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# Shire of Pingelly Strategic Community Plan 2020 - 2030

Adopted July 2019

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Prepared with the assistance of Localise Pty Limited



## FOREWORD

I am proud to present the Shire of Pingelly's 2020-2030 Strategic Community Plan.

The community has played a major part in the development of this Plan and on behalf of the Council I want to thank everyone who participated in this most important process to chart the future of the Shire.



The members of the community enthusiastically engaged in writing the poem about the vision for the future (see page 22) and gave us a powerful and persuasive vision – *Growing, Inclusive, Resilient*. There is a determination in the community to see Pingelly progress. The Council has a bold target of achieving an increase in the population to take us 1,600 during the term of this plan. This is contrary to the recent trends and the predictions of the Australian Bureau of statistics and the WA Planning Commission but it is an indication of the Council's belief in the capabilities of the community and it reflects the confidence of the funding partners in our recent capital development program that has seen marvellous facilities created for the benefit of our people now and in the future.

The community sees economic development, a future for young people, addressing the needs of older folk and arresting the population decline as key issues for the future. The Plan tackles these issues with its focus on building on the key achievements of the past, strengthening its already strong commitment to engagement and partnership with the community and key stakeholders, and focusing on economic development, short-term accommodation, growing community and branding and marketing.

The Council also wants work closely with Aboriginal leaders to come together in harmony and work towards improved outcomes for Aboriginal and non-Aboriginal people. To this end the plan has provision for the development of a Reconciliation Action Plan by early 2020.

A lot of hard work has been invested in this Plan by the community, the Council and Shire staff. Its success will depend on the strength and commitment of the community to creating the positive future that has been painted. The Council is totally committed to continuing to do its part in achieving the community's vision.

William Mulroney  
**President, Shire of Pingelly**

# INTRODUCTION

Welcome to the Shire of Pingelly's Strategic Community Plan. The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations. It is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Plan will be used to:

- guide Council decision-making and priority setting
- engage local residents and ratepayers, local businesses, community groups, and other local stakeholders that contribute to the future of our community
- inform decision-making with respect to other partners and agencies, including the Federal and State Governments, regional bodies and other local governments in our region
- provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations and strategic direction of our community and Council
- inform future partners of our key priorities, and the ways in which we seek to grow and develop
- provide a framework for monitoring progress against the community's vision and aspirations

The Strategic Community Plan maps out the Council's intentions for the next ten years, but it is important to note that circumstances can change over the period. Events beyond the Shire's control, such as major storms, or changes to State or Federal government policies may require the Council to rethink the timing of projects, or to reallocate funding to address new issues. The formal planning cycle (see diagram on page 6) allows for regular review and Council has the capacity to review annual budgets. This Strategic Community Plan and the accompanying Corporate Business Plan set the direction for the Shire's future and the Council's service levels and projects.

The draft plan was adopted on 17 July 2019. It will be reviewed following the October 2019 local government elections and every 2 years thereafter. The two-yearly cycles will alternate between a mini strategic review and a major strategic review.

## KEY POINTS OF THE PLAN

### SUSTAINED PROGRESS

Over recent years, the Shire of Pingelly has focused on a series of key "game changers" which we believe will underpin our future success as a community. Clear strategic direction and strong community support has enabled us to achieve over \$20 million investment in our future since our first Strategic Community Plan (2013-2023).

Three major projects were the Pingelly Recreation and Cultural Centre (PRACC), Pingelly Age Appropriate Accommodation (PAAA) and the Health Centre. These projects are building blocks towards our vision for the future. Each project reflects the innovation and community partnerships that have become the hallmark of how we work together as a Shire and community.

At the same time the Shire is constantly mindful of the importance of roads, footpaths, parks, gardens, library and other assets, facilities and services that create the foundation for a thriving district. This presents a challenge when balancing costs to maintain and renew assets against the desire for new assets, all in the ability and willingness of households and businesses to pay rates.

In developing this plan, the question was – where to next? What is the right balance of consolidating our asset base and further investments? How do we make the most of the asset base we now have?

After extensive community engagement and deliberation, the strategic priorities outlined below have been identified by the Council for emphasis over the next ten years, and especially over the next four years.

## STRATEGIC PRIORITIES

The following priorities will influence the Shire’s ongoing service delivery and asset stewardship roles, and create the focus for major new investment decisions. They will be regularly reviewed through the two yearly Strategic Reviews.

### Growing Community

Pingelly has a largely stable population but in the last few years has lost some families with young children. At the same time, there is a gradual increase in the number and proportion of older people, living mainly in the town of Pingelly, and an increase in the proportion of single person households. We believe we can achieve a growing and balanced population, in order to develop the community we want, with a healthy economy and the services and quality of life we desire. Over the next ten years we have set a bold goal of increasing the population to 1600 people, with a focus on attracting and retaining young families.

We will do this while also working to make sure Pingelly is an attractive place for older residents, by providing an age friendly community, with access to the services and accommodation they need. We are exploring innovative models for ageing in place, which will also provide benefits to the local economy, particularly through employment and increased demand for local goods and services.

An increased focus on young people is key to the demographic and economic diversification of Pingelly, and linked to both population growth, an increase in social capital and community wellbeing. Additional emphasis will be placed on youth engagement, particularly for the 11-17 year age bracket, and youth retention (18-25 years).

### Economic Development

Farming is the primary economic activity within our district. But if the population is to prosper, business and job creation activities, either linked to or complementing farming activity, need to be developed. It is important that the community leverages off its advantages, for example economic activity linked to the PRACC, or carves out niche businesses built around peoples’ knowledge and skills, or around the agricultural base.

Good quality education opportunities and linkages are key to Pingelly’s future. The Shire, along with its neighbours, needs to explore innovative education models which will deliver the quality of education locally in the pre-school and school years, and links students to longer-term tertiary education and the training pathways they might ultimately pursue.

It is also essential that with population growth comes access to suitable, affordable housing which gives people choice and signals a confidence in the future. This includes housing for older people, something which has been a focus over the last four years, as well as housing choice for families, accommodation for seasonal and other workers, and more housing for smaller households. It is important that everyone has access to good quality housing.

### Branding and Marketing

Promoting Pingelly as a district where the community is open to opportunities, innovative and welcoming is essential to many community aspirations, particularly population growth and economic development. Showing determination and a clear meaningful vision builds confidence and interest among people who might choose to visit, live here, or invest. That confidence can be expressed in many ways, from having an active centre, to branding and shared messages to the wider world. It is important that this message is well thought through and conveyed in a range of ways by the whole community.

### KEY CAPITAL PROJECTS FOR DELIVERY

Over the last three years the Shire has undertaken or supported three key projects: development of the PRACC, delivery of Stage 1 of the PAAA and the development of the Health Centre. While the Shire will undertake a number of capital projects over the next ten years, the overall focus will be on consolidating these new initiatives and leveraging further benefit from them. The key projects planned over the next ten years are:

- re-development of the liquid waste storage/ treatment site to ensure full compliance
- further improvement of drainage systems to allow for improved water harvesting for the oval and subsequent extension of collection capacity
- roads upgrade and renewal program
- completion of upgrades of footpaths to make it easier for pedestrians and pram access
- footpath/cycleway from the school to the PRACC
- small upgrades to Pingelly townsite playgrounds

### INNOVATION AND COMMUNITY PARTNERSHIPS

The Shire of Pingelly community, supported by the Council, has developed close community involvement in discussions about the future, has explored and used community-based partnerships for community management or advisory working groups around key facilities, and has generally fostered openness and involvement. This innovative approach has been matched by a community driven advocacy for new resources and public facilities. While the Shire can provide leadership and a link to key external agencies, the fact that they are reflecting a strong, united, community base with a clear sense of direction and a strong voice, has been essential to that success. This will continue to be a focus for the future.

## FINANCIAL PROFILE

The level of capital development undertaken by the Council over the last five years was ambitious. It has been a major undertaking by a small Shire but it is a measure of the confidence in the leadership of the Shire and the support from the community that the program has been funded through a combination of Federal and State grants, loans and cash from the local government. Over the period of development Shire funds were invested in the new facilities and that meant that some other works or projects were required to be scaled back or delayed. Now that the projects have been completed or are nearing completion there will be a rebalancing of resource allocation and some catch-up in activities that were scaled back. The next few years are a time of consolidation and focus on leveraging the greatest possible return, both economically and socially from the investments made.

The Council will ensure that the strategies identified in this Plan are implemented in a manner that is financially sustainable, minimising as far as possible the financial impost on the local community while improving the financial position of the Shire over time.

A great deal of detailed work has been undertaken on developing fully costed four-year budgets for the Corporate Business Plan and the ten-year budgets for the Long Term Financial Plan, in fact the detailed modeling has been undertaken for a fifteen year horizon. This work shows that while the next four years will be tight requiring strong financial management and careful prioritisation, over the long term the Council will be able to invest in maintenance and renewals of infrastructure and facilities and continue to provide key local services whilst remaining affordable for ratepayers.

Bearing in mind the aspirations of the Plan and the financial constraints, the following approach is being adopted:

### **Prioritisation**

Complete the necessary works associated with the PRACC. Plan for the next stage of the Pingelly Age Appropriate Housing development.

Generally maintain service levels with targeted increases in limited areas particularly where this can be achieved without significant cost increases.

Improve asset management by continuing the process of establishing robust true maintenance costs and optimising the scale and timing of asset replacement and renewal.

### **Partnerships**

Build on the successful Pingelly partnerships approach with the community to achieve more through the pooling of resources and alignment of effort towards common goals.

### **Revenue**

Be “grant ready” by developing plans and business cases for priority projects and programs. Explore ways to generate revenue to reduce the reliance on rates and grants.

Increase rates above the rate of inflation for a period of time to enable financial repositioning to a sustainable footing.



## WESTERN AUSTRALIA LOCAL GOVERNMENT INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is shown in the diagram below. The purpose is to ensure that Council decisions deliver the best results for the community with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The plan is therefore continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

The Corporate Business Plan shows detailed implementation for the next four years.

The “Informing Strategies” – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced. The Annual Budget relates to that year of the Corporate Business Plan. Any necessary adjustments are made through the Annual Budget process.

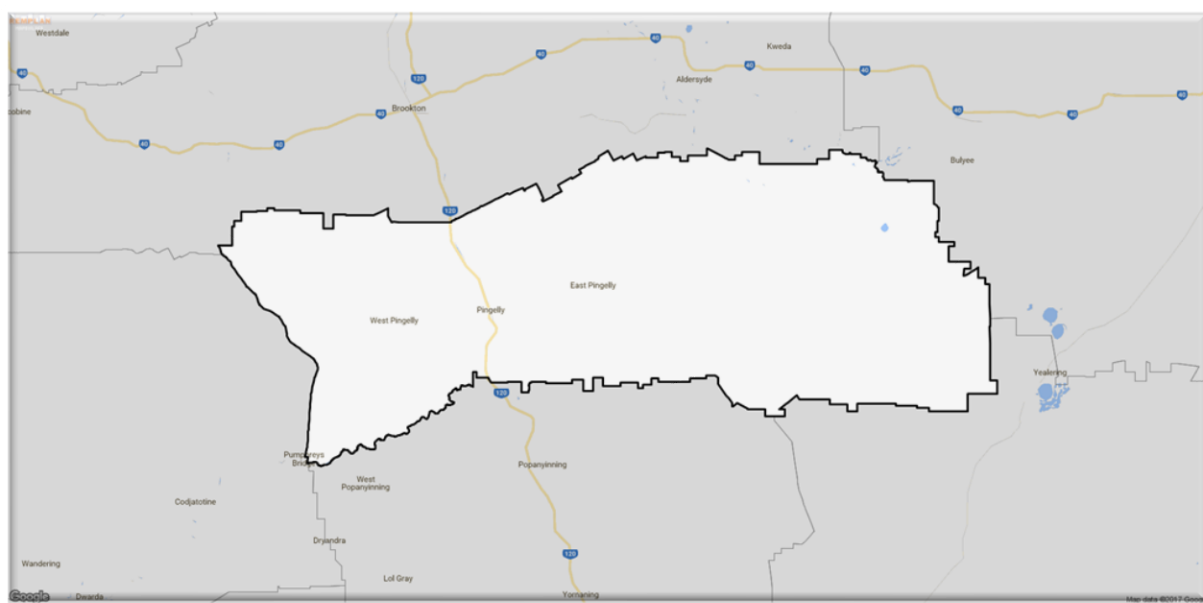
Figure 1: The Planning Cycle



# ECONOMIC AND COMMUNITY PROFILE

## INTRODUCTION

The Shire of Pingelly is a Local Government Area in the Wheatbelt Region of the Western Australia, located about 160km southeast of Perth. It covers an area of 1,294 km<sup>2</sup> and is bounded by the Shires of Wandering, Brookton, Cuballing and Wickepin. The climate is Mediterranean with an average yearly rainfall of 439.7mm which mainly falls during winter. The main localities are the townsites of Pingelly, Moorumbine and Dattening.



Source: <http://mapbuilder.remplan.com.au/> Retrieved 17 November 2017

## POPULATION

The 2016 census recorded the Shire's population at 1,146, a reduction of 18 people from 2011.<sup>1</sup>

Table 1: Shire Population 2006 – 2016

2006	2011	2016	2018
1,169	1,164	1,146	1,152

Source: Australian Bureau of Statistics: Census of Population and Housing 2006, 2011, 2016 and 2018 preliminary estimate Retrieved July 2018

<sup>1</sup> The ABS adjusts data on a random basis to deal with small sample sizes and protect privacy. Therefore totals may not always match detailed data in the tables provided.

## POPULATION FORECASTS

The WA Planning Commission's WA Tomorrow Population Report No 11 outlines the following population projections for the Shire of Pingelly and its neighbouring LGAs (Band C forecasts).

