



Date: 3 August 2017

**To: Shire President
All Councillors**

**Copy: Directors
Staff**

SPECIAL COUNCIL MEETING NOTICE AND AGENDA

A Special Council meeting of the Shire of Waroona will be held at the Waroona Shire Council Chambers on Tuesday 8 August 2017 commencing at 9.00 am to consider and resolve on the matters set out in the attached Agenda.

A handwritten signature in black ink, which appears to read 'Ian Curley', is placed on a light blue rectangular background.

**IAN CURLEY
Chief Executive Officer**

PUBLIC QUESTION TIME
AND
PUBLIC STATEMENT TIME

1. The order of business allows for a Public Question time and a Public Statement time at the beginning of the Meeting. The Presiding Member will announce these times.

2. If you wish to ask a Question or make a Statement about an Agenda Item BEFORE it is considered then it should be made at the Public Question and Public Statement Time at Item 4 on the Agenda Notice Paper in accordance with Council's Procedures and Guidelines for Public Question Time and Receiving Public Statements.

3. The visual or vocal recording of Council meeting proceedings is expressly prohibited, unless the prior approval of the Council has been given.

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AGENDA

1. **DECLARATION OF OPENING/ANNOUNCEMENTS**
2. **RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE PREVIOUSLY APPROVED**
3. **RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**
- 4.1 **PUBLIC QUESTION TIME**
- 4.2 **PUBLIC STATEMENTS**
5. **APPLICATIONS FOR LEAVE OF ABSENCE**
6. **DISCLOSURES OF MEMBERS' & OFFICERS' INTERESTS**

(Disclosure of interest MUST ALSO be made by the member or officer immediately prior to a matter, for which an interest is being disclosed, is dealt with.)
7. **PETITIONS/DEPUTATIONS/PRESENTATIONS**
8. **CONFIRMATION OF MINUTES**
- 8.1 **ORDINARY COUNCIL MEETING – 25 JULY 2017**

<u>OFFICER RECOMMENDATION</u>

<p>That the Minutes of the Ordinary Council Meeting held 25 July 2017 be confirmed as being a true and correct record of proceedings.</p>
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9. REPORTS OF OFFICERS AND COMMITTEES

9.1 DEPUTY CEO/DIRECTOR CORPORATE SERVICES

9.1.1 ADOPTION OF THE COUNCIL'S ANNUAL BUDGET FOR THE 2017/18 FINANCIAL YEAR	
Reporting Officer / Officer's Interest:	Laurie Tilbrook – Deputy Chief Executive Officer / Director Corporate Services / Nil
Responsible Officer / Officer's Interest	Laurie Tilbrook – Deputy Chief Executive Officer / Director Corporate Services/ Nil
Proponent:	Shire of Waroona
Landowner:	N/A
Date of Report: 31 July 2017	File No.: 1/7
Previous Reference:	N/A
Statutory/Policy Implications:	A Resolution to adopt the Annual Budget and Associated fees and charges requires an Absolute Majority decision of the Council. The budget is required to be adopted by August 31 each year.
Strategic Implications:	Details included below
Financial Implications	The budget has been prepared in accordance with, and inclusive of all issues that relate directly or indirectly to Council Policy.
Asset Management & Long Term Financial Plan Implications:	The budget contains significant implications for asset management within the Council. As a result of budget adoption the Council's Asset Management and Long Term plans will be updated and considered as part of the long term planning framework.
Workforce Plan Implications:	All proposals contained within the Council's adopted workforce plan have been incorporated into the 2017/18 budget. This plan is supported by a detailed sub-budget for the purpose of costing all employee expenses.
<i>Linked To Strategic Objective Number (Strategic Community Plan-SCP): 6 Active Civic Leadership; Good Governance & Excellence In Management</i>	

PROPOSAL

The Council is requested to adopt the draft budget for 2017/18 as recommended by the Audit and Finance Committee meeting held 25th July 2017.

BACKGROUND

Attached is a comprehensive summary of the 2017/18 draft budget as presented.

The document contains statutory financial statements (yellow pages) together with detailed allocations by sub-program (white pages), supporting information (gold pages) and rating information (pink pages).



An overall rate income increase of \$262,174 (5.95%) is supported by capital expenditure of \$3,095,759 and Reserve allocations of \$339,325. A brought forward surplus of \$820,794 is inclusive of early FAG's payments of \$685,183.

INTRODUCTION

The following chart highlights the budgeted levels of income/expenditure over the past 5 years.

	2013/14	2014/15	2015/16	2016/17	2017/18
	\$	\$	\$	\$	\$
Operational Expenditure	8,412,204	8,876,289	10,249,749	9,599,439	10,888,022
Operational Income	6,353,422	7,037,902	7,106,404	7,233,941	7,461,457
Rate Revenue	3,480,984	3,793,246	4,092,580	4,390,922	4,667,182
Capital Expenditure (assets)	3,040,878	2,342,587	2,415,887	2,548,156	3,095,759
Loans raised	-	-	-	-	-
Transfers to Reserve	522,395	73,970	335,150	317,690	339,325
Transfers from Reserve	669,000	1,088,267	467,538	18,000	330,000
Non Operating grants subsidies & contributions	1,427,545	989,062	1,1163,024	1,829,252	1,826,225
Comprehensive Income net result	(641,051)	(854,030)	(1,936,491)	(543,414)	(1,545,515)

The comprehensive income net result reflects a deficit of (\$1,545,515). This figure represents the Council's "Operating Surplus Ratio" as defined in financial reports.

Abnormal or one-off transactions can impact this figure which is the situation with the above result as follows:

- Early payment of Federal Government Financial Assistance Grants (FAG's) \$685,183
- Increase in depreciation calculations \$304,000

Untied income from Alcoa (effectively an ex-gratia rates payment) is represented as operating income in the financial statements. This equates to 4.54% of rate income based on 2016/17 rating levels.

Capital Expenditure

Contained within the budget document "Supporting Information" is a summary of all capital expenditure proposed for 2017/18.

In addition a further document is provided which details significant projects (not all are capital) and associated funding sources. This document provides a summary of grants, contributions etc with the balance representing general revenue.

