

TOTAL PAYABLE	\$ 665.00
----------------------	------------------



OFFICE COPY ONLY

IF NO RECEIPT IS REQUIRED, RETAIN TOP PORTION FOR YOUR RECORDS AND RETURN LOWER PORTION WITH REMITTANCE.
 OFFICIAL RECEIPT MUST BEAR IMPRINT OF CASH REGISTER TO BE VALID.

SHIRE OF MINGENEW

NAME: MINGENEW LIONS MIDWEST EXPO

DEBTOR NO.: DM21

TOTAL PAYABLE: 665.00

INVOICE NO.: 6487

	<u>Pay By Mail</u>	Make crossed cheque payable to Shire of Mingenew PO Box 120 MINGENEW WA 6522
	<u>Pay In Person</u>	Council Office - Victoria Street, Mingenew Between 9.00am and 4.30pm, Mon - Fri Cash, Cheque or Money Orders only
	<u>Direct Credit</u>	BSB - 086 833 A/C # - 508 355 531 A/C Name - Mingenew Shire Council Reference - Debtor No./name; Invoice No.

9.6.4 ACCOUNTS FOR PAYMENT – MAY 2013

Location/Address: Shire of Mingenew
Name of Applicant: Shire of Mingenew
Disclosure of Interest: Nil.
Date: 26 June 2013
Author: Julie Borrett

SUMMARY

Council to confirm the payment of creditors for the month of May in accordance with the Local Government (Financial Management) Regulations 1996 section 13(1).

ATTACHMENT

Copy of list of accounts due (EFT & cheque payments), which will enable Council to confirm the payment of its creditors in accordance with Local Government (Financial Management) Regulations 1996, Section 13(1).

BACKGROUND

Financial Regulations require a schedule of payments made through the Council bank accounts to be presented to Council for their inspection. The list includes details for each account paid incorporating the payee's name, amount of payment, date of payment and sufficient information to identify the transaction.

COMMENT

Invoices supporting all payments are available for inspection. All invoices and vouchers presented to Council have been certified as to the receipt of goods and the rendition of services and as to prices, computations and costings, and that the amounts shown were due for payment.

CONSULTATION

Nil.

STATUTORY ENVIRONMENT

Local Government Act 1996, Section 6.4

Local Government (Financial Management) Regulations 1996, Sections 12, 13 and 15

POLICY IMPLICATIONS

Payments have been made under delegation.

FINANCIAL IMPLICATIONS

Funds available to meet expenditure.

STRATEGIC IMPLICATIONS

Nil.

VOTING REQUIREMENTS

Simple majority.

130609 COUNCIL DECISION (OFFICER'S RECOMMENDATION) – ITEM 9.6.4

Moved: Councillor Newton

Seconded: Councillor Ward

That Council confirm the accounts as presented for May from the Municipal Fund totalling \$379,560.53 represented by Electronic Funds Transfers 7003 to 7081 and Cheque nos 7707 to 7716.

CARRIED 6/0

Date: 07/06/2013
Time: 4:42:24PM

Shire of MINGENEW

USER: Administrator Offi
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Statement of Payments for the month of May 2013

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		FIVE STAR BUSINESS EQUIPMENT & COMMUNICATIONS		
EFT7003	06/05/2013	CHARGES		565.76
		LEADING EDGE COMPUTERS		
EFT7004	06/05/2013	GOODS		411.00
		Courier Australia		
EFT7005	06/05/2013	FREIGHT		8.78
		CIVIC LEGAL		
EFT7006	06/05/2013	FEES		418.00
		GERALDTON TV & RADIO SERVICES		
EFT7007	06/05/2013	CHARGES		299.00
		GREENFIELD TECHNICAL SERVICES		
EFT7008	06/05/2013	CHARGES		770.00
		Great Northern Rural Services		
EFT7009	06/05/2013	CHARGES		136.92
		IRWIN PLUMBING SERVICES		
EFT7010	06/05/2013	CHARGES		6,161.10
		CANINE CONTROL		
EFT7011	06/05/2013	FEES		1,870.00
		PAULETTE LUCKEN		
EFT7012	06/05/2013	REIMBURSEMENT		386.62
		RELIANCE PETROLEUM		
EFT7013	06/05/2013	FUEL		9,848.85
		ML COMMUNICATIONS		
EFT7014	06/05/2013	CHARGES		825.00
		MIDWEST AERO MEDICAL AIR AMBULANCE P/L		
EFT7015	06/05/2013	FEES		1,000.00
		MINGENEW NETBALL CLUB INC		
EFT7016	06/05/2013	CATERING		144.00
		PATIENCE SANDLAND PTY LTD		
EFT7017	06/05/2013	MATERIALS		8,966.53
		POINT DESIGN SOLUTIONS		
EFT7018	06/05/2013	CHARGES		508.20
		Shire Of Three Springs		
EFT7019	06/05/2013	CHARGES		3,916.60
		MINGENEW FABRICATORS		
EFT7020	06/05/2013	CHARGES		352.00
		WILDFLOWER COUNTRY INC.		
EFT7021	06/05/2013	CONTRIBUTION		4,950.00
		Shire of Mingenew - Payroll		
EFT7022	08/05/2013	PAYROLL		26,639.81
		Australian Services Union		
EFT7023	08/05/2013	Payroll deductions		22.90
		CHILD SUPPORT AGENCY		
EFT7024	08/05/2013	Payroll deductions		230.29
		WA LOCAL GOVERNMENT SUPERANNUATION PLAN P/L		
EFT7025	08/05/2013	Superannuation contributions		4,449.93
		PRIME SUPER		
EFT7026	08/05/2013	Superannuation contributions		336.24
		NAB BUSINESS VISA		
EFT7027	13/05/2013	CREDIT CARD		2,932.87