Table 2: Population Forecasts 2021, 2026 and 2031

	2016 Census	2021 projection	2026 projection	2031 projection
Pingelly	1146	1130	1090	1025
Brookton	975	955	895	830
Cuballing	863	825	795	770
Wandering	444	430	420	390
Wickepin	718	665	625	580

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2016. Retrieved 15 July 2019: WA Planning Commission's Population Report No 11 - WA Tomorrow (2019)

## AGE DISTRIBUTION

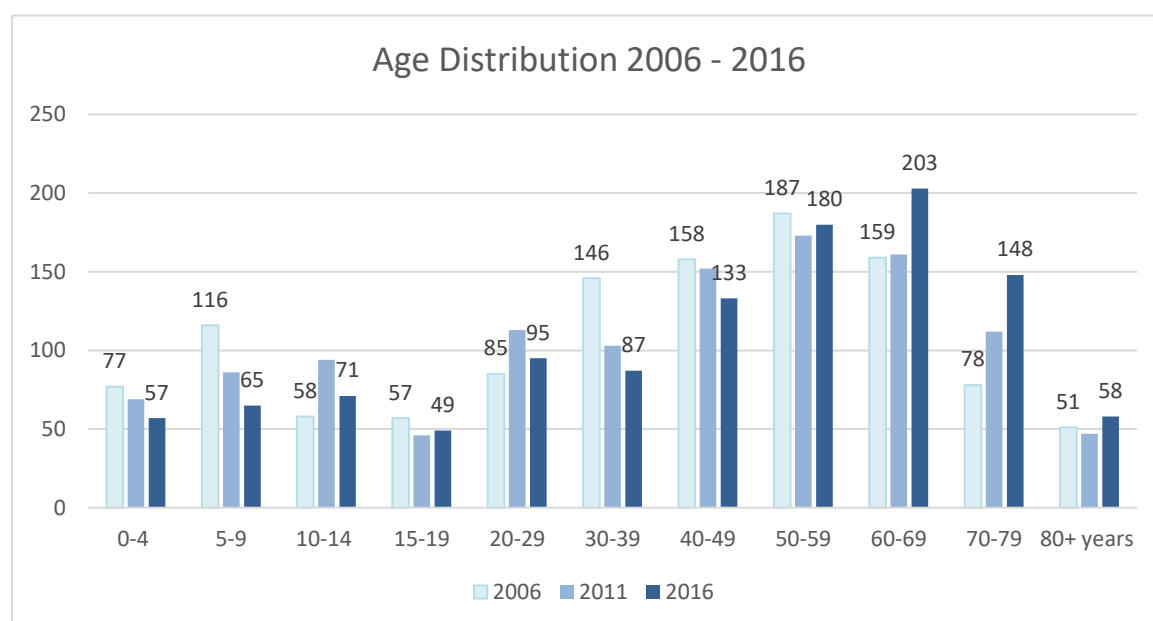
The median age for the Shire is 50 years, up six years from 44 years in 2011. Table 3 and Figure 2 show an ageing profile with a reduction of children under the age of 14 years and an increase of people between 60 and 80 years. The number of people over the age of 80 years has increased slightly.

Table 3: Age Distribution 2006 - 2016

	2006		2011		2016	
Age (yrs):	Nos	%	Nos	%	Nos	%
0-4	77	6.5	69	5.9	57	5.0
5-9	116	9.9	86	7.4	65	5.7
10-14	58	4.9	94	8.1	71	6.2
15-19	57	4.9	46	4.0	49	4.3
20-29	85	7.2	113	9.7	95	8.3
30-39	146	12.4	103	8.8	87	7.6
40-49	158	13.5	152	13.4	133	11.6
50-59	187	15.9	173	14.9	180	15.7
60-69	159	13.6	161	13.8	203	17.7
70-79	78	6.6	112	9.7	148	12.9
80+ years	51	4.3	47	4.3	58	5.0
<b>Total</b>	<b>1,169</b>	<b>100</b>	<b>1,164</b>	<b>100.0</b>	<b>1,146</b>	<b>100.0</b>

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

Figure 2: Age Distribution 2006-2016



Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 14 November 2017

## HOUSEHOLDS AND FAMILIES

Table 4 shows a shift in household structure with a reduction in the number of family households (couples, households including children and dependents) and an increase in non-family households, particularly single person households. This shift is reflected in the population statistics seen above with an overall decrease in younger age groups.<sup>2</sup>

Table 4: Household Type 2011 and 2016

Household type	2011	2016	Difference No.	Difference %
Families	327	299	-28	-8.5%
Non-families	138	147	9	6.5%
Total	465	446	-19	-4.1%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019

<sup>2</sup> As noted above, the ABS adjusts data on a random basis to deal with small sample sizes and protect privacy. Therefore, totals do not always match detailed data in tables provided.

## ABORIGINAL/TORRES STRAIT ISLANDER STATUS

The 2016 Census records 143 people who are Aboriginal or Torres Strait Islander living in the Shire of Pingelly, representing 12.5% of the population and a high proportion when compared with the WA average of 3%. This compares with 111 in 2006 and 135 people in 2011.

Table 5: 2016 Aboriginal/Torres Strait Islander Status

Aboriginal/Torres Strait Islander	Number	Percent
Total Aboriginal or Torres Strait Islander	143	12.4%
Non-Indigenous	886	77.2%
Not Stated	122	10.4%
Total	1,146	100.0%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

## COUNTRY OF BIRTH

The 2016 Census shows that there has been a slight increase in the proportion of residents that were born outside of Australia (from 8% to 13%). Table 5 shows the countries of birth of the Shire's residents, based on the top 50 countries identified in the 2011 Census.

Table 6: 2016 Country of Birth of Residents in the Shire of Pingelly

Country of Birth	Number
Australia	855
Country of Birth Not stated	142
England	72
New Zealand	29
Born elsewhere(e)	11
Netherlands	7
Italy	6
Germany	4
Indonesia	3
Scotland	3
United States of America	3
Total	1,146

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019 Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

## SOCIO ECONOMIC INDEXES FOR AREAS (SEIFA) SCORES

SEIFA is a suite of indexes that have been created by the Australian Bureau of Statistics (ABS) from social and economic Census information. A low SEIFA score indicates relatively greater disadvantage in general. In 2016, the latest index, shows a SEIFA score for the Shire of Pingelly of 908 (cf 2011 907). Pingelly is the most disadvantaged among its neighbours.

Table 7: 2011 SEIFA scores in Shire of Pingelly and Neighbouring Local Government Areas

Local Government Area	SEIFA Score	Rank within Western Australia	Rank within neighbouring LGAs
Wandering	1004	71	5
Cuballing	988	61	4
Wickepin	983	55	3
Brookton	938	23	2
Pingelly	908	13	1

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019

## QUALIFICATIONS

Table 6 shows education qualifications for 2016. Apart from those with Certificate Level qualifications, the percentage of the population with education qualifications is well below the Western Australian state average.

Table 8: Qualifications 2016.

Education Qualification Level	Pingelly (Persons)	Pingelly (% of district population)	Western Australia (% of State population)
Postgraduate Degree Level	5	0.4%	3%
Graduate Diploma /Graduate Certificate Level	7	0.6%	2%
Bachelor Degree Level	42	3.7%	12%
Advanced Diploma and Diploma Level	68	5.9%	7%
Certificate Level:	172	15.0%	16%
Level of education inadequately described	6	0.5%	1%
Level of education not stated	152	13.2%	8%
Total	451	39.3%	49%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

## WORKFORCE

According to the 2016 Census, the District has a workforce of 452 people or 39% of the total resident population. Of these, 40 people were unemployed (8.8% of the total workforce) but looking for full time or part time work.

## OCCUPATIONS

The largest employed group are Managers followed by Labourers and Community and Personal Services Workers. Within this classification, the largest number of residents reported they worked as Farmers or Farm Managers.

Comparisons with Western Australia show that the Shire has a higher proportion of Managers and a significantly lower proportion of Professionals (9.2% compared with 20.5% for Western Australia).

Table 9: 2016 Occupations in the Shire of Pingelly

Occupations	Pingelly		Western Australia
	No.	%	%
Managers	136	33.0%	12.0%
Labourers	51	12.2%	9.7%
Technicians and Trades Workers	47	11.3%	16.2%
Machinery Operators and Drivers	44	10.6%	7.5%
Clerical and Administrative Workers	42	10.1%	13.0%
Community and Personal Service Workers	35	8.4%	10.6%
Professionals	31	7.4%	20.5%
Sales Workers	20	4.8%	8.8%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 Jul 2019. Please note this table is based on Place of Work, which is a different basis to that used for the workforce data above

The main industry of employment is in agriculture, forestry and farming. (See Table 10 below). The highest proportion of the District's workforce is employed in the Agriculture, Forestry and Fishing industry (35%), Public Administration and Safety (10%), Health Care and Social Assistance (8.9%), Education and Training industry (8.5%) and Transport, Postal and Warehousing (5.9%).

Table 10: Industry by Employment 2016

	Total	%
Agriculture, Forestry and Fishing	148	35.0%
Public Administration and Safety	40	10.0%
Health Care and Social Assistance	37	8.9%
Education and Training	36	8.5%
Transport, Postal and Warehousing	25	5.9%
Wholesale Trade	21	5.0%
Retail Trade	21	5.0%

	Total	%
Construction	17	4.0%
Professional, Scientific and Technical Services	16	3.8%
Mining	12	2.9%
Accommodation and Food Services	10	2.4%
Other Services	5	1.2%
Financial and Insurance Services	4	0.9%
Manufacturing	3	0.7%
Electricity, Gas, Water and Waste Services	3	0.7%
Administrative and Support Services	3	0.7%
Arts and Recreation Services	3	0.7%
Information Media and Telecommunications	-	-
Rental, Hiring and Real Estate Services	-	-
Inadequately described/Not stated	16	3.7%
<b>Total<sup>3</sup></b>	<b>417</b>	<b>100%</b>

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

## BUSINESS COUNTS

According to ABS 2017 estimates<sup>4</sup>, the latest available, there were 161 businesses operating in the Shire of Pingelly, a slight drop from 2015. The majority of these businesses were non-employing businesses (97), while 63 had 1-19 employees, and 3 employed 20 or more persons. Family farms are a significant form of business in the Shire.

## BUILDING APPROVALS

In 2018, the Shire of Pingelly had building approvals to a total value of \$2 million in comparison with \$4 million in 2015.

## MEDIAN HOUSE SALE PRICE<sup>5</sup>

According to the 2019 Real Estate Institute of Western Australia (REIWA) figures, median house sale prices differed considerably across the sub-region. The most expensive houses were sold in Brookton, at a median sale price of \$240,000. The lowest median housing sales figures were reported for Pingelly, at \$95,000.

<sup>3</sup> This total differs from the aggregated sub-totals, however it is in accordance with the data provided by the ABS which has been adjusted to protect privacy due to the small population base.

<sup>4</sup> Source: National Regional Profiles, Australian Bureau of Statistics.

<sup>5</sup> Source: REIWA <http://reiwa.com.au/wa/suburb>



Table 11: 2018/19 Median House Sale Prices for the Shire of Pingelly and Neighbouring Local Government Areas

Pingelly	Brookton	Cuballing	Wandering	Wickepin
\$95,000	\$240,000	\$210,000	\$175,000	\$130,000

## ACHIEVEMENTS SINCE THE LAST PLAN

There have been significant achievements since the last Strategic Community Plan (see table below). Major investments in infrastructure and community facilities, plus enhancements to services have substantially improved the livability and prospects of the Shire. Three particularly significant achievements are:

- Securing the **Pingelly Age Appropriate Accommodation (PAAA)** project. This has been funded via the Southern Inland Health Initiative and provides for accommodation designed specifically for older people. The units are located in Community Place near the new Health Centre and will complement the existing cottages managed by the Somerset Alliance. Further development of the sensory garden is being planned alongside the second stage of the PAAA project subject to grants being secured.
- Securing the **new Pingelly Health Centre**. This is also funded by the Southern Inland Health Initiative and provides and up to date emergency department, ambulance bays, Emergency Telehealth Service videoconferencing facilities, four multi-purpose consult rooms enabled with telehealth, group therapy rooms, general practice consultation rooms and treatment spaces.
- Development of the **Pingelly Recreation and Cultural Centre (PRACC)**. This is a major new development which received a major (\$3million) investment from the Shire of Pingelly as well as external grants. It provides an important base for developing local business and community initiatives.

It is worth noting that the Shire was extraordinarily successful in the grant funding it was able to attract for the project which has cost \$10,507,923.16 to 30 June 2019. External funds comprised:

- National Stronger Regions Fund	\$3,888,595
- Lotteries West	\$1,000,000
- CRSFF Dept Local Govt Sport and Cultural Industries	\$ 350,000
- Bendigo Bank	\$ 150,000
- Pingelly Times	\$ 10,000
- Pingelly Development Association	\$ 5,000
- PRACC Focus Group	\$ 4,323
- CBH Grassroots	\$ 10,000
- Forestry Products Commission	\$ 20,000
<b>Total</b>	<b>\$5,437,918</b>

The thanks of the Pingelly community go to the agencies and organisations which provided this funding and to the many people who were instrumental in achieving this success.

Table 12: Achievements Since Last Strategic Community Plan

14/15	15/16	16/17	17/18+
<ul style="list-style-type: none"> <li>Options for PRACC – Focus Group Sept 13</li> <li>Inception of Health Centre</li> <li>2nd phase of staff units in Webb Street completed</li> <li>New netball courts constructed</li> <li>Major Road upgrade</li> <li>Waste Transfer Station</li> </ul>	<ul style="list-style-type: none"> <li>Plan for PRACC</li> <li>Funding applications for PRACC</li> <li>Inception of PAAA</li> <li>New tennis courts completed</li> <li>Upgraded bottom dam (doubled size) and storage</li> <li>Major road upgrade</li> <li>Swimming pool upgrade</li> <li>New ramps in East Pingelly area for Age-Friendly community</li> <li>Building upgrades</li> <li>Resurfaced main street</li> <li>Youth Group started</li> </ul>	<ul style="list-style-type: none"> <li>Demolition of old Community Centre</li> <li>Construction of PRACC</li> <li>Sensory Garden</li> <li>Site prep for PAAA</li> <li>Pioneer Park upgrade</li> <li>Sold Landmark property and 16 Elliott Street</li> <li>Major Road Upgrade</li> <li>Shade sails at swimming pool</li> </ul>	<ul style="list-style-type: none"> <li>Completion of PRACC</li> <li>Completion of Sensory Garden</li> <li>Completion of PAAA</li> <li>Completion of Health Centre</li> <li>MOU with Somerset alliance for management of PAAA</li> <li>Relocation of cricket wicket</li> <li>Major Road Upgrade</li> <li>Completion of Community Place</li> <li>Funding approved for new bowling green</li> <li>Leadership training for young people partnering with Camp Kulin and school</li> <li>Youth Group refreshed</li> </ul>

## OTHER MEASURES OF SUCCESS

The 2013-23 Strategic Community Plan included the following measures of success. Some are directly within the control of the Shire of Pingelly and others reflect external influences. Progress since 2013 is summarised below.