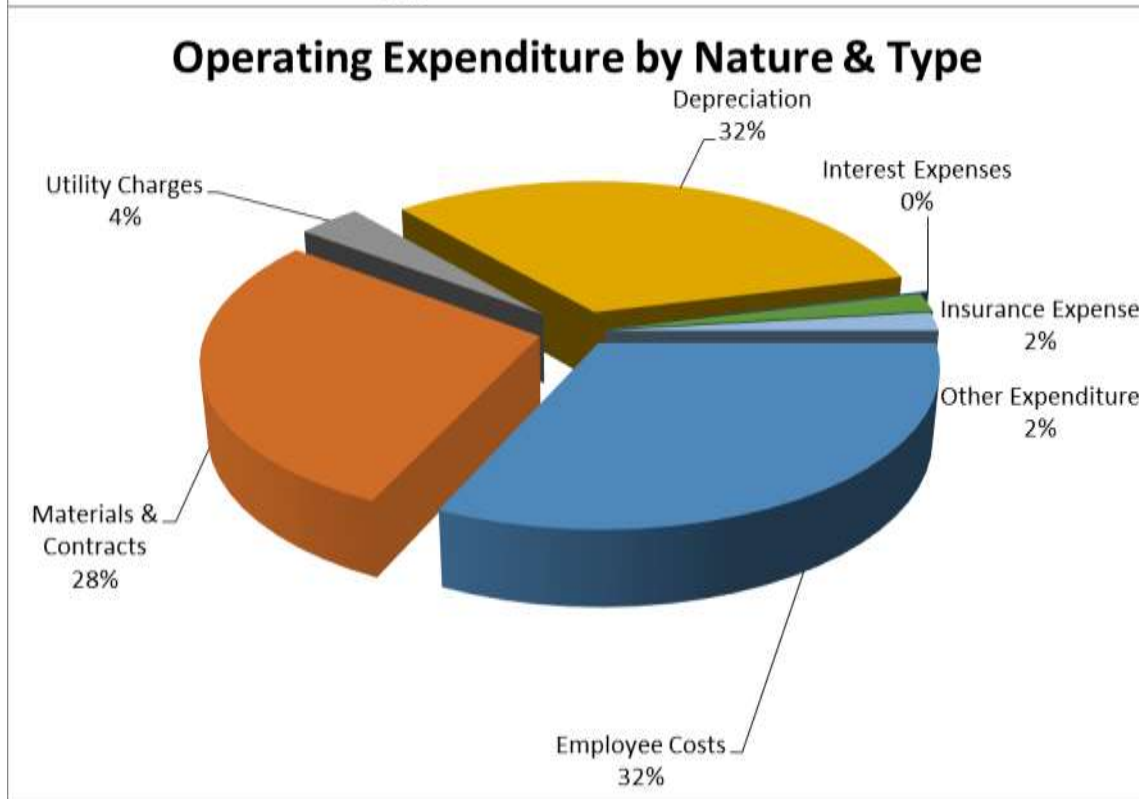
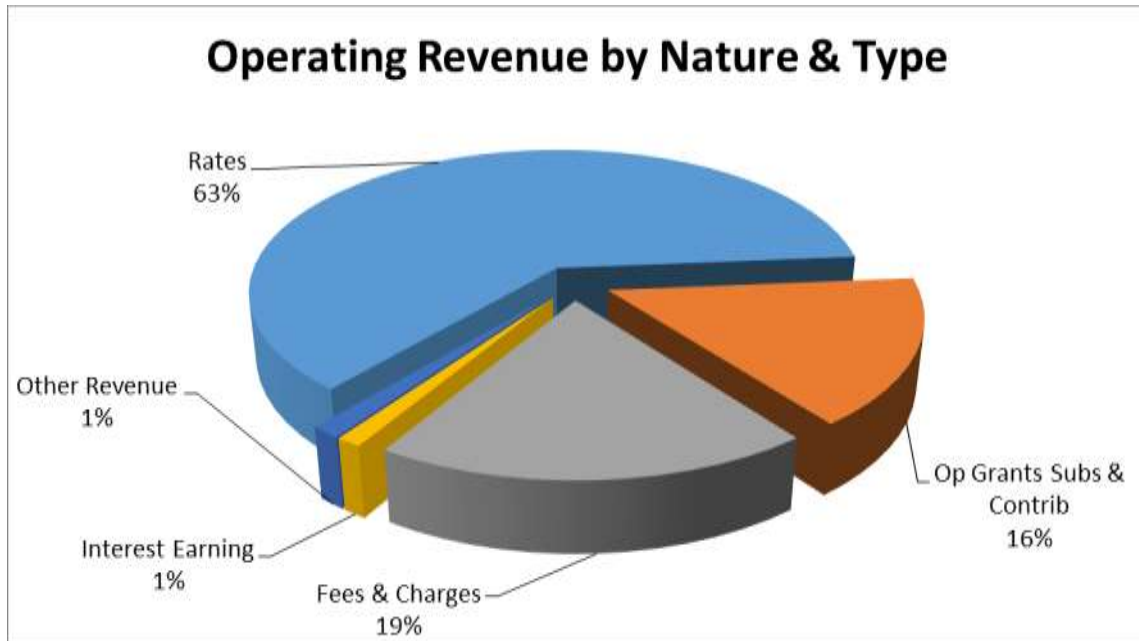
Other items of significance contained elsewhere within the budget include:

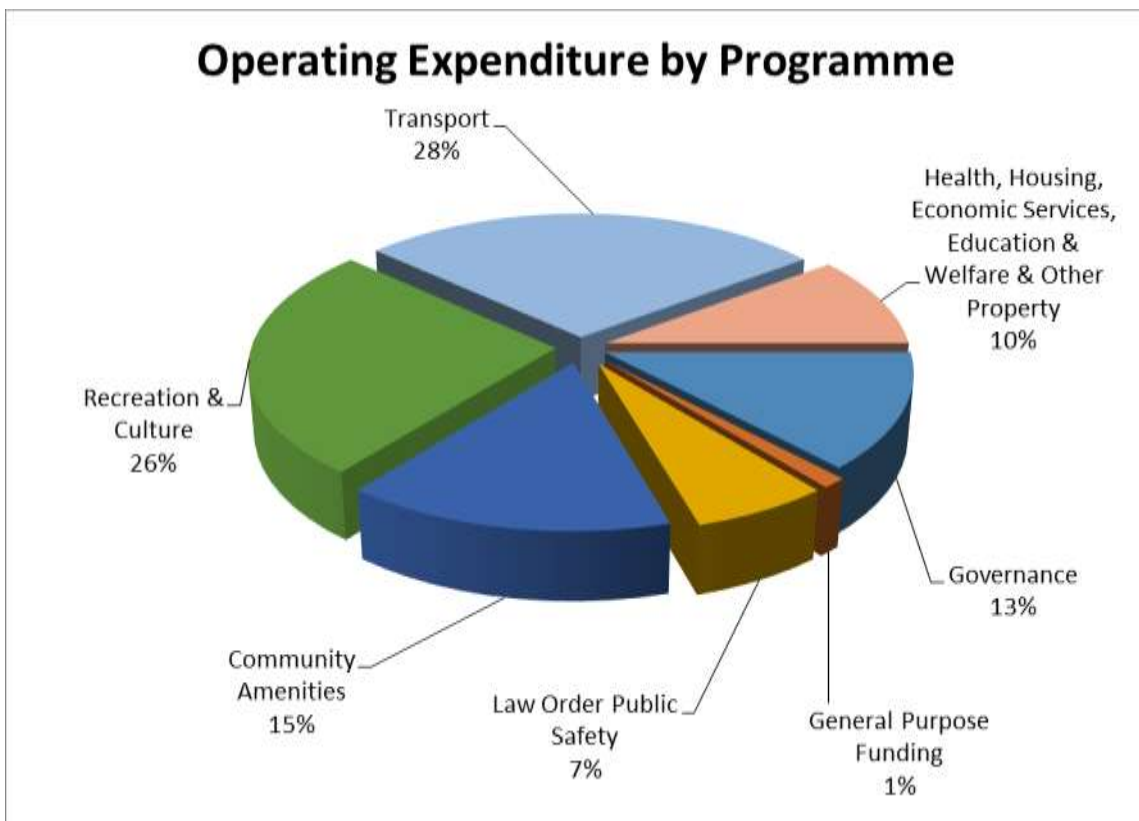
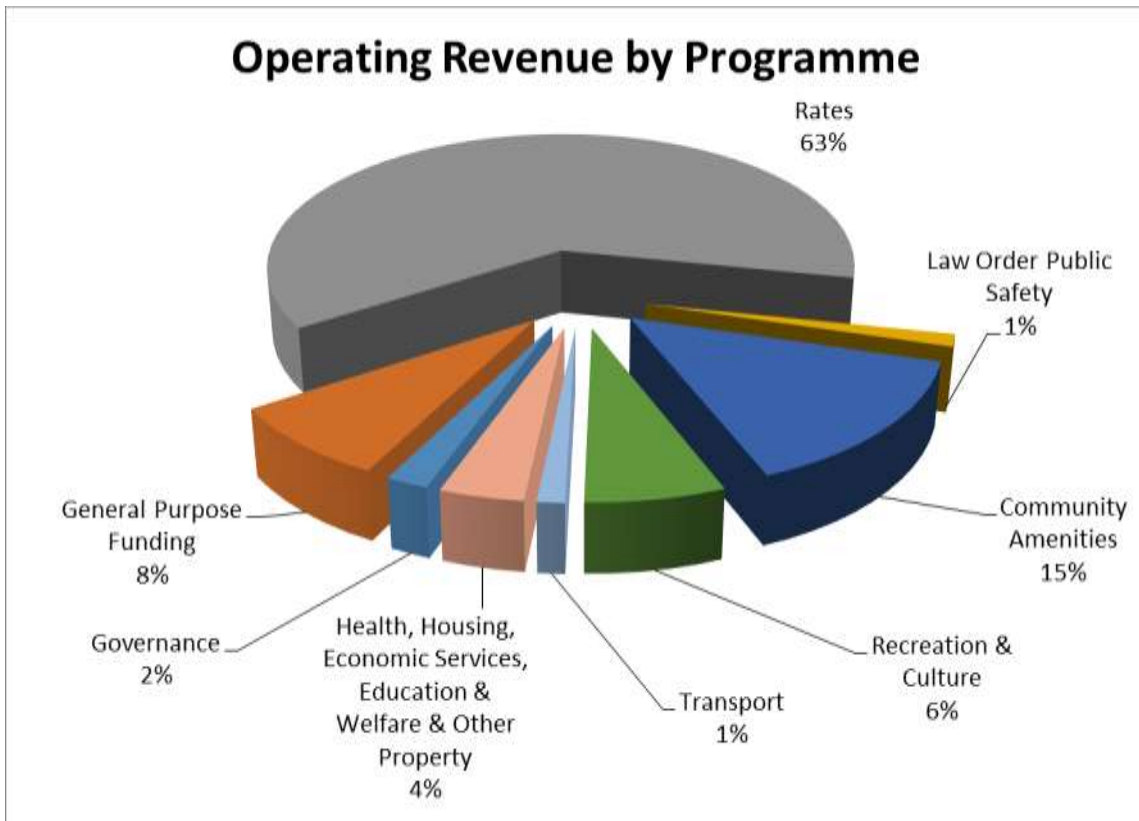
Statutory requirement – conduct UV revaluation	\$15,000
Statutory requirement – revalue infrastructure assets	\$15,000
Statutory requirement – conduct 2017 Local Govt Election	\$14,570
Emergency Management Project studies	\$24,000