Date: 07/06/2013
Time: 4:42:24PM

Shire of MINGENEW
MINGENEW SHIRE COUNCIL MINUTES OF ORDINARY MEETING - 26 June 2013
Statement of Payments for the month of May 2013

USER: Administrator Offi
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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
EFT7028	13/05/2013	Australian Taxation Office BAS		13,161.75
EFT7029	13/05/2013	LEADING EDGE COMPUTERS GOODS		458.00
EFT7030	13/05/2013	UHY HAINES NORTON (WA) PTY LTD CHARGES		1,705.00
EFT7031	13/05/2013	CATWEST CHARGES		28,578.00
EFT7032	13/05/2013	CIVIC LEGAL FEES		14,656.07
EFT7033	13/05/2013	DONGARA BODY BUILDERS CHARGES		9,349.45
EFT7034	13/05/2013	VEOLIA ENVIRONMENTAL SERVICES AUSTRALIA PTY LTD CHARGES		3,205.59
EFT7035	13/05/2013	RELIANCE PETROLEUM GOODS		1,007.89
EFT7036	13/05/2013	MINGENEW IGA PLUS LIQUOR CHARGES		81.00
EFT7037	13/05/2013	MIDWEST SWEEPING CONTRACTORS CHARGES		4,203.93
EFT7038	13/05/2013	GERALDTON TOYOTA CHARGES		616.95
EFT7039	13/05/2013	MONTGOMERY ENGINEERING CONSULTANTS PTY TLD CHARGES		4,455.00
EFT7040	13/05/2013	OCEAN CENTRE HOTEL CHARGES		751.00
EFT7041	13/05/2013	PARWOOD CONTRACTING CHARGES		41,149.35
EFT7042	13/05/2013	MICHAEL CHARLES SULLY REIMBURSEMENT		59.95
EFT7043	20/05/2013	FIVE STAR BUSINESS EQUIPMENT & COMMUNICATIONS CHARGES		267.83
EFT7044	20/05/2013	AUSTRALIA POST POSTAGE		47.21
EFT7045	20/05/2013	ADWARE FLAGS & FLAGPOLES GOODS		458.00
EFT7046	20/05/2013	Courier Australia FREIGHT		117.68
EFT7047	20/05/2013	LANDGATE CHARGES		34.95
EFT7048	20/05/2013	DONGARA DRILLING & ELECTRICAL CHARGES		1,440.71
EFT7049	20/05/2013	ELDERS LIMITED GOODS		2,465.35
EFT7050	20/05/2013	FREDS MOWER REPAIRS CHARGES		562.70
EFT7051	20/05/2013	GLOBE AUSTRALIA PTY LTD PLANT		3,938.00
EFT7052	20/05/2013	IN-SITU CONSTRUCTION & MAINTENANCE CHARGES		27,164.50

Date: 07/06/2013
Time: 4:42:24PM

Shire of MINGENEW
MINGENEW SHIRE COUNCIL MINUTES OF ORDINARY MEETING - 26 June 2013
Statement of Payments for the month of May 2013