Table 13: Other measures of success

2013 Strategic Community Plan Measure of Success	2013 Target	2012/13 Baseline	2017/18
The proportion of residents who volunteer in the community	Increasing	32.3% (2011)	56% (2018)
No. of people involved in sporting activities	Increasing		
Level of crime (reported incidents)	Reducing	108 (2013/14)	95 (2017/18)
% of roads in satisfactory or better condition*	Maintain	60.3% (73.9%)	
Business growth	TBC	189 (2011)	161 (2017)
No. participating in the community engagement for the development and review of the Strategic Community Plan.	Increasing	183 (16%) 2011	190 (16.5%)
Operating Surplus Ratio	10% or greater	0.28	0.47
Current Ratio:	1:1 or greater	4.43	0.74
Debt Service Cover Ratio	2 or greater	13.07	2.92
Own Source Revenue Coverage Ratio	Between 40% and 60%	0.47	0.48
Asset Consumption Ratio	50% or greater	0.62	0.71
Asset Sustainability Ratio	90% or greater	2.25	2.90
Asset Renewal Funding Ratio	Between 75-90%	1.0	0.74

\* The top figure relates to the standard required for each sub-class of roads - good or better for regional and local distributors, and average or better for access roads. The lower figure is the total roads achieving average condition or better.

# COMMUNITY ENGAGEMENT

The Shire of Pingelly included extensive community engagement as part of the major strategic review. The results provided vital input to the Council when making decisions on priorities and plans.

The following engagement events were undertaken:

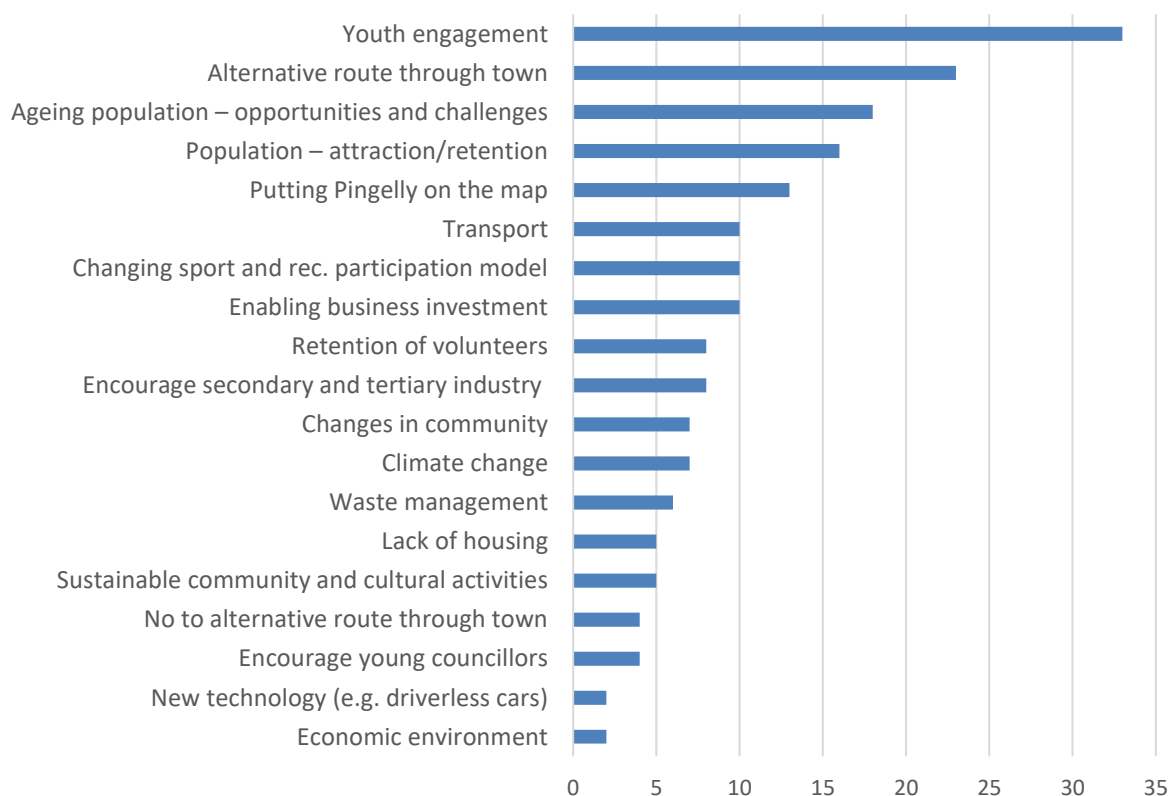
- A community engagement ‘drop-in’ process was held, which was attended by approximately 70 people. This included another Pingelly world first, the creation of a giant Pingelly poem. There was a good spread of participants overall, with the 15-24 age group and the 25-34 age group being somewhat under-represented.
- Statistically valid Community Surveys were undertaken in 2016 and 2018.
- In addition, ten face-to-face interviews were undertaken with members of the Noongar community.

The total number of participants (approximately 190) exceeded the Department of Local Government, Sport and Cultural Industries’ minimum community engagement threshold of 10% of the population.

## SUMMARY OF KEY FINDINGS

There was strong community interest in the issues of youth engagement, population (both the need to retain and attract people) and the ageing population. The graph below shows the frequency (number) of times different areas were identified by drop-in participants.

**Figure 3: Strategic Issues Facing the Community Over Next 10 Years**



The 2018 survey revealed the following:

- Medical services, bush fire control, the community resource centre, roads, rubbish collection, and economic development (in ranked order) rated as the most important services to the community. These services were also the top ranking in 2016 in a slightly different order.
- Economic development was seen strategically important to the Shire's long-term future but performing poorly.
- There was a willingness to pay more for improvements to some key services: medical services, library, roads, community events, bush-fire control, care for the environment and community development.
- There was strong interest in an alternative truck route and a reduced speed limit.
- 47% of respondents rated the Shire of Pingelly's performance as good or excellent and 21% rating it poor or very poor.

Areas for improvement centred mostly on improved roads, particularly rural road maintenance, drainage, economic development, and medical services.

The main concerns identified by the community were:

- Youth engagement
- Opportunities and challenges arising from an ageing population
- Balancing an alternative truck route with retaining other traffic
- Progress on economic development and population growth. This included a need to look at:
  - Population attraction and retention
  - Enabling business investment
  - Encouraging secondary and tertiary industry
  - Tourism
  - Community events
  - The wider economic environment
  - Volunteering
  - The need to promote and maintain what are currently good levels of volunteering in the Shire.

### Summary of Community Priorities

Economic and business development was a very significant area for the community. This had a number of facets ranging from ensuring sufficient industrial land was available, to focusing on growing small and medium sized businesses using a range of tools. These included such things as 'buy local' strategies, building on primary strengths via value-add activities, to encouraging local existing businesses to improve and grow. Partnerships with external agencies and key players such as research organisations and universities was a key tool. An important aspect was the need to support young people to transition

from school to either employment or further education. Job creation was essential to this and to the wider health of the community.

Parallel to this was a focus for on-going improvement to those things essential to community life and wellbeing: medical services, safety, facilities etc, and protection of character and the feel of the Shire and town. The willingness to pay more for some targeted services is important information about where to place resourcing effort. Innovation around education choice was also seen as an important end in itself (community wellbeing) and as a tool to help reverse population loss, particularly the loss of young families to the Shire.

## FEEDBACK ON THE DRAFT STRATEGIC COMMUNITY PLAN

The Council adopted the Plan for public consultation on 17 July 2019.

The minutes of the 17 July Ordinary Council Meeting were published in the Pingelly Times on 23 July 2019. An article on the content of the Plan was published in the Pingelly Times on 30 July 2019 and the availability of the Plan for public comment was also published in the Pingelly Times on 6 August 2019.

Notices, in accordance with the provisions of the Local Government Act 1995, were placed on the Shire notice board and at the Library located in the Community Resource Centre.

The Plan remained on display for public comment until 15 August 2019.

No substantive submissions were received on the Plan during this period.

## KEY ISSUES FACING THE COMMUNITY

After considering the feedback from the community via the Major Strategic review process and input from other recent community processes,<sup>6</sup> the Council has identified nine broad areas of concern:

- changing State (and to a degree Federal) policy as it relates to investment and support for small rural communities and their regions. A key example is the effort made by the Shire (along with the Shires of Brookton and Beverly) and the community, to plan for and advance further stages of age appropriate accommodation and associated services. This issue remains a high priority for the Shire and it has worked hard to be 'shovel ready' however the anticipated investment by the government has not eventuated.
- young people's futures: the opportunities available to them, their health and safety, and engagement in the community. This includes education opportunities and keeping young people in the Shire, as well as promoting local job opportunities.
- a limited local economy which needs to expand, find new products and activities. This includes enabling business investment and encouraging secondary and tertiary industry, ensuring land is available for future business development, and that major transport routes through the town are appropriate. Improving commercial activity in the town centre and leveraging off that is also a focus.
- a static population and the risk of decline. At some point this raises issues around thresholds for affordable services and long-term viability. Associated with this is the challenge of an ageing population and what that means for the community and community services.
- the need for continued support for older people being able to remain in the Shire via such things as improved housing and care services choice.
- the risk of reduced levels of volunteering which maintains community activities and, in some cases, emergency response capability. For small rural communities, this network of volunteers is often key to community wellbeing and activity. While volunteering levels are good in the Shire at present, there is a risk of declining volunteering rates.
- the need to promote Pingelly across a number of fronts and areas of activity but with a particular focus on attracting investment and population.
- protecting built and natural environment quality. This ranges from concern about the potential impacts of climate change to a desire to see more done around waste management.
- the need for more positive engagement with the local Noongar community.
- the availability of water in multiple areas, including the overarching scheme supply to enable future residential and industrial development, and the declining natural water supply for agricultural and community infrastructure purposes.

<sup>6</sup> See for example, the Pingelly Age-Friendly Community Plan, March 2017 for further information about issues experienced by older residents.

# CURRENT SERVICES

The Shire of Pingelly delivers the following services:

<p><b>Technical Services</b></p> <ul style="list-style-type: none"> <li>▪ Asset Management Planning</li> <li>▪ Roads</li> <li>▪ Footpaths</li> <li>▪ Drainage</li> <li>▪ Bridges</li> <li>▪ Main Street</li> <li>▪ Property Services</li> <li>▪ Street Lighting</li> <li>▪ Parking Facilities</li> <li>▪ Minor Works</li> <li>▪ Street Cleaning</li> <li>▪ Water Harvesting</li> <li>▪ Parks, Playgrounds and Streetscapes</li> <li>▪ Cemeteries</li> <li>▪ Protection of the Environment</li> <li>▪ Domestic and Commercial Refuse Collection</li> <li>▪ Waste Recycling</li> <li>▪ Waste Management Facility</li> <li>▪ Road Reserves, Verges and Reserves Maintenance</li> <li>▪ Plant and Equipment Fleet</li> </ul>	<p><b>Corporate and Community Services</b></p> <ul style="list-style-type: none"> <li>▪ Licensing</li> <li>▪ Ranger Services</li> <li>▪ Sport and Recreation Facilities</li> <li>▪ Community Transport</li> <li>▪ Pingelly Swimming Pool</li> <li>▪ Halls and Community Facilities</li> <li>▪ Finance Services</li> <li>▪ Customer Services</li> <li>▪ Records Management</li> <li>▪ Information Technology</li> <li>▪ Staff Housing</li> </ul> <p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>▪ Community Development</li> <li>▪ Community Events</li> <li>▪ Seniors</li> <li>▪ Disability Access and Inclusion Planning</li> <li>▪ Children and Youth</li> <li>▪ Sport and Recreation Program</li> <li>▪ Library</li> <li>▪ Heritage and Culture</li> <li>▪ Museum</li> </ul>	<p><b>Administration - Technical</b></p> <ul style="list-style-type: none"> <li>▪ Strategic Land-use Planning</li> <li>▪ Town Planning</li> <li>▪ Building Control</li> <li>▪ Environmental Health</li> <li>▪ Fire Prevention and Emergency Management</li> </ul> <p><b>Office of the CEO</b></p> <ul style="list-style-type: none"> <li>▪ Major New Assets/Facilities</li> <li>▪ Strategic and Corporate Planning</li> <li>▪ Advocacy and Collaboration</li> <li>▪ Governance Support</li> <li>▪ Community Consultation and Engagement</li> <li>▪ Human Resources Management</li> <li>▪ Local Economic Development</li> <li>▪ Tourism Support</li> <li>▪ Main Street</li> <li>▪ Shire Branding and Promotion</li> <li>▪ Medical Services</li> </ul>
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# STRATEGIC DIRECTION

## COMMUNITY VISION

A community that has a shared vision, with everyone working towards the same end, is a strong community. Being clear and concise about the vision is an important factor in getting everyone on board. Vision statements “represent the reduction of a complex vision into a few carefully chosen words”<sup>7</sup> and because of this they are similar to Japanese haiku.

The Pingelly Vision Poem has been compiled from haikus\* created by the community as part of the engagement on the new Strategic Community Plan. The Pingelly Vision Poem is another world first in community engagement, following the world first Giant Jigsaw completed as part of the engagement on the first Strategic Community Plan.

### Pingelly 2030

Happy and healthy  
Pingelly is our home life  
Family safe within

Great place for coffee  
And going out for a meal  
Things to do for all

Population growth  
Sustainable businesses  
More jobs around town

More transport options  
Education and health needs  
Met by services

Smiling all year round  
A vibrant community  
Great facilities

Caring for nature  
Enjoying what we have and  
Sharing with the world

Diverse Pingelly  
With a rich cultural life  
A welcoming town

A positive vibe  
Our people make Pingelly  
The best place to be

From the themes of the poem we have distilled the following Community Vision.