Security camera operations	\$13,230
Community Resource Centre – Annual donation	\$46,000
Aboriginal Health Program (Grant funded)	\$100,000
Environmental Study (\$12,500 Grant)	\$25,000
Recreation Centre Maintenance – repair pool air con	\$10,000
Recreation Centre Maintenance – sand and reseal court floor	\$8,000
Design consultancy – Road projects	\$42,000
Event Assistance	\$30,870

The following graphs are provided to assist understanding of the budget operational income and expenditure.





Rating

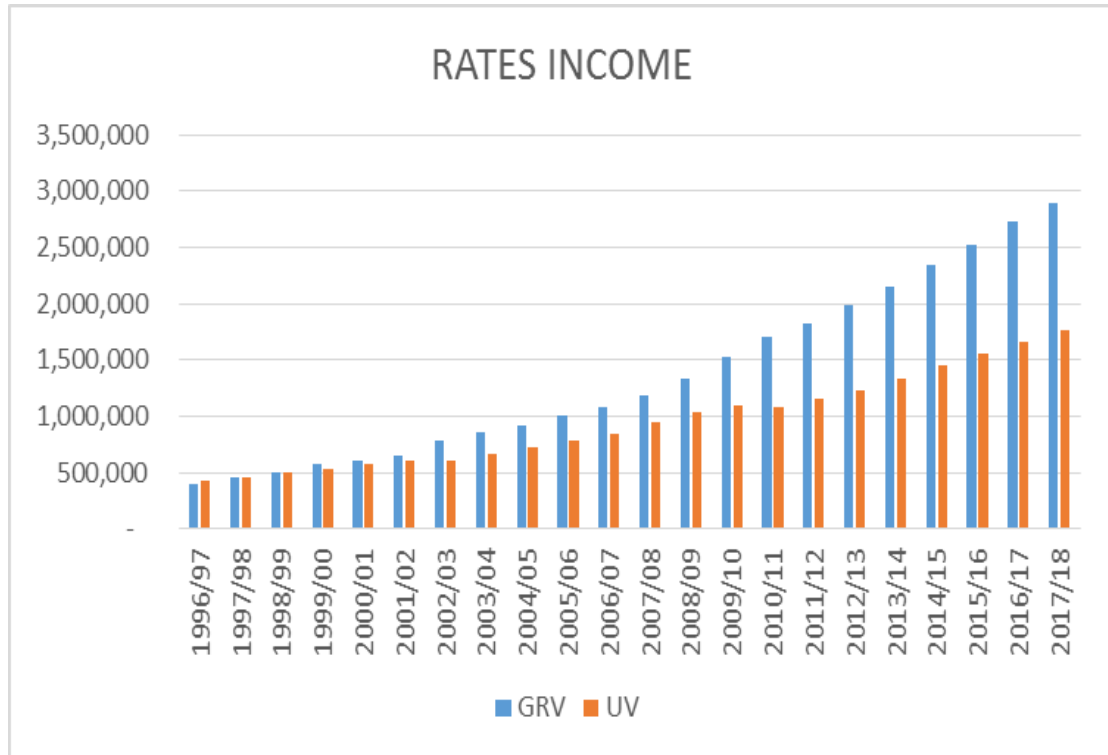
The 2017/18 draft budget contains an overall rate income increase of 5.95% providing an additional \$262,174 in general purpose income. The increase is consistent with predictions in the Council’s Long Term Financial Plan.

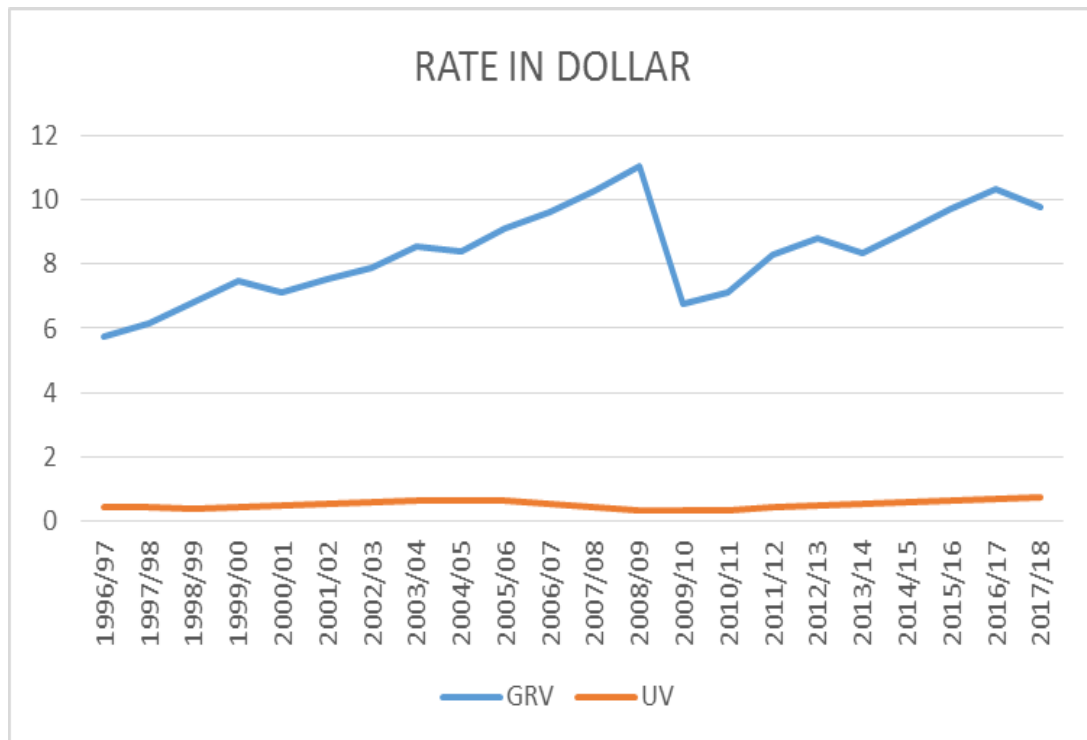
Only a minimal increase occurred in the Council’s rating database therefore no budget provision has been made for interim rates.