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
EFT7053	20/05/2013	IRWIN PLUMBING SERVICES CHARGES		1,947.00
EFT7054	20/05/2013	CANINE CONTROL FEES		935.00
EFT7055	20/05/2013	RELIANCE PETROLEUM FUEL		16,345.76
EFT7056	20/05/2013	MINGENEW IGA PLUS LIQUOR GROCERIES		443.33
EFT7057	20/05/2013	STARICK TYRES TYRES		8,504.89
EFT7058	20/05/2013	MIDWEST MOBILE MECHANICS CHARGES		321.15
EFT7059	20/05/2013	MIDWEST AERO MEDICAL AIR AMBULANCE P/L FEES		500.00
EFT7060	20/05/2013	Midwest Regional Council (MUNI) CHARGES		32,235.50
EFT7061	20/05/2013	QUANTUM SURVEYS PTY LTD CHARGES		2,964.50
EFT7062	20/05/2013	SLATER-GARTRELL SPORTS GOODS		2,178.00
EFT7063	20/05/2013	SUNNY SIGN COMPANY PTY LTD SIGNS		356.95
EFT7064	20/05/2013	MINGENEW FABRICATORS REPAIRS		220.00
EFT7065	20/05/2013	YAKKA PTY LTD UNIFORM		602.85
EFT7066	22/05/2013	Shire of Mingenew - Payroll PAYROLL		28,583.93
EFT7067	22/05/2013	Australian Services Union Payroll deductions		22.90
EFT7068	22/05/2013	CHILD SUPPORT AGENCY Payroll deductions		230.29
EFT7069	22/05/2013	HBF Payroll deductions		74.05
EFT7070	22/05/2013	LGRCEU Payroll deductions		19.40
EFT7071	22/05/2013	WA LOCAL GOVERNMENT SUPERANNUATION PLAN P/L Superannuation contributions		4,762.11
EFT7072	22/05/2013	PRIME SUPER Superannuation contributions		336.24
EFT7073	23/05/2013	WESTRAC PTY LTD CHARGES		812.16
EFT7074	27/05/2013	LEADING EDGE COMPUTERS CHARGES		120.00
EFT7075	27/05/2013	DONGARA GLASS & GLAZING CHARGES		610.00
EFT7076	27/05/2013	FREDS MOWER REPAIRS CHARGES		73.10
EFT7077	27/05/2013	IRWIN PLUMBING SERVICES CHARGES		3,077.80
EFT7078	27/05/2013	MIDWEST TRAFFIC CONTROLLERS CHARGES		19,750.50

Date: 07/06/2013
Time: 4:42:24PM

Shire of MINGENEW
MINGENEW SHIRE COUNCIL MINUTES OF ORDINARY MEETING - 26 June 2013
Statement of Payments for the month of May 2013

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		MIDWEST AERO MEDICAL AIR AMBULANCE P/L		
EFT7079	27/05/2013	FEES		500.00
		QUALITY TRAFFIC MANAGEMENT PTY LTD		
EFT7080	27/05/2013	CHARGES		1,818.30
		STATE WIDE TURF SERVICES		
EFT7081	27/05/2013	CHARGES		8,591.00
		PALM ROADHOUSE		
7707	06/05/2013	CATERING		41.28
		M KNOCK		
7708	13/05/2013	CHARGES		130.00
		MINGENEW SHIRE COUNCIL		
7709	13/05/2013	Payroll deductions		305.00
		PETTY CASH RECOUP		
7710	13/05/2013	PETTY CASH RECOUP		173.75
		Plum Personal Plan		
7711	13/05/2013	Superannuation contributions		164.70
		SYNERGY		
7712	13/05/2013	POWER		2,999.30
		TELSTRA		
7713	13/05/2013	TELSTRA		1,379.73
		SHIRE OF COOROW		
7714	20/05/2013	FEES		874.10
		MINGENEW SHIRE COUNCIL		
7715	27/05/2013	Payroll deductions		305.00
		Plum Personal Plan		
7716	27/05/2013	Superannuation contributions		164.70

REPORT TOTALS

Bank Code	Bank Name	TOTAL
M	MUNI - NATIONAL AUST BANK	379,560.53
TOTAL		379,560.53

NATIONAL BUSINESS MASTERCARD

01 May to 31st May 2013

CEO - MIKE SULLY

Building materials for CEO house	\$	141.82
Adobe Software	\$	19.99
Bank Fees	\$	9.00
	\$	170.81

Work's Manager - Warren Borrett

Battery	\$	143.00
Diesel for MI108	\$	92.80
Bank Fees	\$	9.00
	\$	244.80

Manager of Admin and Finance - Cameron Watson

Internet Fees	\$	279.85
Parking, meals & valet fees for Finance Conference	\$	112.00
Bank Fees	\$	9.00
	\$	400.85

Total Direct Debit Payment made on 30th May	\$	816.46
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POLICE LICENSING