<sup>7</sup> Christopher Finney, Not for Profit Quarterly, March 2008

\* A poetic form which has three lines - the first and third of which have five syllables and the second of which has seven syllables

## OUR VISION: GROWING, INCLUSIVE AND RESILIENT

This vision lies at the heart of the community's intentions for the Shire's future. Each aspect is interconnected. For example, an inclusive community which pulls together is more likely to be resilient in the face of change, or to encourage people to move to the Shire or invest.

**Growing:** To achieve population and economic growth that enables the community we want, including a healthy economy, and the services and quality of life we desire.

**Inclusive:** To be a community designed for all

**Resilient:** To have a resilient and adaptable community and economy, with an asset base which is fit for purpose, now and for the future

Each aspect shapes more detailed goals, desired outcomes and strategies which are outlined in a later section. For example, one of the issues around Shire population is the loss of young families, often because parents are seeking greater education choice for their children. This suggests that alongside the already important focus on local facilities and activities that are used by young people and families in the Shire, new solutions for education need to be explored. To be inclusive also means a focus on designing facilities and assets so that they are easily accessible for all users.

Sitting under this broad vision, is a focus on continuing the momentum we have achieved over the last few years, maintaining the key assets that support our community and setting new priorities for improvement over the next ten years.

## SUSTAINED PROGRESS

Over recent years, the Shire of Pingelly has focused on key "game changers" which we believe will underpin our future success as a community. Clear strategic direction and strong community support has enabled us to achieve over \$20 million investment in our future since the last Strategic Community Plan (2013-2023).

Three major projects were the Pingelly Recreation and Cultural Centre (PRACC), Pingelly Age Appropriate Accommodation and the Health Centre. These projects are building blocks towards our vision for the future. Each project reflects the innovation and community partnerships that have become the hallmark of how we work together as a Shire and community.

In developing this plan, the question was – where to next? What are the next set of game changers to focus on?

After extensive community engagement and deliberation, the strategic priorities outlined below have been identified by the Council for emphasis over the next ten years, and especially over the next four years.

## MAINTAINING THE BASE

At the same time the Shire is constantly mindful of the importance of roads, footpaths, parks, gardens, library and other assets, facilities and services that create the foundation for a thriving district. This presents a challenge when balancing costs to maintain and renew assets against the desire for new assets, all in the ability and willingness of households and businesses to pay rates.

The financial projections prepared as part of the planning process indicate that the next four years will be a period of adjustment. The PRACC will be completed and for each year after the Shire's ability to move resources back towards investment in facilities and services described above.

Through a combination of new and existing Federal and State grants the Shire is able to maintain a substantial road program while minimising the need to utilise municipal funds. As the grant funds reduce in year 5 so the Council will be in a strengthened position to fund the local share of roads and other infrastructure costs from our own funds. The projections also indicate a need to increase rates above inflation for the next four years after which the increase above inflation should be able to be reduced.

## STRATEGIC PRIORITIES

The strategic priorities build on the last Strategic Community Plan to move Pingelly forward to the next level. This is shown in Diagram X below. The priorities will influence the Shire's ongoing service delivery and asset stewardship roles and create the focus for major new investment decisions. They will be regularly reviewed through the two yearly Strategic Reviews.

### Growing Community

Pingelly has a largely stable population but in the last few years has lost some families with young children. At the same time, there is a gradual increase in the number and proportion of older people, living mainly in the town of Pingelly, and an increase in the proportion of single person households. We believe we can achieve a growing and balanced population, in order to develop the community we want, with a healthy economy and the services and quality of life we desire. Over the next ten years we have set a bold goal of increasing the population to 1600 people, with a focus on attracting and retaining young families.

We will do this while also working to make sure Pingelly is an attractive place for older residents, by providing an age friendly community, with access to the services and accommodation they need. We are exploring innovative models for ageing in place, which will also provide benefits to the local economy, particularly through employment and increased demand for local goods and services.

### *Medium Term Priorities*

- Healthy kids (0-5)
  - Whole of community effort
  - Pingelly Early Years Network
- Pingelly Wellbeing and Community Plan
  - Youth suicide prevention
  - Drug and alcohol
  - Youth at risk

- Ageing in Place
  - Somerset Alliance partnership
  - Maximise benefits in terms of demand for goods and services and jobs (link to Education)
  - Promote affordability and liveability (link to Branding and Marketing)
  - Support community hub approach to support for older people
  - PAAA expansion – watching brief (dependent on grant, shovel ready)

## Economic development

Farming is the primary economic activity within our district. But if the population is to prosper, business and job creation activities, either linked to or complementing farming activity, need to develop more. It is important that the community leverages off its advantages, for example economic activity linked to the PRACC, or carves out niche businesses built around peoples' knowledge and skills, or around the agricultural base.

Good quality education opportunities and linkages are key to Pingelly's future. The Shire, along with its neighbours, needs to explore innovative education models which will deliver the quality of education locally in the pre-school and school years, and links students to longer-term tertiary education and training pathways they might ultimately pursue.

### *Medium Term Priorities*

- Strengthening local business – Business After Hours, encourage formation of a local association
- Specialisation
  - Alignment of economic development activities with the Wheatbelt Development Commission and Regional Development Australia on current focus and support for Wheatbelt economic development, including Aboriginal enterprise
  - Agriculture based industries
  - UWA Future Farm (links to Education; Short Term Accommodation) – possible partnership with of economic development activities with the Wheatbelt Development Commission and Regional Development Australia on current focus and support for Wheatbelt economic development, including Aboriginal enterprise
  - Astronomy
  - Aboriginal enterprise
  - Tourism (links to Branding and Marketing; Short Term Accommodation)
- Education
  - Cert 3 and 4 for Aged Care (link to Growing Community)
- PRACC
  - Promotion (including signage)
  - Events
  - Longer term precinct development

- Accommodation/RVs and units (link to Short Term Accommodation) - site development or construction of units would depend on partnership and/or availability of grants

#### *As resources allow*

- Increase availability and profile of industrial land
  - Headworks (partial) – 18 months
  - Demonstrate demand – 2-3 years
  - Advocate for the State Government through the Department of Lands or Landcorp to take the lead – 3+ years

### **Short Term Accommodation**

It is also essential that with population growth comes access to suitable, affordable housing which gives people choice and signals a confidence in the future. This includes housing for older people, something which has been a focus over the last four years, as well as housing choice for families, accommodation for seasonal and other workers, and more housing for smaller households. It is important that everyone has access to good quality housing.

#### *Medium Term Priorities*

- Recreational Vehicles (RVs) and units in PRACC precinct
  - PRACC Precinct accommodation/RVs and units (link to Economic Development) (any site development or construction of units dependent on partnership and/or grants)
- Bed and Breakfast
  - Encourage, regularise, promote (link to Branding and Marketing)
- Old Hospital Site
  - This site is to be transferred by the State Government to the Shire. It will provide an opportunity to explore further options for short-term accommodation. The first step will be the preparation of a development strategy
- Caravan Park + RVs
  - Aim to extend nights, possibly deploy a campaign utilising incentives to encourage campers to stay for an extra night or two and spend in the town

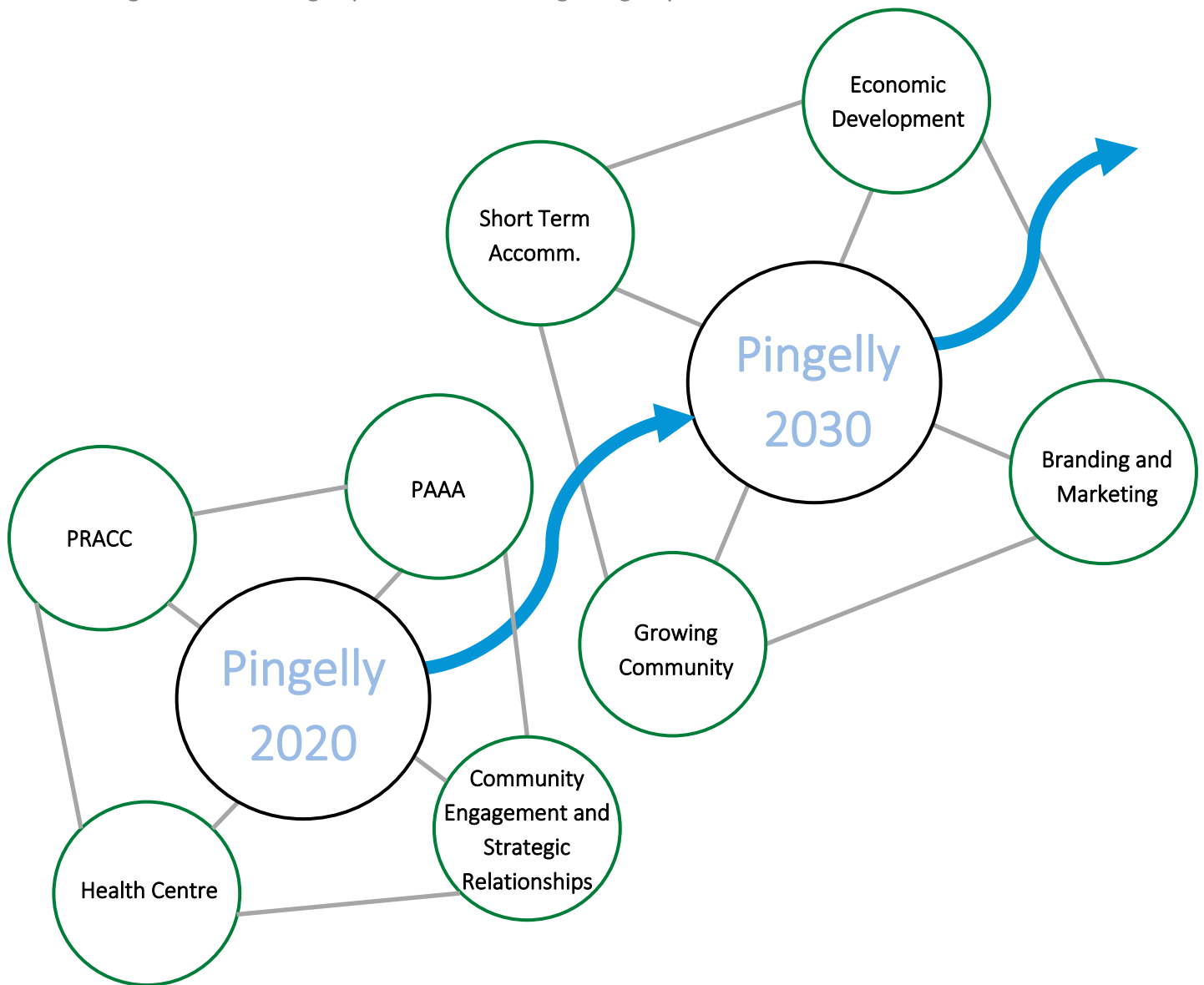
### **Branding and Marketing**

Promoting Pingelly as a district where the community is open to opportunities, innovative and welcoming is essential to many community aspirations, particularly population growth and economic development. Showing confidence and a clear meaningful vision builds confidence and interest among people who might choose to visit, live here, or invest. That confidence can be expressed in many ways, from a having an active centre, to branding and shared messages to the wider world. It is important that this message is well thought through and conveyed in a range of ways by the whole community.

- Evidence-based, expert and central approach to branding and marketing across investment, resident and visitor attraction (links to all other Priority Focus Areas)
  - Engage expert advice (as resources allow)
  - Work with Pingelly Tourism Group

- Consider new tagline/slogan to replace previous “People and Progress”
- Capture high quality images of Pingelly, including Drone images
- Ensure all relevant organisations are included in event promotion by others

Diagram x: strategic priorities moving Pingelly forward



## GOALS, OUTCOMES AND STRATEGIES

Five specific goals have been identified to guide actions. These are:

### *Goal 1: Economic*

The local economy is strong and resilient, embraces opportunities, and delivers local business growth and jobs.

### *Goal 2: Community*

Quality of life is good, people feel they have a positive future, they enjoy their community, and can live easily in the Shire over their lifetime.

### *Goal 3: Built Environment*

The physical environment is attractive and accessible, and accommodates new residents and businesses, in a way that protects local character and valued places.

### *Goal 4: Natural Environment*

Natural areas and systems are healthy and thriving, and sustainable use is made of natural resources.

### *Goal 5: Innovation, Leadership and Governance*

The Shire of Pingelly is an innovative, responsive partner to its community, an effective advocate, and a trusted steward of community assets. The organisation achieves good practice in all that it undertakes

Each goal has several desired outcomes and strategies for change and action.

## Goal 1: Economy

*The local economy is strong and resilient, embraces opportunities, and delivers local business growth and jobs.*

ITEM	OUTCOMES AND STRATEGIES
1.1	The Shire experiences significant new business growth and employment and is known widely as an innovative and collaborative community which is attracting new population and investment.
<del>1.1.1</del>	<del>Work with community groups, local business and other partners to explore and leverage opportunities for business development around the PRACC.</del>
1.1. <del>2</del> <u>1</u>	Continue to build relationships with tertiary research institutions (e.g. UWA), local business and other partners which bring collaboration on key projects and support Pingelly's vision for the future.
1.1. <del>2</del> <u>3</u>	Support the development and promotion of key messages for use by the community, the Shire and businesses, to convey Pingelly's economic and community vision, the steps being taken to achieve it, and the benefits of living, working, investing in, or visiting, the area.
1.1. <del>3</del> <u>4</u>	Support business and community tourism promotion initiatives.
1.1. <del>4</del> <u>5</u>	Participate positively in key regional and other networks in a way that builds collaboration and benefit for the community and local economy.
1.2	A truly working Main Street which symbolises a confident local economy, and results in people spending more locally
1.2.1	Encourage the return of a fully active commercial frontage filled with businesses, with retail gaps filled, and the best of friendly, country service.
1.2.2	Further develop the town centre as an attractive environment which supports business investment, and community and visitor use.
1.2.3	Encourage local pride and community support for local business.
1.3	The right resources and infrastructure are in place to support business development, including an increase in visitors and visitor spend in the Shire.
1.3.1	Support local tourism infrastructure development.
1.3.2	Advocate for adequate broadband, water and power supply capacity.
1.3.3	Ensure industrial land is available for new businesses and actively work to achieve take-up of sites.