A full revaluation of the Shire has occurred with increases occurring in both UV and GRV rated properties. This has been particularly the case for commercial and industrial properties.

Methodology in rate setting is provided in extensive detail within the budget as an attachment (pink pages).

The Council’s rating formulae over the past 20 years is demonstrated in the following graphs.





Loan Liability

Total loan liability as a 30 June 2018 is forecast at \$224,484 compared with an actual balance of \$265,036 at 30 June 2017.

Councillors would be aware that proposed Loan 121 (\$200,000) to assist fire recovery was not required resulting in the previous budget being amended accordingly.

In addition Loan 106 (20 Year Loan 1997) to assist construction of the Aquatic Centre will be completed in October 2017.

Overall debt levels continue to be well within manageable levels which will allow the Council to be well placed to assist funding of future large infrastructure projects (eg Long Term Financial Plan).

The principal of borrowings to part fund large infrastructure projects is to ensure that current ratepayers are not funding the acquisition of assets that will also be of benefit to future ratepayers.

Future long term planning may require the adoption of a “Debt Management Strategy” which will provide guidance to staff and subsequent Councils and ensure that debt levels are contained within adopted guidelines.

Ratios – Total loan repayments (ie, principal and interest) as a percentage of rate income is provided as follows:

2004/05	Actual	9.40%
2005/06	Actual	7.20%
2006/07	Actual	5.20%
2007/08	Actual	3.79%
2008/09	Actual	3.57%
2009/10	Actual	3.14%
2010/11	Actual	2.52%
2011/12	Actual	2.42%
2012/13	Actual	2.00%
2013/14	Actual	2.04%
2014/15	Actual	2.00%
2015/16	Actual	1.73%
2016/17	Actual	1.46%
2017/18	Forecast	1.14%

Further details of the Councils loan liability by individual loan are contained with note 7(a)(b) of the Financial Statements (yellow pages)

Road Construction

Details of the 2017/18 Road Construction program are contained within the “Supporting Information” (gold pages). Unfortunately at the time of preparing the budget there is uncertainty surrounding the amount of “Direct” grant funding received from the State Government which is used for Road Maintenance. It is likely that a subsequent amendment to the program may be required.

Road Grants equate to 75% of total construction program compared to 80% in 2016/17 and 65% in 2015/16.

Recreation & Aquatic Centre

The operational deficit for the Recreation & Aquatic Centre is forecast at \$516,000 which is consistent with the previous year. This figure however increases to \$850,000 when depreciation estimates are considered.

Building maintenance is restricted to essential maintenance however Community Chest funding of \$30,000 has been received to offset this maintenance. In addition funding of approx. \$30,000 will assist with a proposed upgrade to solar facilities.

Essential maintenance works include:

- Repairing water leaks throughout the facility \$10,000
- Sealing brickwork in kitchen \$1,500
- Repair BBQ \$2,000
- Painting in foyer \$3,000
- Painting in studio \$3,000
- Gutter repairs \$1,000
- Sanding and remarking squash courts \$1,500



The Councils Manager Development Services has implemented new strategies to recognise operations at the Centre and these have been used in subsequent budget preparation.

Contributions & Donations

The 2017/18 budget contains the following contributions, donations and subsidies which can be considered discretionary.

		\$
0212	Presentations & Donations	1,850
1632	Senior Citizens Donation	600
5322	Community Development Minor Grants	2,700
2042	Coast Swap Donation	1,500
3102	Historical Society Donation	500
3152	Community Development Grants	7,000
2782	Direct Assistance to Community Events	30,870
3912	Area Promotion	8,000
2512	Peel Region Leaders Forum	25,000
2532	Donations (by request)	3,000
2582	Peron Naturaliste Partnership	5,600

Salaries & Wages

		Budget	Actual
		\$	\$
Total Salaries & Wages	2011/12	2,590,379	2,567,993
Total Salaries & Wages	2012/13	2,890,898	2,861,984
Total Salaries & Wages	2013/14	3,100,384	3,015,507
Total Salaries & Wages	2014/15	3,247,823	2,979,478
Total Salaries & Wages	2015/16	2,779,128	2,944,570
Total Salaries & Wages	2016/17	2,937,044	3,070,316
Total Salaries & Wages	2017/18	3,117,300*	

*Excludes Emergency Management Coordinator (funding by State Govt grant 17/18)

Statement of Comprehensive Income

As detailed to the Finance & Audit Committee the following observations are made in relation to the Statement of Comprehensive income:

Surplus C/F – a surplus of \$820,794 has been predicted for the year ending 30 June 2017. This amount is increased from the previous year due mainly to the early payment (50%) of the Council's Financial Assistance Grants (FAG's).

Official confirmation of the FAG's grant for 2017/18 has not been received however based on the early payment amount it is expected that there will be a 5-10% increase. A budget amendment may be necessary at a later date.



Local Government Election – In anticipation of an election being held in October 2017 an amount of \$14,570 is proposed for election expenses.

Emergency Management Coordinator – A transfer from Reserve of \$195,000 is proposed to cover this expense. This amount is allocated from grant funds received to assist fire recovery (\$450,000). A balance of \$255,000 will be retained in the Reserve and allocated by budget amendment when expenditure details are finalised.

Events – Estimate \$33,800 (including Australia Day) based on “actuals” from previous financial year.

Housing – The Councils 4 bedroom residence at 1 Eastcott Street has been rented on the open market and therefore previous Doctor subsidy (\$14,300) has been removed from budget.

Loans – The Council has received no requests for support from community groups in relation to “Low Interest” or “Self Supporting Loans”

Operating Surplus Ratio – The operating surplus ratio has increased from (\$543,414) to (\$1,545,515) with a previous year actual of \$677,000 surplus.

The balance however is distorted by the receipt of \$685,000 in early FAG’s payments together with an increase in depreciation of \$304,000.

The Council must be mindful of the total comprehensive income balance as this result represents funds from operations which can be used for asset renewal etc (and usually combined with grant income).

The Council’s Long Term Financial Plan reflects an improvement in this balance over the next few years but is not able to achieve the Departments benchmark for the foreseeable future.

General Purpose Grants

The Council has not received confirmation of its 2017/18 FAGs. The figures provided within the budget are based on the amount received (50%) of an early payment made in June 2017.

Based on this amount however there is expected to be an increase in both the General Purpose and Road component.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	\$	\$	\$	\$	\$	\$
General Purpose	812,144	910,057	912,397	917,740	915,127	951,126 est
General Purpose Roads	371,074	382,583	381,913	411,012	375,954	419,240 est

Refuse Site Management

It is proposed to increase the annual Refuse/Recycling domestic charge from \$275 to \$282.

Operations at the refuse site have been reviewed and the Council’s own internal costs associated with management of the site have been established.



Reserve Account allocations have been made with the balance of the future reserve for the period ending 30 June 2017 being approx. \$550,000.

The Councils biennial bulk rubbish collection will be conducted in 2017/18 at an estimated cost of \$56,600.

Reserve Accounts

The following are reserve account balances as at 30 June 2017.

Sporting Reserve	\$39,983
Building Asset Maintenance Reserve	\$51,490
Rec Centre Building Maintenance Reserve	\$95,570
Preston Volunteer Rangers Reserve	\$36,960
Emergency Assistance Reserve	\$38,924
Works Depot Redevelopment Reserve	\$74,740
Council Building Construction Reserve	\$228,853
Information Technology Reserve	\$19,124
Footpath Construction Reserve	\$29,666
Plant Replacement Reserve	\$564,357
Staff Leave Reserve	\$151,967
Asset Management Renewal Reserve	\$114,779
Strategic Planning Reserve	\$18,585
Waste Management Reserve	\$549,184
History Book Reprint Reserve	\$5,952
Hamel Hall Amenities Reserve	\$29,618
Risk and Insurance Reserve	\$8,579
Fire Recovery 2016 Assistance Reserve	\$450,000
TOTAL	<u>\$2,508,331</u>

Forecast movements within the Reserve for 2017/18 are expected to have a minimal effect on the overall balance at year end with forecast investment interest earnings of \$52,120.