Direct Debits from Muni Account

01 May to 31st May 2013

Wednesday, 1 May 2013	\$	14,053.75
Thursday, 2 May 2013	\$	3,065.65
Friday, 3 May 2013	\$	2,303.30
Monday, 6 May 2013	\$	83.50
Tuesday, 7 May 2013	\$	26.00
Wednesday, 8 May 2013	\$	1,371.60
Thursday, 9 May 2013	\$	1,393.15
Friday, 10 May 2013	\$	358.40
Monday, 13 May 2013	\$	967.70
Tuesday, 14 May 2013	\$	441.60
Wednesday, 15 May 2013	\$	276.45
Friday, 17 May 2013	\$	8,648.20
Monday, 20 May 2013	\$	127.85
Tuesday, 21 May 2013	\$	1,184.75

Wednesday, 22 May 2013	\$ 488.55
Thursday, 23 May 2013	\$ 864.25
Friday, 24 May 2013	\$ 9,547.85
Monday, 27 May 2013	\$ 643.45
Tuesday, 28 May 2013	\$ 983.65
Wednesday, 29 May 2013	\$ 456.25
Friday, 31 May 2013	\$ 1,561.35
	\$ 48,847.25

BANK FEES

Direct debits from Muni Account 01 May to 31st May 2013

Total direct debited from Municipal Account	\$ 256.97
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PAYROLL

Direct Payments from Muni Account 01 May to 31st May 2013

Wednesday, 8th May 2013	\$ 37,755.04
Wednesday, 22nd May 2013	\$ 29,565.59
	\$ 67,320.63

9.6.5 WRITE OFF OF OUTSTANDING RATE AMOUNTS

Location/Address: Shire of Mingenew
Name of Applicant: New Coal Energy Pty Ltd
Disclosure of Interest: Nil
Date: 21st June 2013
Author: Cameron Watson – Manager Finance & Administration

SUMMARY

Council is requested to approve the write off of 50% of the rates incurred on New Coal Energy Pty Ltd Assessments A860, A861 & A862, all being mining exploration tenements.

ATTACHMENT

Nil

BACKGROUND

New Coal Energy had three exploration tenements within the Mingenew Shire. The total outstanding on these is as follows

	A860	A861	A862
<i>Rates</i>	1,022.85	4,493.12	6,270.21
<i>Interest</i>	78.42	332.59	462.52
<i>Legal Fees</i>	428.25	428.25	428.25
	1,529.52	5,253.96	7,160.98

Total outstanding: \$13,944.46.

Requested write off amount: \$6,329.85 being 50% of total rates and interest, but not including legal fees.

In 2012 New Coal Energy ceased to trade. In May 2013 the Department of Minerals and Energy foreclosed on the tenements for non-payment of rent meaning the assessable land portions are no longer in existence, hence the immediate legal action to get Council's claim on file.

COMMENT

Mr Ian Christie, the past Managing Director of the New Coal Energy, has provided, in an email, a plea as to why the company is no longer trading (included under separate cover) and has indicated in this email an offer of \$5,000 to settle all outstanding rates and charges. In a telephone conversation, it was put to Mr Christie that a larger sum would be needed, preferably 100% of the outstanding amounts. Mr Christie then stated that he was trying to satisfy all the company's outstanding payroll and creditor's debts out of his own pocket as the company was no longer trading and insolvent and requested that a lesser value than 100% would be greatly appreciated.

At the conclusion of the telephone conversation it was agreed that a 50% write off of rates and charges would be put to Council for a decision. The legal fees incurred to date will have to be recovered in full as Council has already incurred these costs.

CONSULTATION

Mr Ian Christie – past Managing Director, New Coal Energy

STATUTORY ENVIRONMENT

Local Government Act 1995, section 6.12 (1) (c) allows for the write off of any debt.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

With the acceptance of this recommendation, there will be an amount of \$6,329.85 in overdue rates written off.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

130610 COUNCIL DECISION (OFFICER RECOMMENDATION) – ITEM 9.6.5

Moved: Councillor Gledhill

Seconded: Councillor Ward

That Council approves the write off of the following rates:

Assessment A860 - \$550.64

A861 - \$2,412.85

A862 - \$3,366.36

being 50% of the total rates and interest outstanding.

CARRIED 6/0

10.0 ELECTED MEMBERS/MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN
Nil.

11.0 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

11.1 ELECTED MEMBERS
Nil.

11.2 STAFF
Nil.

12.0 CONFIDENTIAL ITEMS
Nil.

13.0 TIME AND DATE OF NEXT MEETING

That the next Ordinary Council Meeting be held on 17 July 2013.

14.0 CLOSURE

The Shire President thanked all for attending and declared the meeting closed at 4.40pm.

These minutes were confirmed at an Ordinary Council meeting on 17 July 2013.

Signed _____

Deputy Presiding Officer

Date: _____