## Goal 2: Community

*Quality of life is good, people feel they have a positive future, they enjoy their community, and can live easily in the Shire over their lifetime.*

ITEM	OUTCOMES AND STRATEGIES
2.1	Social services and facilities are designed and delivered in a way that fits community needs and aspirations
2.1.1	Continue to support the development of and access to core aged care and health services and facilities, e.g. PAAA, Health Centre.
2.1.2	Regularly review needs and develop community driven tactics, including advocacy, to secure needed social services, facilities and support (e.g. child care services).
<del>2.1.3</del>	<del>Explore and promote development of innovative education choices and opportunities in the Shire.</del>
2.2	Community groups function well with strong volunteer effort and feel supported by the community
2.2.1	Publicise and celebrate the contribution of groups and volunteers to the community.
2.2.2	Support the capacity of clubs and groups to develop
2.3	People feel that their community is safe for all, free of nuisance and protected from risk of damage
2.3.1	Protect public health and amenity
2.3.2	Act to reduce the risk of <del>bush fire</del> disaster, and be prepared in <del>case of bush fire in</del> terms of emergency response and disaster recovery
2.3.3	Ensure buildings and structures are safe and provide a healthy living and working environment.
<del>2.3.4</del>	<del>People and property are protected from flood damage and risk to a specified level.</del>
2.4	People have access to attractive community facilities, activities and events which support activity and health, community involvement and enjoyment of life.
2.4.1	Provide a range of community facilities and associated services in a way that maximises use and community activity.
2.4.2	Continue to develop the PRACC as a focal point for recreation and cultural activities.
2.4.3	Provide parks and gardens which can be enjoyed by all, including easy to access, good quality and interesting play areas for children, recreation opportunities for young people, and appropriate pathways and seating for older people and those with disability.
2.4.4	Celebrate key annual national events and support a range of local community events.

ITEM	OUTCOMES AND STRATEGIES
2.5	The young, older people and people with disability feel valued and have access to resources which provide opportunities for their development and enjoyment.
2.5.1	Enable people, particularly seniors and people with disability, to be able to move easily around the town and to use community facilities.
2.5.2	Advocate for and facilitate provision of services and resources to address issues experienced by young people and seniors.
<u>2.5.3</u>	<u>Facilitate strong levels of engagement with youth, in order to improve access to services, facilities and programs.</u>
<u>5.1</u> <u>2.6</u>	<u>The Aboriginal community and the Shire see each other as genuine partners for change and progress.</u>
<u>5.1.1</u> <u>2.6.1</u>	<u>Completion of the Reconciliation Action Plan.</u> <u>Proactively engage with the Aboriginal community to ensure recognition and integration of culture into the Shire's future.</u>

### Goal 3: Built Environment

*The physical environment is attractive and accessible, and accommodates new residents and businesses, in a way that protects local character and valued places.*

ITEM	OUTCOMES AND STRATEGIES
3.1	Pingelly is 'housing ready' for new population growth, and has appropriate housing choice available to the community.
3.1.1	Continue to advocate for and collaborate on housing options for older people (e.g. age appropriate housing) and people with disability which enables them to stay in the Pingelly community during their lives.
3.1.2	Ensure that town planning provisions enable a range of housing design and solutions, for different household types – e.g. single person households, seasonal workers, families.
3.2	New development (including commercial) is of a high quality and contributes positively to the character and appearance of the town.
3.2.1	Encourage new developments to be designed and built in a way that reduces pressure on and demand for resources (e.g. energy efficiency and water conservation), and gives priority to development/ infill of currently zoned land.
3.2.2	Ensure that new developments are designed for or contribute to public open space and have attractive streetscapes.

ITEM	OUTCOMES AND STRATEGIES
3.2.3	Plan for appropriate location of activities within the Shire, in a way that is consistent with the community's vision for the future.
3.3	The town of Pingelly has attractive streetscapes with fully integrated footpath and road design, street tree provision and management, street lighting, seating and landscaping.
3.3.1	Develop a streetscape design, development and management strategy to drive the asset investment and relevant service delivery.
3.3.2	Provide services to reduce litter and manage verges.
3.4	It is easy and safe to move around and in and out of the district
3.4.1	Provision of a road network with service levels that meet the needs of industry and residents.
3.4.2	Maintain and develop the footpath network <del>according to the direction set out by the Shire's streetscape strategy.</del>
3.4.3	Provide street lighting at a level which facilitates vehicle and pedestrian safety, and confidence to access facilities and events at night.
<del>3.5</del>	<del>An alternative truck route which avoids the town's Main Street is in place.</del>
<del>3.5.1</del>	<del>Explore further alternative truck route design and advocate for provision as required.</del>
3.6	The Shire's heritage structures, heritage and cultural places are valued and protected, and are integrated into community life and economic activity.
3.6.1	Continue to list valued heritage sites, and encourage restoration and maintenance of the Shire's built heritage.

## Goal 4: Natural Environment

*Natural areas and systems are healthy and thriving, and sustainable use is made of natural resources.*

ITEM	OUTCOMES AND STRATEGIES
4.1	Maximised resource recovery from waste and safe disposal of residual waste.
4.1.1	Provide people with the ability to reduce their waste and deal with residual waste appropriately.
4.1.2	Ensure the Shire's waste disposal facilities can appropriately handle all solid and liquid waste.
4.2	Water conservation and water harvesting opportunities are actively pursued.
4.2.1	Invest in water harvesting (including extension of the relevant parts of the drainage system) for use on the Oval.

ITEM	OUTCOMES AND STRATEGIES
4.2.2	Provide water conservation information to the community.
4.3	The Shire's valued natural areas and systems are protected and enhanced.
4.3.1	Support or directly undertake targeted environmental projects where external funding is available and/or opportunities for community partnerships exist.
4.3.2	Ensure proper land management practices are observed which result in protection and care of the natural environment
4.3.3	Undertake relevant Shire services in a way that has regard for protection of bush and habitat.
4.3.4	Use, wherever possible, locally sourced seed and plants.
4.4	Energy is used efficiently and there is an increased use of renewable energy in the Shire.
4.4.1	Continued inclusion of energy efficient design and systems, and solar energy systems in Council buildings and other key facilities.

## Goal 5: Innovation, Leadership and Governance

*The Shire of Pingelly is an innovative, responsive partner to its community, an effective advocate, and a trusted steward of community assets. The organisation achieves good practice in all that it undertakes.*

ITEM	OUTCOMES AND STRATEGIES
<del>5.1</del>	<del>The Aboriginal community and the Shire see each other as genuine partners for change and progress.</del>
<del>5.1.1</del>	<del>Completion of the Reconciliation Action Plan.</del>
5.1.2	The Shire's community feels community involvement and engagement is working well.
5.1.2.1	The community is provided with opportunities to engage on strategic, corporate, asset and financial plans, and other major plans and issues.
5.1.2.2	Continue to develop the successful Pingelly community involvement model, including in the design and development of key community facilities and initiatives.
5.1.2.3	Ensure that there is good communication between the Shire of Pingelly and the community via a range of methods.
5.2.3	The Shire (Council with the community) is a successful advocate for resources and facilities which support the vision for the future.
5.2.3.1	The Council and community continue work together to advocate for change, targeted to the following areas: <ul style="list-style-type: none"> <li>support for aged care services and services and activities for young people;</li> </ul>

ITEM	OUTCOMES AND STRATEGIES
	<ul style="list-style-type: none"> <li>adequate housing for the population</li> <li><del>innovative local education opportunities</del></li> <li><del>an alternative truck route</del></li> <li>energy, water and broadband capacity</li> <li>resources which will assist in the development of the local economy, creation of local businesses and jobs, and attraction of population and visitors</li> <li>maintenance, renewal and development of key infrastructure and community facilities</li> </ul>
5.34	The Shire of Pingelly is known to be an inclusive employer, and has the capacity and skills to deliver identified services and strategies over time.
5.43.1	Manage the Council workforce to provide for employee development and health and safety, and to allow the Shire to deploy resources to fit strategic direction.
5.34.2	An active approach to Shire workforce planning, including promotion of workforce diversity.
5.45	The value of community owned assets is maintained.
5.45.1	Assets renewals and upgrades are funded to the level required to maintain asset value and agreed service levels.
5.45.2	Projects are well-planned planned and delivered on time and on budget, with effective and thorough risk management and reporting.
5.56	Financial systems are effectively managed.
5.56.1	Financial management and reporting systems are able to deliver on all administrative and management functions (including reporting), and long-term financial planning requirements.
5.67	Customer service and other corporate systems are of a high quality and effective.
5.76.1	The Shire strives for a best practice in its customer service, including governance support, and continually seeks ways to improve delivery where needed.
5.67.2	Probity, risk management and associated reporting systems, and underpinning corporate IT systems are effective and efficient.
5.7	<u>A strong corporate governance framework is maintained</u>
5.7.1	<u>Maintain strategic and corporate planning documents as outlined in the Integrated Planning and Reporting Framework</u>
5.7.2	<u>Monitor and ensure compliance with the regulatory framework for Local Government</u>

## CAPITAL WORKS PROGRAM

The capital works program is shown in the table below. The focus over the next ten years will be on consolidating the benefits and opportunities derived from the development of the PRACC. A number of smaller capital projects will be undertaken with the largest single area of expenditure being road renewals and upgrades. Other key projects are the extension of water harvesting capacity

Over the last three years the Shire has undertaken or supported three key projects: development of the PRACC, delivery of Stage 1 of the PAAA and the development of the Health Centre. While the Shire will undertake a number of capital projects over the next ten years, the overall focus will be on consolidating these new initiatives and leveraging further benefit from them. The key projects planned over the next ten years are:

- completion of the PRACC project
- further improvement of drainage systems to allow for improved water harvesting for the oval and subsequent extension of collection capacity
- roads upgrade and renewal program
- completion of upgrades of footpaths to make it easier for pedestrians and pram access.
- small upgrades to Pingelly townsite playgrounds

The Council will undertake due diligence on all major capital and operational projects prior to any final decision to proceed. This will be done in order to ensure they are sustainable, viable and affordable (including whole of life costs) for Council and the community.

## CAPITAL WORKS PROGRAM - OVERVIEW

The projected capital works program reflects the priorities of the plan.

Project	Year 2019-20	Year 2020-21	Year 2021-22	Year 2022-23	Year 2023-24	Year 2024-25	Year 2025-26	Year 2026-27	Year 2027-28	Year 2028-29	Grand Total
Plant Replacement	83,232	29,608	489,584	573,373	686,302	287,172	470,539	218,702	353,509	361,846	
PRACC Completion works	178,500	4,300		200,000	40,000	58,700					
PRACC Bowling Lighting			120,000								
Pingelly Age Appropriate Housing							50,000	1,750,000	1,750,000		
Paths and tracks	12,000	196,000		37,309	90,583	145,294	61,530	28,956			
Caravan Park											
Road Improvements	2,249,334	1,033,491	1,366,182	1,091,874	1,408,639	1,120,220	1,238,191	919,124	737,124	1,739,124	
Bridges		250,000		311,300	366,100	353,500	596,800	600,900	632,000	160,000	
Waste Facility											
Swimming Pool		6,000		32,000		10,000	50,000				
Electronic Equipment		34,500	17,250	22,750	37,036	69,409	42,250	22,750	16,750	49,500	
Buildings			29,940	26,500		34,500					
Parks, Gardens, Playgrounds, Toilets			5,000	40,000		107,430					
Rennett and Realm Street drain and Dam				120,000	250,000	250,000					
Records archiving			54,000								
Depot			6,000			30,392					
Industrial Land Development							250,000				
Admin Office			70,000	100,000		40,000					
<b>GRAND TOTAL</b>	<b>2,523,066</b>	<b>1,553,899</b>	<b>2,157,956</b>	<b>2,555,106</b>	<b>2,878,660</b>	<b>2,506,617</b>	<b>2,759,310</b>	<b>3,540,432</b>	<b>3,489,383</b>	<b>2,310,470</b>	

## LONG TERM FINANCIAL PROFILE

The tables below provide key information regarding the cost and funding of the Plan.

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>											
<b>REVENUES</b>											
Rates	2,084,549	2,178,354	2,276,380	2,378,817	2,473,970	2,572,928	2,662,980	2,756,185	2,852,651	2,952,494	3,055,831
Operating grants, subsidies and contributions	1,705,929	1,519,796	1,565,391	1,612,354	1,660,727	1,710,549	1,761,865	1,814,722	1,869,162	1,925,237	1,982,993
Profit on asset disposal	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	319,832	329,426	339,310	349,488	359,972	370,772	381,896	393,354	405,156	417,310	429,827
Interest earnings	71,670	65,974	80,649	80,722	75,478	79,741	77,940	76,502	78,987	87,902	96,871
Other revenue	52,698	53,752	54,827	55,923	57,040	58,180	59,345	60,532	61,744	62,979	64,241
	<b>4,234,678</b>	<b>4,147,302</b>	<b>4,316,557</b>	<b>4,477,304</b>	<b>4,627,187</b>	<b>4,792,170</b>	<b>4,944,026</b>	<b>5,101,295</b>	<b>5,267,700</b>	<b>5,445,922</b>	<b>5,629,763</b>
<b>EXPENSES</b>											
Employee costs	( 1,455,207)	( 1,381,817)	( 1,402,620)	( 1,440,616)	( 1,399,188)	( 1,428,239)	( 1,471,083)	( 1,500,501)	( 1,538,016)	( 1,584,153)	( 1,602,690)
Materials and contracts	( 1,490,514)	( 1,191,230)	( 1,212,857)	( 1,124,928)	( 1,147,429)	( 1,170,388)	( 1,193,801)	( 1,217,685)	( 1,242,042)	( 1,266,885)	( 1,292,231)
Utility charges (electricity, gas, water etc.)	( 159,336)	( 165,709)	( 172,333)	( 179,224)	( 186,392)	( 193,847)	( 201,600)	( 209,666)	( 218,049)	( 226,773)	( 235,844)
Depreciation on non-current assets	( 1,639,865)	( 1,695,487)	( 1,759,217)	( 1,805,620)	( 1,821,809)	( 1,898,182)	( 1,910,312)	( 1,929,287)	( 1,961,111)	( 2,046,335)	( 2,053,922)
Loss on asset disposal	0	0	0	0	0	0	0	0	0	0	0
Interest expense	( 184,794)	( 129,523)	( 122,729)	( 115,635)	( 70,105)	( 138,624)	( 92,422)	( 83,987)	( 75,614)	( 46,128)	( 63,534)
Insurance expense	( 167,106)	( 173,790)	( 180,742)	( 187,970)	( 195,486)	( 203,301)	( 211,434)	( 219,893)	( 228,686)	( 237,833)	( 247,344)