Surplus Brought Forward

The surplus carried forward to 2017/18 consists of:

Cash on hand	\$899,066
Receivables	359,014
Inventories	<u>8,181</u>
	\$1,266,261
Less payables & provisions	<u>- 364,211</u>
	902,050
Less unspent grants	<u>-81,256</u>
	\$820,794

COMMUNITY CONSULTATION

Community consultation is an ongoing process which culminates in adoption of the annual budget.



All strategies are contained within the Community Strategic Plan and supporting documents including the Long Term Financial Plan and Corporate Business Plan (5 Years). The budget is essentially a representation of the first year of the Corporate Business Plan.

OFFICER'S COMMENTS

Councillors should note the “Statement of Comprehensive Income” as detailed in the statutory financial statements (yellow pages) which provide details on the reconciliation of the operating costs to achieve a net result (\$1,545,515).

This result combined with grant funding represents the available of funds for capital expenditure.

Results of previous budgets are as follows:

2016/17	(\$543,414)
2015/16	(\$1,940,838)
2014/15	(\$854,030)
2013/14	(\$641,051)
2012/13	(\$411,110)

This amount also represents the “Operating Surplus Ratio” as defined in the Council’s Long Term Financial Plan and is a KPI for benchmarking purposes.

This benchmark (together with other performance ratios) will be updated in conjunction with a review of the Council’s Long Term & Corporate Business Plans as presented at the Special Budget Adoption Council meeting on 8 August 2017.

In addition asset preservation remains a key factor in the Council’s Long Term sustainability and this issue must continue to be addressed in subsequent financial plans and budgets.

Details of minimum capital expenditure requirements and 5 year projections (based on projects) of Building Asset renewal/replacement are provided as attachments to the Council’s Corporate Business Plan as adopted.

The Council has received confirmation that Alcoa will be continuing its ex-gratia funding of \$200,000 pa over a 3 year period. This payment (effectively in lieu of rates) has been allocated to Rec Centre Operations (\$100,000) and Governance operations (\$100,000).

Future cost shifting by the State Government, in particular Road Funding is of significant concern for the Council.

Appendices Attached:	Yes	Appendices Numbers:	9.1.1
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VOTING REQUIREMENTS

Absolute Majority



OFFICER RECOMMENDATION

1. Adoption of 2017/18 Municipal Fund Budget

That the 2017/18 Municipal Fund Budget as presented be adopted and the following Rates & Charges be imposed:

General Rate: 9.7477 cents in the dollar on Gross Rental Values
0.7369 cents in the dollar on Unimproved Values

Minimum Rate \$1065 – Gross Rental Values
\$1065 – Unimproved Values

Payment Instalment Interest 5.5%
Payment Instalment Charge \$10 per instalment
Interest on overdue rates 11%

Instalments to be offered in two (2) options:

- i. Payment by two (2) instalments
- ii. Payment by four (4) instalments

2. Adoption of Trust Fund Budget

That the Trust Fund Budget for 2017/18 financial year as presented, be adopted.

3. Adoption of Refuse Removal Charges

- i. Refuse removal charge - \$282 per annum per 240L mobile bin and recycling service; and
- ii. Refuse removal – Bulk Commercial Bins/per annum:

1.5m ³ General skip	\$1,887
1.5m ³ General skip (2 per week)	\$3,773
3.0m ³ General skip	\$3,287
3.0m ³ General skip (2 per week)	\$6,573
3.0m ³ General skip (fortnightly)	\$1,643
4.5m ³ General skip	\$4,929
4.5m ³ General skip (2 per week)	\$9,859
3.0m ³ Recycle skip (fortnightly)	\$1,278
4.5m ³ Recycle skip (fortnightly)	\$1,704

4. Adoption of Fees & Charges

That the Schedule of Fees & Charges for the 2017/18 Financial year as presented be adopted.

5. Early payment incentive

That a \$800 cash prize be offered as an incentive for early payment of rates in accordance with Council Policy 3.11.

6. Material Variance Policy

That for the purpose of preparing monthly financial statements and when dealing with the Council's Balance Sheet, Operating Statement & Statement of Cash flows, the materiality factor for highlighting variances (budget to actual) shall be:

- 10% with a minimum of \$25,000. It is acknowledged that the use of this policy is a guide only and that materiality is a matter of professional judgement influenced by characteristics of the Council and the perceptions of use of the financial reports.

9.1.2 CORPORATE BUSINESS PLAN – 5 YEAR FINANCIAL PLAN	
Reporting Officer / Officer's Interest:	John Crothers, Coordinator Corporate Planning; No Interest
Responsible Officer / Officer's Interest	Laurie Tilbrook, Deputy CEO/Director Corporate Services; No Interest
Proponent:	Not Applicable
Landowner:	Not Applicable
Date of Report: 31 July 2017	File No.: 111/1 & 11/1
Previous Reference:	7.1.2 of 02 August 2016; 9.3.4 of 25 August 2015; 9.4.3 of 26 August 2014; 9.4.10 of 25 June '13;
Policy Implications:	None
Statutory Implications:	See detailed note
Strategic Implications:	See detailed note
Financial Implications:	See detailed note
LINKED TO STRATEGIC OBJECTIVE NUMBER (<i>Strategic Community Plan-SCP</i>): No. 6 "<i>Active Civic Leadership, Good Governance, & Excellence in Management</i>"	

PROPOSAL SUMMARY

For Council to adopt a new, updated "Corporate Business Plan", which is a part of the Integrated Strategic Planning and Reporting processes, with the whole of the IPR plans being termed a "Plan for the Future" (LG Act term). These plans must be reviewed and adopted annually. A Plan was previously put before Council's special "Budget" meeting of August 2016 meeting.

BACKGROUND/INITIAL COMMENTS

Production of a Corporate Business Plan is an annual statutory requirement, and is part of the Integrated Planning and Reporting obligations.

As stated on previous occasions, a number of different scenarios have been developed, but what is now being put before Council is the consensus of staff of what could be the most relevant and realistic for the next 5 years. Given the lack of available money to Council, such a Plan needs to be less ambitious with regard to Capital Items in the forthcoming 5 years.

PLANNING – STRATEGIC IMPLICATIONS

There are no planning issues impacted by the proposals in the CBP.

REFERRALS

None Applicable

STRATEGIC COMMUNITY PLAN ISSUES/IMPLICATIONS

The relevant Strategic Community Plan issue area is number 6 "Active Civic Leadership, Good Governance, & Excellence in Management", as well as number 5 "Assets, Resources, Financial Management and Sustainability".

The Strategic Community Plan was reviewed and revised in 2014 and again in late 2017, so that it is more practical, and better reflects what functions and actions that



the organisation actually carries out, and activities that need to continue to be provided (EG: Food outlet Inspections; Building Approvals/Inspections; Development Approvals', Ranger Services/Animal Control; Community Development/Events/Youth Services; Asset Renewal/Replacements, etc).

The major implications emanating from the proposed changes to the CBP of this report which differ to those in the report of August of last year relate to the minimum annual renewal figures for Assets, being mainly Buildings and Roads, and other Infrastructure, as well as Waste Services. Some broad allocations have been included for other items.

In later years, further changes can be expected to occur with regard to projects due to possible changes in Grants, as well as more refined assessments for all Asset Classes over the next 5 years, as circumstances change.

Renewal and Replacement of Assets remain the most pressing issues. Following on from detailed investigations of each Class of Assets, certain minimum levels of expenditure have been identified, and these are an attachment to the CBP document.