	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other expenditure	( 93,995)	( 95,875)	( 97,790)	( 99,746)	( 101,741)	( 103,778)	( 105,855)	( 107,971)	( 110,131)	( 112,332)	( 114,578)
	( 5,190,817)	( 4,833,431)	( 4,948,288)	( 4,953,739)	( 4,922,150)	( 5,136,359)	( 5,186,507)	( 5,268,990)	( 5,373,649)	( 5,520,439)	( 5,610,143)
	( 956,139)	( 686,129)	( 631,731)	( 476,435)	( 294,963)	( 344,189)	( 242,481)	( 167,695)	( 105,949)	( 74,517)	19,620
<b>FUNDING POSITION ADJUSTMENTS</b>											
Depreciation on non-current assets	1,639,865	1,695,487	1,759,217	1,805,620	1,821,809	1,898,182	1,910,312	1,929,287	1,961,111	2,046,335	2,053,922
Net profit and losses on disposal	0	0	0	0	0	0	0	0	0	0	0
<b>NET FUNDING FROM OPERATIONAL ACTIVITIES</b>	<b>683,726</b>	<b>1,009,358</b>	<b>1,127,486</b>	<b>1,329,185</b>	<b>1,526,846</b>	<b>1,553,993</b>	<b>1,667,831</b>	<b>1,761,592</b>	<b>1,855,162</b>	<b>1,971,818</b>	<b>2,073,542</b>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>											
<b>INFLOWS</b>											
Proceeds on disposal	81,152	5,306	128,269	177,759	211,718	63,178	115,994	23,901	87,768	141,744	164,238
Non-operating grants, subsidies and contributions	1,927,489	1,378,491	1,069,004	1,101,355	1,211,341	1,189,624	1,109,624	2,062,260	2,101,260	689,624	2,595,970
<b>OUTFLOWS</b>											
Purchase of property plant and equipment	( 83,232)	( 70,108)	( 601,774)	( 724,623)	( 723,338)	( 521,493)	( 812,789)	( 1,991,452)	( 2,120,259)	( 411,346)	( 3,322,644)
Purchase of infrastructure	( 2,439,834)	( 1,483,791)	( 1,556,182)	( 1,830,483)	( 2,155,322)	( 1,995,144)	( 1,946,521)	( 1,548,980)	( 1,369,124)	( 1,899,124)	( 1,317,124)
<b>NET FUNDING FROM CAPITAL ACTIVITIES</b>	<b>( 514,425)</b>	<b>( 170,102)</b>	<b>( 960,683)</b>	<b>( 1,275,992)</b>	<b>( 1,455,601)</b>	<b>( 1,263,835)</b>	<b>( 1,533,692)</b>	<b>( 1,454,271)</b>	<b>( 1,300,355)</b>	<b>( 1,479,102)</b>	<b>( 1,879,560)</b>
<b>FUNDING FROM FINANCING ACTIVITIES</b>											
<b>INFLOWS</b>											
Transfer from reserves	0	53,602	378,565	448,364	511,620	278,494	396,795	217,551	282,491	269,602	358,406

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
New borrowings	1,200,000	0	0	0	0	0	0	0	0	0	0
<b>OUTFLOWS</b>											
Transfer to reserves	( 3,721)	( 746,800)	( 393,669)	( 343,993)	( 476,853)	( 341,009)	( 354,350)	( 341,438)	( 646,745)	( 635,359)	( 349,755)
Repayment of past borrowings	( 1,389,880)	( 163,597)	( 170,391)	( 177,485)	( 116,458)	( 261,053)	( 200,698)	( 209,133)	( 190,553)	( 126,959)	( 202,633)
<b>NET FUNDING FROM FINANCING ACTIVITIES</b>	<b>( 169,301)</b>	<b>( 839,256)</b>	<b>( 166,803)</b>	<b>( 53,193)</b>	<b>( 71,245)</b>	<b>( 290,158)</b>	<b>( 134,139)</b>	<b>( 307,321)</b>	<b>( 554,807)</b>	<b>( 492,716)</b>	<b>( 193,982)</b>
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0
<b>ESTIMATED SURPLUS/DEFICIT JUNE 30 C/FWD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Funding available/(to be sourced)	0	0	0	0	0	0	0	0	0	0	0
<b>COMPOSITION OF CLOSING POSITION</b>											
<b>CURRENT ASSETS</b>											
Unrestricted Cash and Equivalents	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102
Restricted Cash and Cash Equivalent	377,172	1,070,370	1,085,474	981,103	946,336	1,008,851	966,406	1,090,293	1,454,547	1,820,304	1,811,653
Non-Cash Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Trade and Other Receivables	94,807	95,960	97,189	87,714	110,678	101,382	102,967	77,268	77,268	77,268	77,268
Inventories	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474
<b>CURRENT LIABILITIES</b>											
Trade and Other Payables	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)	( 307,844)
Reserves	( 177,172)	( 870,370)	( 885,474)	( 781,103)	( 746,336)	( 808,851)	( 766,406)	( 890,293)	( 1,254,547)	( 1,620,304)	( 1,611,653)

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Estimated Surplus/Deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT ASSETS	502,555	1,196,906	1,213,239	1,099,393	1,087,590	1,140,809	1,099,949	1,198,137	1,562,391	1,928,148	1,919,497
TOTAL CURRENT LIABILITIES	( 649,229)	( 654,870)	( 660,735)	( 609,183)	( 730,814)	( 679,755)	( 686,605)	( 693,724)	( 630,130)	( 705,804)	( 790,846)
Reserves	( 177,172)	( 870,370)	( 885,474)	( 781,103)	( 746,336)	( 808,851)	( 766,406)	( 890,293)	( 1,254,547)	( 1,620,304)	( 1,611,653)
Add: Leave Reserve	36,417	37,198	37,996	38,811	39,643	40,493	41,362	42,249	43,155	44,081	45,027
Add: Current Long Term Borrowings	146,058	151,699	157,564	106,012	227,643	176,584	183,434	190,553	126,959	202,633	287,675
	0	0	0	0	0	0	0	0	0	0	0

## RATIO ANALYSIS

Ratios	TARGET RANGE	10 year Average	Comment
<b>LIQUIDITY RATIOS</b>  <b>Current Ratio</b> <i>A measure of a local government's liquidity and its ability to meet its short term financial obligations from unrestricted current assets.</i>	1+	0.18	Strengthening trend over the longer term
<b>OPERATING RATIOS</b>  <b>Operating Surplus Ratio</b> <i>An indicator of the extent to which revenue raised not only covers operational expenses, but also provides for capital funding</i>  <b>Own Source Revenue Coverage Ratio</b> <i>An indicator of a local government's ability to cover its costs through its own revenue efforts.</i>	0%-15%  40%-90%	6.28%  62.07%	Reflects reliance on non-operating grants
<b>BORROWINGS RATIO</b>  <b>Debt Service Cover Ratio</b> <i>An indicator of a local government's ability to generate sufficient cash to cover its debt payments.</i>	2+	10.7	
<b>FIXED ASSET RATIOS</b>  <b>Asset Sustainability Ratio</b> <i>An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives.</i>  <b>Asset Consumption Ratio</b> <i>This ratio highlights the aged condition of a local government's physical assets.</i>  <b>Asset Renewal Funding Ratio</b> <i>Indicates whether the local government has the financial capacity to fund asset renewal at existing revenue and service levels.</i>	90%+  50%+  75%-95%	118.35%  96.09%  164.27%	Asset programs are regularly reviewed

# STRATEGIC RISK MANAGEMENT

The following table outlines the strategic risks to the Plan and the risk controls that apply.

## *Strategic Risks and Controls*

Risk Category	Risk Description	Risk Controls
Political	Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Lobbying and advocacy</li> <li>Community engagement</li> </ul>
Governance	Breakdown in relationship between Shire President/ Council and CEO	<ul style="list-style-type: none"> <li>Regular meetings CEO/Shire President</li> <li>CEO performance review process</li> <li>Code of Conduct and relevant policies</li> <li>Councillor training and induction</li> </ul>
Community	Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> <li>Communications and community engagement</li> </ul>
Financial	Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Asset Management Plans</li> <li>Budget process</li> <li>Rigor of project management</li> </ul>
Financial	Employee cost rises above assumption	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Workforce Plan (WFP)</li> <li>Budget process</li> </ul>
Financial	Reduced external grants/funding	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Budget process</li> <li>Lobbying and advocacy</li> </ul>
Financial	Misappropriation of funds	<ul style="list-style-type: none"> <li>Policies and Procedures</li> <li>Audit controls</li> </ul>
Economic	Low business growth	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Economic development facilitation</li> </ul>
Human Resources	Lack of available skilled staff	<ul style="list-style-type: none"> <li>Workforce Plan (WFP)</li> </ul>
Human Resources	High staff turnover	<ul style="list-style-type: none"> <li>Workforce Plan (WFP)</li> </ul>
Human Resources	Lack of available skilled contractors / suppliers	<ul style="list-style-type: none"> <li>Tender and Procurement Process</li> <li>Workforce Plan</li> </ul>
Environmental	Disasters i.e. bushfire/flood/ storm	<ul style="list-style-type: none"> <li>Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements</li> </ul>

## HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The following table outlines the measures, sources of data and targeted direction for the Plan, with a focus on the strategic priorities. The indicators below will help Council and the community monitor progress towards achieving Pingelly's community vision and strategic goals. Some of them are in the direct control of the Shire while others are less so (colour coded for ease of reference). The Strategic Community Plan is more focused on community wellbeing indicators, whilst the Corporate Business Plan is more focused on performance indicators. Financial and asset ratios are common to both; they are vital indicators of sound governance and management.

Key: Local Government level of control/ influence:

H	High	Policy and service areas that are in direct control of local government
M	Medium	Issues that local government does not control but can influence
L	Low	Areas that local government neither controls nor is likely to influence, but are important to the community

### Measures of Success

	Measures	Source	Target
	High Level Trends		
	Total population (number)	2021 and 2026 census	1600 pop. by 2026
	Unemployment Rate	ABS data	Decreasing
	Family households as a % of total households	2021 and 2026 census	Increasing
	Economic		
	No of visitors using tourism services	This measure to be confirmed	Increasing
	New businesses created	ABS data	Increasing
	No. of commercial businesses on Main street	Shire property data	Increasing
	Community		
	Perception that Shire community is well-placed for the future	Residents Satisfaction survey.	Increasing
	Community satisfaction with key community social services and facilities	Residents Satisfaction survey (2 year rolling review)	Increasing
	Community satisfaction with nature and quality of Council provided facilities and services	Residents Satisfaction Survey (2 year rolling review)	Increasing

	Measures	Source	Target
	% of people volunteering	Census data	Maintain
	Built Environment		
	New house building - increase proportional to population increase and population types	Shire building consents data.	Increase relative to population.
	Natural Environment		
	Waste diverted (recovered/ recycled) as a % of total waste stream collected/ received	Shire data	Increasing
	Leadership and Governance		
	Overall satisfaction with the Shire of Pingelly Council – good or better.	Residents Satisfaction Survey	Increasing
	Feeling that can be involved in important Shire decisions if wish to	Residents Satisfaction Survey	Increasing
	Pingelly Reconciliation Plan completed	Shire data	Completed by Dec.2019
	Operating Surplus Ratio <sup>8</sup>	Shire data	10% or greater
	Current Ratio <sup>9</sup>	Shire data	1:1 or greater
	Debt Service Cover Ratio <sup>10</sup>	Shire data	2 or greater
	Own Source Revenue Covering Ratio <sup>11</sup>	Shire data	Between 40% and 60%.
	Asset Consumption Ratio <sup>12</sup>	Shire data	50% or greater
	Asset Sustainability Ratio <sup>13</sup>	Shire data	90% or greater
	Asset Renewal Funding Ratio <sup>14</sup>	Shire data	Between 75% - 95%

8. The extent to which revenues raised cover operational expense only or are available for capital funding purposes.

9. The liquidity position of a local government that has arisen from the past years transactions.

10. The ratio of cash available for debt servicing to interest, principal and lease payments.

11. An indicator of a local government's ability to cover its through its own revenue efforts.

12. The ratio highlights the aged condition of the local government's stock of physical assets.

13. This measures the extent to which assets managed y the local government are being replaced as they reach the end of their useful life.

14 This indicates whether the local government has the capacity to fund asset renewal as required and can continue to provide existing levels of service without additional operating income, reductions in operating expenses or an increase in net financial liabilities above that currently projects.

**Pingelly Town Hall**  
Maintenance, Conservation and Adaptive Reuse Works  
20 Parade Street, Pingelly

CONCEPT DESIGN REPORT  
ISSUED: 25 February 2021

Shire of Pingelly

**ORA**  
Office of Regional  
Architecture

2 Lennard Street  
cnr Robinson Rd Brookton WA 6306  
PO Box 102 Brookton WA 6306

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[www.regionalarchitect.com.au](http://www.regionalarchitect.com.au)

ABWA Reg # 3315  
ABN 52 624 524 590





#### 1. LANDSCAPE POCKET

Shaded street-front seating area with tree and bike rack. Contributes to the quality and amenity of the Street scape and makes it a welcoming place to be and watch the life of the town pass by.

#### 2. PINGE CULLING ROOM

An important space acknowledging the local Noongar first nations people and culture, the changes that came with the arrival of the first Anglo settlers and the railway in the 1880s, the progress of the district since in the farming, sporting, cultural, business and community spheres, featuring our leading local identities, and a place for expression of the bright future of a common shared path forward. Pinge = small gully Culling = water.

#### 3. VISITOR'S CENTRE + RECEPTION

The go-to place for tourists and visitors to the town. A contemporary space, designed to help visitors make the most of their stay. A stopping point for tourist bus services, grey nomads, backpackers and around-Australia caravaner. A window into the diverse and interesting world of the Pingelly district.