While the proposed asset renewals will have to be at the lower end of the Asset Replacement costs for the first 5 years, it has been planned for there to be 'catch up' in the later 5 years. The 10 year allocations are all considered adequate, and will meet the identified needs for the various assets, and such allocations are included in the Long Term Financial Plan.

Broad allocations have been included in the CBP and the LTFP for a few new buildings, but these will only proceed if we are successful in obtaining large government grants.

Important focus has been placed on meeting the Minimum Standards set by the Department of Local Government for various Ratios.

FINANCIAL ISSUES/IMPLICATIONS

The latest projections have been based on the figures of the latest draft Budget for this financial year, as well as from some actual figures of the prior year, as well as the latest known information, including Grant allocations, and recent recalculated cost assessments.

As stated in previous CBPs, all rural Councils have a high dependency on Operating Grants from the Federal and State Governments, particularly so with regard to Road Works. The continuation and maintenance of the real value of such Grants are seen as vital, otherwise Council services could suffer. Also as stated in prior reports, this is a major key area of Risk for all Councils. In late July 2017 the State Government announced a reduction in the 'Direct Road Grant', which will be a loss of \$38,756 to this Council. The late announcement is quite disappointing.

It should be noted that the figures included in the "Operating Statement" of both the CBP and the LTFP discount various 'abnormals' (both Income and Expenses) and attempts to present the figures for a 'standard year'.

Detailed sheets of the proposed main areas of Capital emphasis are included within the "Specific Projects" section of the CBP document.



It should be noted that the Operational projections of the CBP and the LTFP will not exactly match up to the latest budget figures, due to allowances having been made in the CBP and the LTFP for various 'abnormal' items, which may be included in the budget, but which may not always occur at those levels across future years.

Items included in the 1st year of the CBP are normally included in the next budget, where financial possible.

POLICY ISSUES/IMPLICATIONS

There are no policy issues or implications emanating from the proposed CBP.

STATUTORY ISSUES/ENVIRONMENT/IMPLICATIONS

Production of a Community Business Plan, covering a minimum period of 4 years, is a statutory requirement.

LEGAL ISSUES/IMPLICATIONS

There are no legal issues or implications relating to this matter, merely compliance with the minimum statutory requirements.

COMMUNITY CONSULTATION

The proposals of this plan were advertised on 25 July 2017. Any resulting submissions received will be advised to Council on meeting day.

OFFICER'S FINAL COMMENTS/CONCLUSIONS

A Council resolution is now necessary on this revised plan.

Appendices Attached:	Yes	Appendices Numbers:	9.1.2
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VOTING REQUIREMENTS

Absolute Majority

OFFICER RECOMMENDATION

That the Corporate Business Plan, as attached at Appendix 9.1.2, for the 5 year period of 2017/18 to 2021/22, be adopted.

9.1.3 LONG TERM FINANCIAL PLAN – 10 YEAR PLAN (BROAD PROJECTIONS)	
Reporting Officer / Officer's Interest:	John Crothers, Coordinator Corporate Planning; No Interest
Responsible Officer / Officer's Interest	Laurie Tilbrook, Deputy CEO/Director Corporate Services; No Interest
Proponent:	NA
Landowner:	NA
Date of Report: 31 July 2017	File No.:111/1 and 11/1
Previous Reference:	7.1.1 of 02 August 2016; 9.3.3 of 25 August 2015; 9.4.4 of 26 August 2014
Statutory/Policy Implications:	Each Council must adopt a LTFP, which is best prepared in conjunction with the Corporate Business Plan
Strategic Implications:	This 10 Year LTFP sets certain directions, with emphasis on the items contained in Council's Strategic Community Plan
Financial Implications:	The LTFP, and the associated Ratios and related Policies, set broad Goals for a Council to aspire to meet.
Asset Mgt. & LCC Implications:	This Plan is a further extension of the Corporate Business Plan. Expending minimum amounts on each Class Of Asset each year is expected
Workforce Implications:	The proposals include staffing issues, and follow the items included in Council's recently adopted Workforce Plan.
Voting Requirements	Simple Majority
LINKED TO STRATEGIC OBJECTIVE (Strategic Community Plan-SCP): No. 6 "Active Civic Leadership, Good Governance, & Excellence in Management"	

PROPOSAL

To adopt a "Plan for the Future" via a number of segments, including a 'Long Term Financial Plan (LTFP)', which is a broad 10 year Financial Plan. A separate, shorter, plan being the Corporate Business Plan (CBP), which covers the next 5 years, is a separate Agenda report item.

BACKGROUND/INITIAL COMMENTS

In 2013 many new statutory requirements became applicable, with the State Government trying to get Councils to view things in multiple year terms, and not just follow the previous 'single year Budget' approach. The initial emphasis was on viewing specific Asset proposals over a shorter period of 4-5 years (IE: Via a CBP), as well as any longer term effects, which is the main objective of a LTFP. It is obvious that Council will be unable to fund many significant works in the short term, but much of the backlog can be afforded in the later years.

The expectations are that Councils should attempt to cater for existing Assets initially, and for them to be given high priority before any consideration of establishing new 'extra' Assets (replacement of older Assets is viewed as good management). It is expected that there will also be scrutiny of the On-Going effects/costs of any new



'extra' Assets (via a "Whole-Of-Life" approach), which could add to a Councils future Operational Costs.

A crucial consideration for a LTFP is that what is proposed and adopted is manageable and affordable. All Councils are now expected to meet minimum KPI Ratio levels by the end of a specific period, which is what is proposed in the attached LTFP. Crucially, the Asset Ratios of Renewals and Sustainability may not be met in the short term, but we believe that they are achievable over the medium to longer term, and that these are affordable.

Short term changes by the other tiers of government can have major effects on the lowest level, being Local Government. There were large reductions in Operational Grants and a variety of Capital Grants, commencing in the 2014/15 year by both the State and Federal Governments. Further possible cost shifting by the other 2 tiers of government is a matter for concern, and is a risk. This will ultimately lead to rate increases and/or cuts to services.

PLANNING – STRATEGIC IMPLICATIONS

There are no Town Planning implications from the LTFP.

REFERRALS

None Applicable

FINANCIAL IMPLICATIONS

The Department of Local Government (DLG) advocates longer term approaches, and moving away from the old 'single year' focus. They are suggesting that Councils consider budgeting for a minor surplus each year or by transfers to reserves, with those funds to then be carried forward to help fund one or more projects in future years.

It should be noted that the figures included in the "Operating Statement" of both the LTFP and the 5 year CBP discount various 'abnormals' (both Income and Expenses) and attempts to present the figures for a 'standard year'.

The main proposals of all LTFP are 'Capital' related, and give directions for what could occur for the next 10 years. Issues, including movements to and from Reserves as well as any possible Loan Borrowings and Debt Servicing issues, are also considerations.

There are other financial implications of reducing grants and contributions, which are mentioned elsewhere in this report as well as in the LTFP itself.

High expenditures on each Class of Asset are expected, as included in the LTFP, and the 'averages' are shown on the "Capital Works Program" sheets.

There are a number of supporting attachments which the DLG expects Councils to be provided in a LTFP, being as follows:-

- ✓ Statement of Comprehensive Income – By Nature & Type (N/T)

- ✓ Statement of Cash Flows (SCF) - Indicative working document, broad projections. This is quite a crucial document.
- ✓ Rate Setting Statement (RSS) – Indicative working document, broad projections
- ✓ Statement of Financial Position (SFP) (Balance Sheet) – Shows projected results from the RSS
- ✓ Statement of (possible) Changes in Equity - - Indicative working document, broad projections

Further supporting information attachments are also expected, as follows:

- New Capital Works Projects, only broad figures are included in the LTFP, while specific items of actual projects are included in the 4-5 Year CBP.
- Cash Reserves – Projected movements during the 10 year period.
- Loan Items any proposed new Borrowings, as well as repayment details, are a separate attachment at the back of the LTFP document.
- Depreciation, & changes due to Re-Valuations of Fixed Assets & Infrastructure. Broad details are shown on a separate attachment to the LTFP document.
- Variable Assumptions underpinning this Plan
- Key Performance Indicators [KPIs], being the Ratios

All of the above are included as part of the financial sheets at the back of the LTFP, with explanations included in earlier sections, as per the Department of Local Government's expectations.

The LTFP includes many assumptions and broad projections. A listing of these is included at the back of the LTFP document. The main proposals are 'Capital' related, and give directions for what could occur for the next 10 years. The main high costs items are Buildings, Roads, and Drainage, and the proposals are highly dependent on obtaining Grant funding.

As stated in the separate 5 year Corporate Business plan, and the attached latest LTFP document, Council has limited finances compared to its cost needs, and therefore it will not be possible to maintain and renew/replace all assets at the highest levels as needed over the next 10 years. However, by the 10th year this Council should be able to meet the required minimum ratio levels/standards, and if the assumptions and projections in the attached plan prove correct, then the Shire of Waroona can achieve the "Advanced" Standard in most Ratio categories in the longer term. Our proposals are to reduce the level of rate increases over the longer term. Many major items are expected to be undertaken in the 6-10 year period.

Other actions/requirements by the State Government will make it difficult for Councils to appear "Sustainable", particularly with the ever increasing 'book' entries of Depreciation calculations, as imposed on Councils by the State Government. The draft plan has the Council attaining or exceeding the minimum standards for most of the KPI Ratios by the end of the 10 year LTFP period. The "Operating Surplus" ratio will be the only KPI which will take longer.

STATUTORY IMPLICATIONS

It is a statutory requirement that a 10 year Long Term Financial Plan must have been adopted. It is expected it will be reviewed regularly, and particularly with the changes to Grants, and other Operational Income and Expenses, than this latest review is seen as being very necessary.

POLICY ISSUES/IMPLICATIONS

There are no policy issues or implications emanating from this report.

LEGAL ISSUES/IMPLICATIONS

There are no legal issues or implication relating to this report, merely compliance with the statutory requirements.

STRATEGIC IMPLICATIONS

The Department of Local Government (DLG) has indicated that its expects that all Integrated Planning & Reporting Frameworks (IP&RF) should be compliant with the standards outlined in the DLG's IP&RF 'Advisory Standards' and that "*all activities/services*" delivered by Council connect to the "*community's vision aspirations and objectives*" (p.4)'.

Of the 6 objectives outlined in Waroona's *Strategic Community Plan (SCP)*, this item contributes towards achieving objective number 6, "Active Civic Leadership, Good Governance, & Excellence in Management", as well as objective number 5 "Assets, Resources, Financial Management and Sustainability".

This latest LTFP meets the requirements and standards expected by the DLG, and most of the projected Ratio results exceed the minimum expected levels.

COMMUNITY CONSULTATION

There is no statutory requirement for community consultation for a LTFP.

As the LTFP includes broad projections of what might occur, then explaining such items with the community may not be relevant, at this time.

OFFICER'S FINAL COMMENTS

As already stated, a crucial consideration is that what is proposed and adopted appears to be achievable, manageable, and affordable, and that has been a major consideration in compiling this latest Plan.

As stated in previous plans, all rural Councils have a high dependency on Operating Grants from the Federal and State Governments, particularly so with regard to Road Works. The continuation and maintenance of the real value of such Grants are seen as vital, otherwise Council services could suffer. Also as stated in prior reports, this is a major key area of Risk for all Councils. In late July 2017 the State Government announced a reduction in the 'Direct Road Grant', which will be a loss of \$38,756 to this Council. The late announcement is quite disappointing. A budget amendment at a later date will be necessary.

As usual, the main capital items requiring funding are Buildings and Roads. There are also other items needing to be carried out as well, being mainly Waste Services and Drainage, but also Parks/Recreation; Footpaths; as well as new/replacement Equipment. Investigations have revealed that each class of Asset should be allocated minimum levels of funds, and that is what has been included in the latest plan, on a broad basis.

Copies of spreadsheets for the LTFP items are supplied to more clearly explain what is being proposed, in broad/general terms, for the next 10 years. There are 2 separate sheets on meeting the various KPI ratio levels.

As can be expected, Council will need to increase its Rates, as well as its various Fees and Charges, for each year of the next 10 years. While the projections commence with a Rate increase of 5.95% in the 2017/18 year, the projected increase for the 10th year is basically the CPI increases, after many large capital items have been addressed.

The current known level of Grants have been used as the basis for various calculations, and these have very low increases across the various years.

It should be noted that the Operational items of the LTFP projections will not exactly match up to the latest budget figures, due to allowances having been made in the CBP and the LTFP for various ‘abnormal/extraordinary’ items, which may be included or excluded in the annual budget, but which may not always occur at the same levels across future years.

Further explanations of various specific issues will be made at the meeting.

Appendices Attached:	Yes	Appendices Numbers: 9.1.3
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VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That the proposed 10 year Long Term Financial Plan, as provided at Appendix 9.1.3, be adopted.

9.1.4 SHIRE OF WAROONA FIREBREAK NOTICE	
Reporting Officer / Officer's Interest:	Ron Porter – Manager Ranger and Emergency Services / Nil
Responsible Officer / Officer's Interest	Laurie Tilbrook – Deputy CEO / Director Corporate Services / Nil
Proponent:	N/A
Landowner:	N/A
Date of Report: 25 July 2017	File No.: 60/1
Previous Reference:	N/A
Policy Implications:	Nil
Statutory Implications:	<i>Bush Fires Act 1954</i>
Strategic Implications:	Nil
Financial Implications:	Nil
LINKED TO STRATEGIC OBJECTIVE NUMBER (Strategic Community Plan-SCP): <i>No.2 Protecting Rural Land</i>	

PROPOSAL SUMMARY

To endorse amendments to the Shire of Waroona Firebreak Notice (**'Notice'**) that will provide greater clarity for the community, deliver a safer workplace for emergency responders and significantly strengthen fire prevention and preparedness measures within the district.

BACKGROUND / INITIAL COMMENTS

A comprehensive evaluation into the adequacy of the current Notice has been undertaken. The review highlighted the need for significant amendments to the Notice in order to enhance fire prevention and preparedness within the district.

The proposed changes to the Notice seek to deliver industry best practice. A number of other Local Government Notices have been referred to, to benchmark the planned changes.

The amended Notice proposes to use *'land sizing'* instead of *'land zoning'* to determine the specific fire prevention requirements that will be applicable to all owners or occupiers of land within the district. This change will deliver straightforwardness on what is required by individual property owners in order to achieve compliance with the requisitions of the Notice.

It has also been identified that the current zone system for prohibited burning times (**'PBT'**) and restricted burning times (**'RBT'**) is confusing, difficult to enforce and leads to unintended illegal burn offs. In order to provide the community with consistency and simplicity, a single PBT and RBT is proposed across the Shire.

Currently the following burning periods are applied across different three (3) zones within the district:

Zone 4

- Restricted Burning Time 9 November to 29 March
- Prohibited Burning Time 22 December to 14 February



Zone 6

- Restricted Burning Time 2 November to 12 April
- Prohibited Burning Time 15 December to 28 February

Zone 8

- Restricted Burning Time 2 November to 26 April
- Prohibited Burning Time 15 December to 14 March

It is proposed that the following PBT and RBT burning times will apply across the district:

- Restricted Burning Time 1 November to 25 April
- Prohibited Burning Time 15 December to 28 February

The commencement and cessation dates of the RBT are a moot point as it doesn't limit anyone's ability to burn, it does however provide the Shire, through their Fire Control Officers a capacity to be put in place mechanisms by-way of conditions attached to the "*Permit to set fire to the bush*", that reduce the risk of escaped controlled burns and any resultant turnout by volunteer firefighters.