#### 4. ABLUTIONS + CLEANERS STORE

New contemporary and compliant facilities including universal access facilities and ambulant toilets and showers for occupant use. These are located outside the existing building fabric to keep building costs low and retain valuable real estate inside the heritage building for cultural/ community uses. The ablutions connect to the North Courtyard as well as the main hall and Pinge Culling Room.

#### 5. NORTH COURTYARD

A landscaped 'overflow' space suitable for musical performances, night-time soirees under fairy lights, sculpture exhibitions, parties and celebrations, and as break-out space from activities in the Main Hall.

#### 6. STAGE

A raised platform for outdoor performances of music, stand-up comedy, with room for seated or standing audience, co-located with the Back Stage facilities provided in the Main Hall.

#### 7. FUTURE SECURE STORAGE

To be used by clubs and groups who regularly use the building. Also provides secure storage for important rotating display items.

#### 8. FUTURE WORKSHOP/ MUSIC STUDIO

Allocation of space for future uses: artist in residence workshop, music studio.

#### 9. ARTIST IN RESIDENCE ACCOMODATION

Allocation of space for a loft apartment-type residence, with some privacy and separation.

#### 10. FUTURE COMMERCIAL KITCHEN (SHORT/MEDIUM TERM STORAGE)

#### 11. BREAKOUT SPACE

Landscaped access and breakout space for the future workshop/music studio from the work spaces, provision for car parking and all amenities.

#### 12 DELIVERY & LOADING

Vehicle delivery and load-in dock for exhibitions and performances, with designated access, bay and all-weather driveway.

#### 15. CAR PARKING: UA

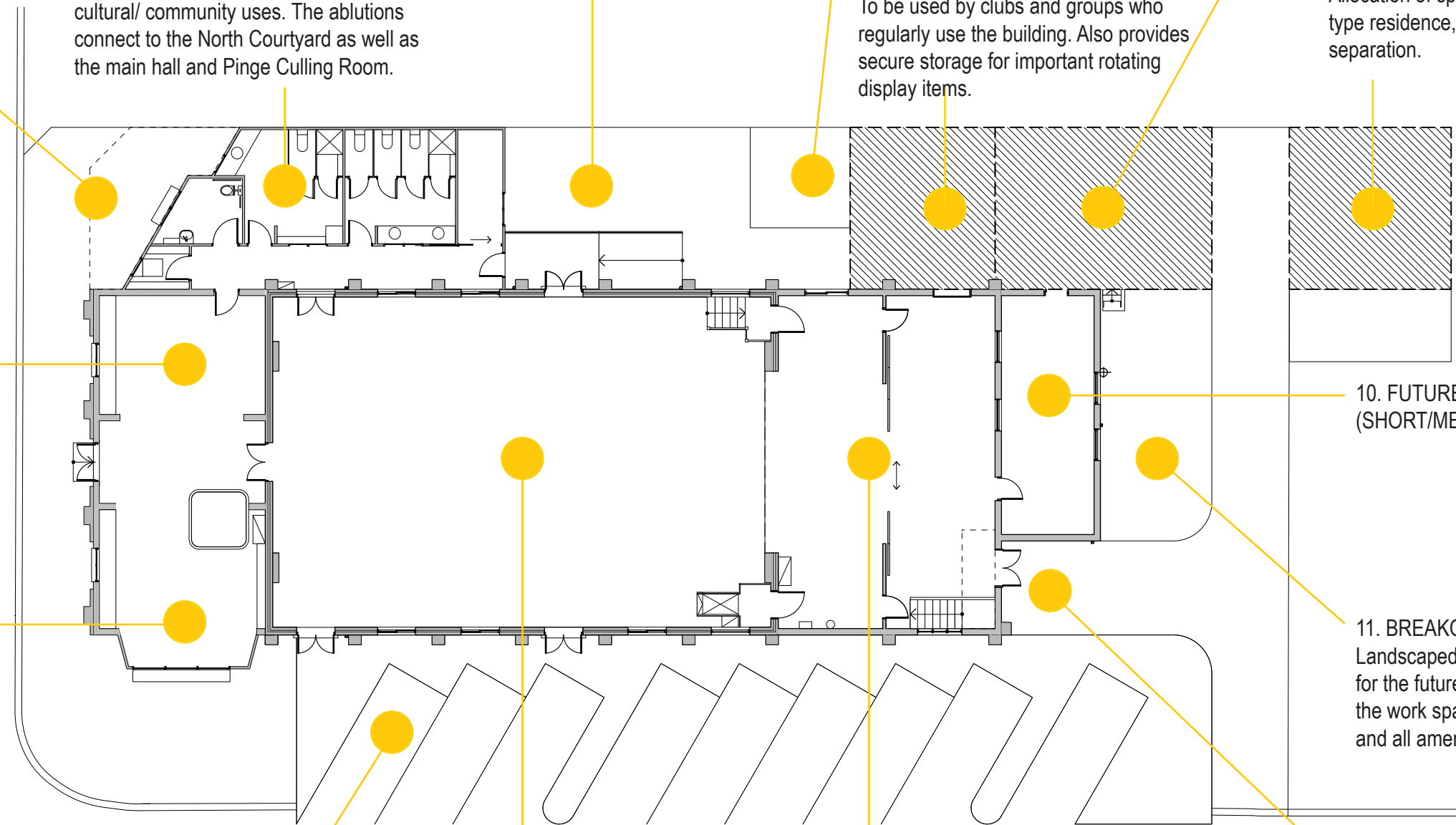
Regular angled parking bays clearly defined for easy entry and egress, with landscaping to improve the appearance of the Town Hall on the southern approach.

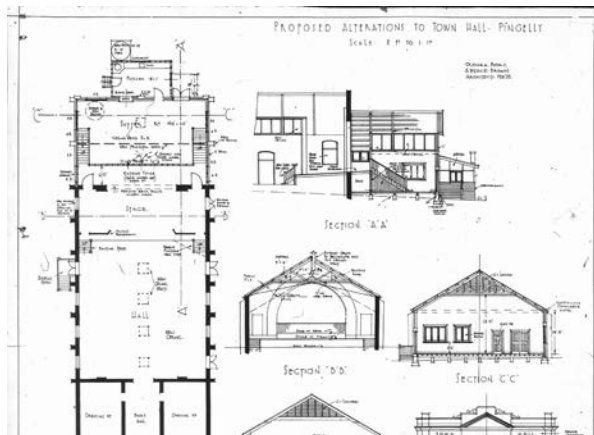
#### 14. MULTIPURPOSE HALL

A conserved, highly crafted hall space with unique ceiling beams and proscenium arch, restored timber floors includes acoustic panels to dampen excessive noise. Ideal for workshops, classes, pop up markets, theatre productions, formal talks, art and craft displays, rotating displays of historical artifacts and photography.

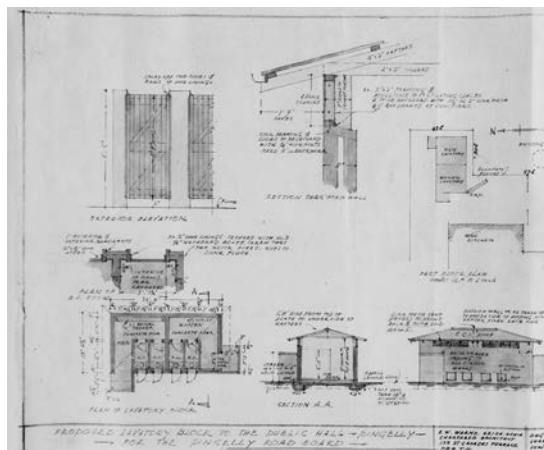
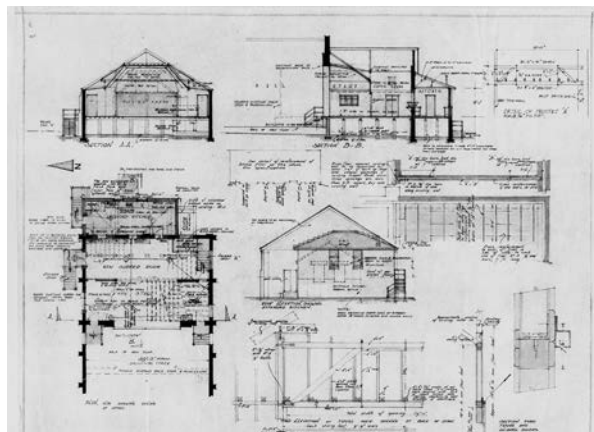
#### 13. STAGE + BACKSTAGE

A restored and upgraded sliding partition allows the spaces to operate separately or as one space. These rooms provide an intimate space suitable for art classes, talks or other gatherings. A future artist in residence may make use of these spaces on a regular basis. The space can also be used for exhibitions or rotating displays such as arts and crafts, historical artifacts or photographs. The spaces retain their function as a traditional stage/ back stage.





Feb 1935 Oldham Boas & Ednie Brown Architects



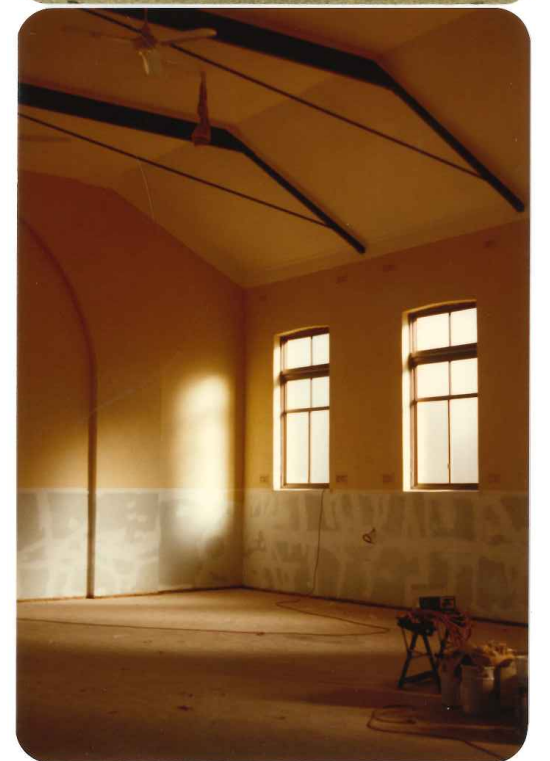
Oct 1953 E.W Warne Chartered Architect

Drawings courtesy of the State Records Office and the Shire of Pingelly



1984 Upgrade Works including new roof + ceilings + facade upgrade.

Photographs courtesy of the Shire of Pingelly





## A. Opportunities

We have identified a number of key opportunities inherent in the site and project brief. The established aspirations of the community as established in the project brief, flowing from public consultation and endorsed by Council, along with these opportunities, can help define the future of the Town Hall and distinguish it as an important place for the Pingelly community and an exemplary regional and state project and place.

### 1. Landmark

Utilise the main street frontage and corner location of the site as a 'landmark' to people driving thru town, as well as locals. Utilise the prominent status on Parade Street - refer, *statement of significance State Heritage Office*, InHerit Place Record.

### 2. Precinct

Located in the midst of the hustle and bustle of Parade Street in the Pingelly CBD, surrounded by shops, services and points of interest, together with ample space for on-site and off-site parking. Together with the Museum, housing a future cafe, Memorial Park, Community Resource Centre building, the upgrade of the Pingelly Town Hall will establish a visitor's 'precinct' as well as an important community place.

### 3. A new Pinge Culling room

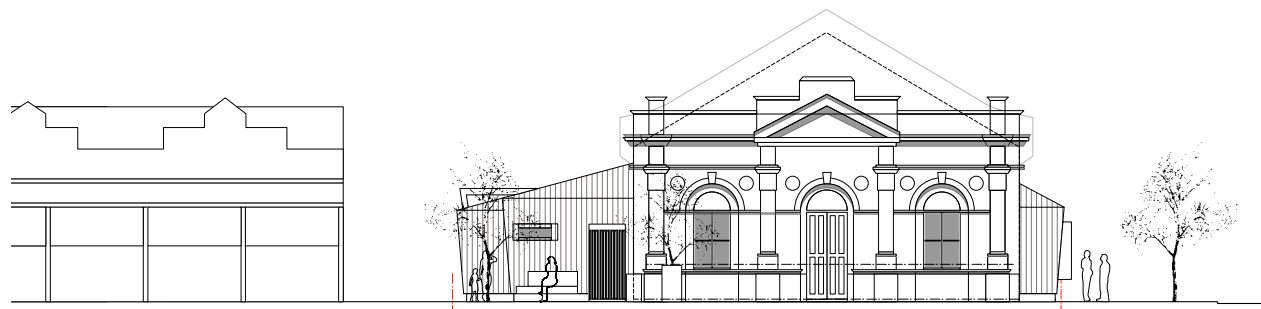
A fitting location for an important, high quality, well considered room for the display and ongoing communication, story telling, expression of ideas and discussion about the history and future of Pingelly.

### 4. Multipurpose Hall

The hall and stage areas are in sound condition and with minor upgrade works and improved ancillary facilities, can house a wide range of possible flexible and compatible uses including cultural, exhibition, performance, 'maker' spaces, pop-up shops, tourism, commerce and business events.

### 5. In-tact and highly crafted Street Facade

The building has an intact, high quality street facade in the *exuberant Free Federation Classical style*. The building is in good condition and an appropriate scale for an architectural/ well considered statement.



## B. Constraints

The following are the constraints we have identified to address and respond to throughout the design process.

### 6. Boundary unknown

Cadastral survey/ re-pegging of boundary is required as its currently unknown. Works cannot commence or design finalised until boundary location is confirmed.

### 7. Sewer connection unknown

We have reviewed the WaterCorp documentation and run the diagram past a plumber contact. It currently appears from the documentation that the site is not connected to the mains sewer line. This will have to be confirmed prior to works commencing. It could be the case that the 1984 upgrade and conservation works connected to the mains, but records were not lodged/updated with WaterCorp. Alternatively the building could be still making use of septic/ leach drain system in part of full, and now will require connection to the mains sewer.