The *Bush Fires Act 1954* ('Act') also allows for the RBT and PBT to be varied by fourteen (14) days, this would accommodate the ability to move it dependent upon seasonal weather conditions.

In accordance with Section 17(1) and 18(2) of the Act the changes need to be declared by the Minister and FES Commissioner respectively, however consultation with the Department of Fire and Emergency Services ('DFES') indicates that this initiative is fully supported.

In addition to consulting other Local Government Notices when reviewing the Notice, Officers also referred to the *State Planning Policy 3.7 Planning in Bushfire Prone Areas* ('SPP3.7').

The SPP3.7 was gazetted in December 2015 and directs how land use should address bushfire risk management in Western Australia. It applies to all land which has been designated as bushfire prone by the Fire and Emergency Services Commissioner. The supporting *Guidelines for Planning in Bushfire Prone Areas* ('Guidelines') provide information for decision-making authorities, planners, landowners/proponents, to assist in ensuring that necessary bushfire protection measures are incorporated into development.

Although these Guidelines are not intended to be applied retrospectively, for the purpose of the amendments to this Notice, they have been referenced as a best practice for bushfire risk management.

The need for an asset protection zone will be a requirement of the amended Notice. Most contemporary firebreak notices now include provisions in relation to asset protection zones. Whilst it is acknowledged that this development stems from the use of AS 3959-2009 '*Construction of buildings in bushfire-prone areas*', which is also not applied retrospectively, with the recent changes in the state planning policy and in particular the Guidelines, it is now being applied retrospectively to all properties when assessing proposed development. Therefore it is safe to believe that the State is



looking for better bushfire risk management being implemented across the spectrum and this would include retrospective requirements under local government firebreak notices.

It is intended that the amended Notice will require driveways to align with minimum requirements referred to in the Guidelines. The State core objectives include the protection of life and property as the primary emphasis, this has been a consideration in ensuring safe access/egress and movement within properties for asset protection by firefighters and property owners alike.

The amended Notice also absolutely prohibits of burning of garden refuse or rubbish in an incinerator or on the ground on all land during the PBT, that would otherwise be permitted under Section 24F of the Act.

Additionally the Notice seeks to prohibit burning of garden refuse or rubbish in an incinerator or on the ground on all land under 4000m² in size during the limited burning time that would otherwise be permitted under Section 24F.

For the purposes of this Clause “limited burning time” means the 1 November each calendar year through until 25 April the following calendar year (inclusive, and as varied pursuant to Sections 17 & 18 of the Act).

The effect of this clause is that the burning of garden refuse or rubbish in an incinerator or on the ground on land that is absolutely prohibited during the PBT. The restriction looks to reduce the risk of fires occurring at the height of summer and the subsequent need for callouts by the Shire’s Volunteer Fire Brigades.

Furthermore the restrictions to burning of garden refuse or rubbish in an incinerator or on the ground on land that is 4000m² or less in size during the limited burning time is to reduce the nuisance of smoke to the adjoining property owners on small landholdings within town sites.

The amended Notice seeks to prohibit the lighting of camping or cooking fires on all land within the district during the PBT that would have otherwise been allowed under Section 25 of the Act.

These abovementioned amendments that restrict burning strive to encourage and influence acceptable burning behaviours and align with best practice and other contemporary Local Government Notices.

PLANNING – STRATEGIC IMPLICATIONS

Nil

REFERRALS

Nil

STRATEGIC COMMUNITY PLAN ISSUES/IMPLICATIONS

The relevant Strategic Community Plan issue area is number 2 – Protecting Rural Land Use (be proactive in the implementation of the Emergency Management Plan (EMP)).



FINANCIAL ISSUES/IMPLICATIONS

The costs associated with publishing the Notice in accordance with the requirements of the Act are allocated from Councils annual budget. Emergency Services Levy funds are not provided for this purpose.

POLICY ISSUES/IMPLICATIONS

The firebreak order is attached to the Council's Policy Manual and will require updating.

STATUTORY ISSUES/ENVIRONMENT/IMPLICATIONS

Section 17(1) of the *Bush Fires Act 1954* provides the Minister may, by declaration published in the *Gazette*, declare the times of the year during which it is unlawful to set fire to the bush within a zone of the State mentioned in the declaration and may, by subsequent declaration so published, vary that declaration or revoke that declaration either absolutely or for the purpose of substituting another declaration for the declaration so revoked.

Section 18(2) of the *Bush Fires Act 1954* states that the FES Commissioner may, by notice published in the *Gazette*, declare the times of the year during which it is unlawful to set fire to the bush within a zone of the State mentioned in the notice except in accordance with a permit obtained under this section and with the conditions prescribed for the purposes of this section, and may, by subsequent notice so published, vary that declaration or revoke that declaration either wholly or for the purpose of substituting another declaration for the declaration so revoked.

Section 24G(2) of the *Bush Fires Act 1954* allows a local government, by notice published in the *Gazette* and a newspaper circulating in its district, to prohibit or impose restrictions on the burning of garden refuse within its district that is otherwise permitted under Section 24F of the Act.

Section 25(1a) of the *Bush Fires Act 1954* allows a local government, by notice published in the *Gazette* and in a newspaper circulating in its district, to prohibit the lighting of fires in the open air in its district for the purpose of camping or cooking for such period during the prohibited burning times as is specified in the notice that would have otherwise been allowed under Section 25 of the Act.

Section 33(1) of the *Bush Fires Act 1954* provides a local government the ability to make a Notice requiring all owners or occupiers of land within the district to take measures for preventing the outbreak of a bush fire, or for preventing the spread or extension of a bush fire which may occur.

LEGAL ISSUES/IMPLICATIONS

There are no inherent legal implications with this proposal.

COMMUNITY CONSULTATION

- *Bush Fires Act 1954*
- State Planning Policy 3.7 and associated Guidelines
- AS 3959-2009 '*Construction of buildings in bushfire-prone areas*'
- Council Records



- Council Staff
- Chief Bush Fire Control Officer
- Fire Control Officers
- Department of Fire and Emergency Services

OFFICER'S FINAL COMMENTS/CONCLUSIONS

The proposal seeks to significantly strengthen the current Shire of Waroona Firebreak Notice to ensure it is contemporary and reflects current legislative requirements, has alignment with other Local Government notices, and achieves “best practice” in the areas of fire prevention and preparedness.

It is recommended that the amended Firebreak Notice as detailed in **Appendix 9.1.4** be adopted and published pursuant to the provisions of the *Bush Fires Act 1954*.

Appendices Attached:	Yes	Appendices Numbers:	9.1.4
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VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That Council accepts the following Officer recommendation to:

- 1. Adopt the revised Shire of Waroona Firebreak Notice as amended and detailed in Appendix 9.1.4;**
- 2. Publish a copy of the revised Shire of Waroona Firebreak Notice in the Government Gazette and in a local newspaper that circulates within the district before 30 October 2017 in accordance with the provisions of Sections 24G(2), 25(1a) and 33(1) of the *Bush Fires Act 1954*;**
- 3. Provide the Chief Executive Officer with delegated authority under Section 48 of the *Bush Fire Act 1954* for the performance of all local government functions in accordance with the *Bush Fire Act 1954*, and to;**
 - a. formally request the FES Commissioner and Minister to publish the amended restricted and prohibited burning times in the Government Gazette in accordance with the requirements of Section 17(1) and 18(2) of the *Bush Fires Act 1954*, and;**
 - b. authorise any instances of name, title, grammatical, and/or acronym changes to the Shire of Waroona Firebreak Notice.**

10. CONFIDENTIAL ITEMS
NIL

11. ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN, OR FOR CONSIDERATION AT NEXT MEETING

12. NEW BUSINESS OF AN URGENT NATURE/REPORTS & INFORMATION

12.1 ELECTED MEMBERS

12.2 OFFICERS

13. CLOSURE OF MEETING