### 8. Compliance requirements

- Universal access
- Fire egress and access
- Rear lot and driveway ownership
- Sanitary facilities provision

### 9. Parking

To maximise usage and access for future users of the building, the parking requires re-planning. This may involve re-modelling the kerb edge to achieve 1 or 2 universal access bays and re-orientating the bays either 60 degrees or 90 degrees to the street edge. There may be requirements to liaise with the appropriate approval stakeholders if proposing to alter the verge.

## C. Places of Cultural Heritage Importance (heritage fabric)

In keeping with best practice regards places of cultural heritage significance we are guided by the Burra Charter. In particular, all new uses are to be compatible with the place's Statement of significance.

*Statement of significance (Source: State Heritage Office InHerit website)*

*The place has aesthetic value for its use of decorative structural elements that are common features of the exuberance of the Federation Free Classical style, and as such makes a positive contribution to the streetscape.*

*The place has landmark value on Parade Street*

*The place is a demonstration of the development that occurred in Pingelly around the turn-of-the-century as it became the service centre of the district.*

In lieu of a conservation management plan, an adaptive reuse strategy is guided primarily by the statement of significance as well as a review of all documentary and physical evidence to form a basic chronology of the layers of change to the place. Documentary evidence has been sourced for building works circa the following years: 1907 (original construction); 1935 (working drawings); 1953 (working drawings); 1984 (photographic evidence).


## D. Compliance, Access and Inclusion

A key component of Adaptive Reuse and Conservation is ensuring compliance and upgrade is undertaken in a careful way so as to retain the cultural heritage significance, while bringing the building to a standard compatible with current codes and legislation. This project must address in particular, universal access regarding sanitary facilities, providing ambulant and wheelchair access where level changes occur externally and also to the rear internal spaces, and the

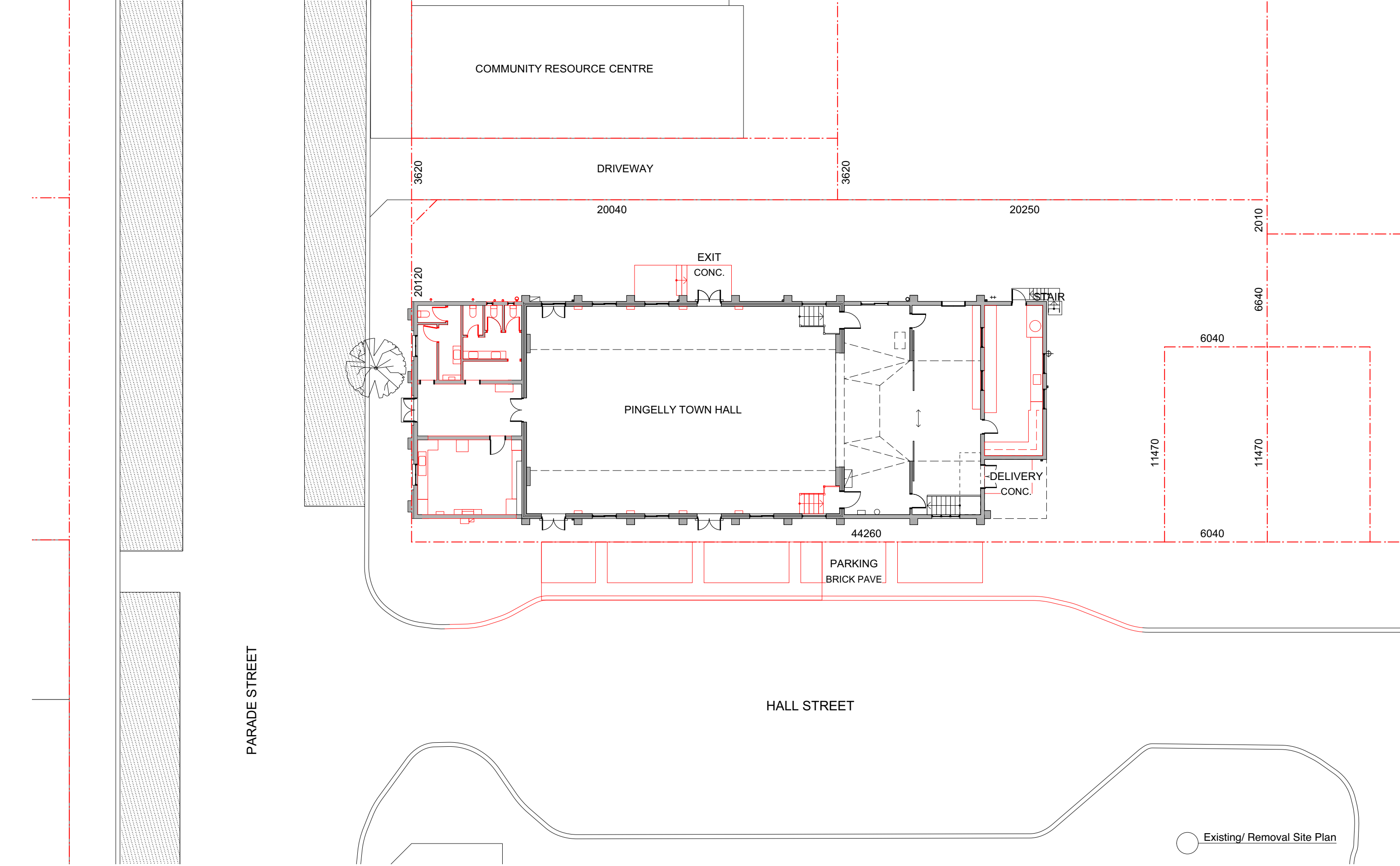





Created: 28 January 2021 from Map Viewer Plus: <https://maps.landgate.wa.gov.au/maps-landgate/registered/>

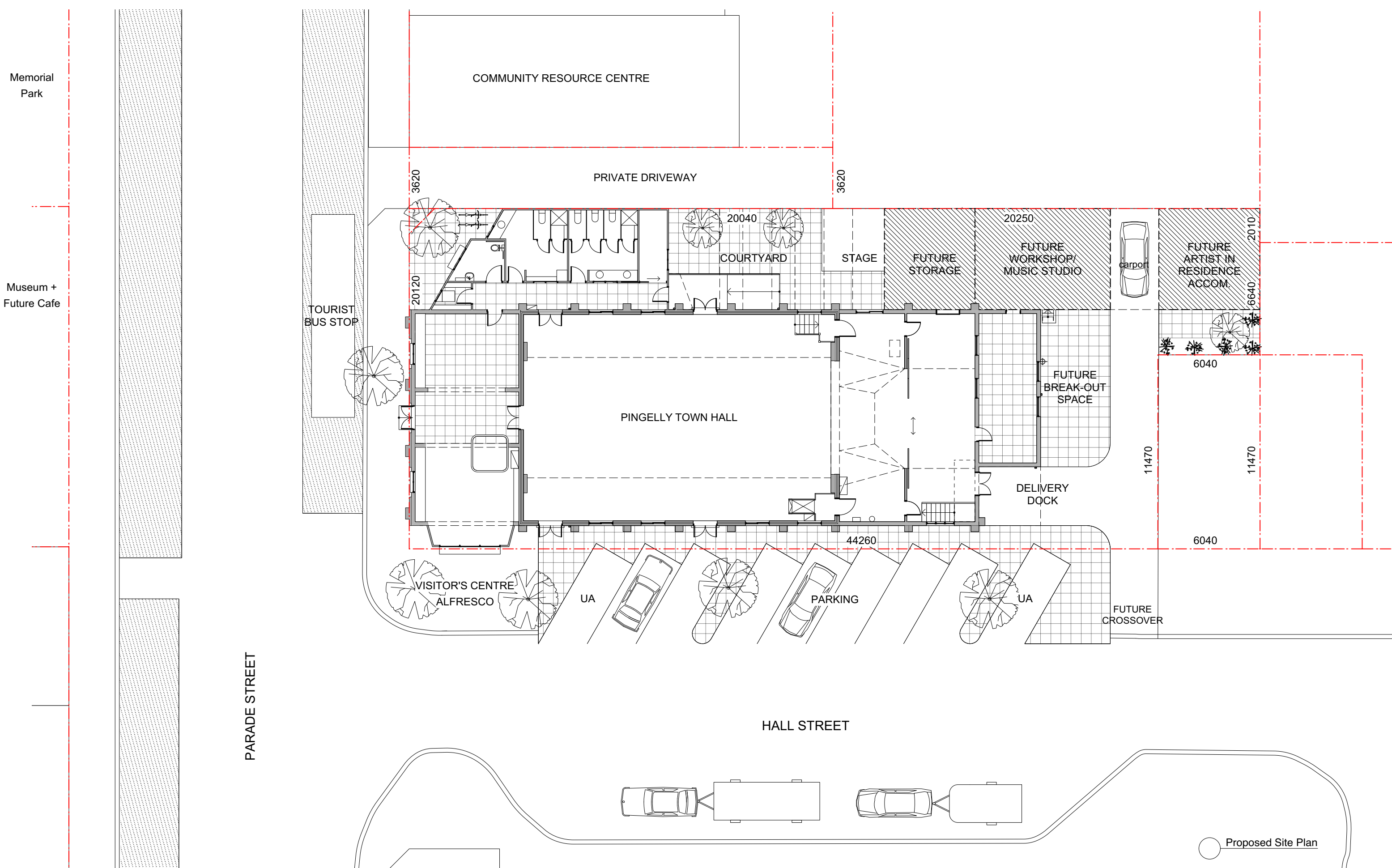
Notes	Project Pingelly Town Hall	Drawing Existing Location Plan	Project Status: CONCEPT DESIGN 25 FEB 2021
Aerial courtesy of Landgate online mapping	Client Shire of Pingelly Address 20 Parade Street, Pingelly WA ORA Project No. 2020-0019	Scale 1:200 @ A3 Drawing No. A0.01 Date05 Feb 2020 Revision	<div>© OFFICE OF REGIONAL ARCHITECTURE 2020</div> <div> Office of Regional Architecture</div> <div>2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306 T. 9699 6474 admin@regionalarchitect.com.au www.regionalarchitect.com.au Page 67 of 171 ABWA Reg # 3315</div>






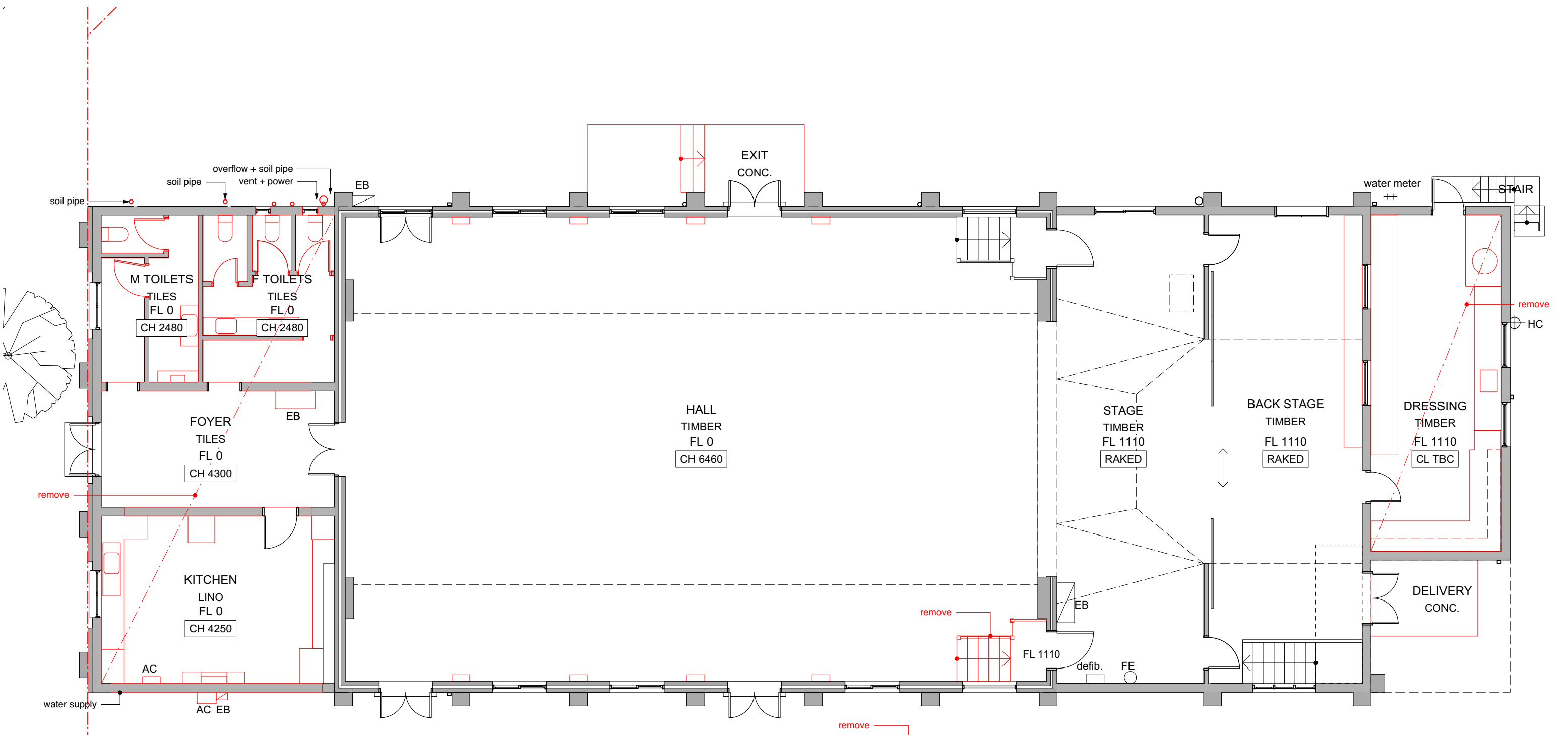


Notes  1. Red indicates items for removal 2. Boundary locations to be confirmed by cadastral survey/ repeg.	Project Pingelly Town Hall	Drawing Existing/ Removal Site Plan		Project Status: CONCEPT DESIGN 25 FEB 2021	
	Client Shire of Pingelly Address 20 Parade Street, Pingelly WA ORA Project No. 2020-0019	Scale 1:200 @ A3 Date 25 Jan 2021	Drawing No. A1.01 Revision	<div>© OFFICE OF REGIONAL ARCHITECTURE 2020</div> <div>Office of Regional Architecture</div>	

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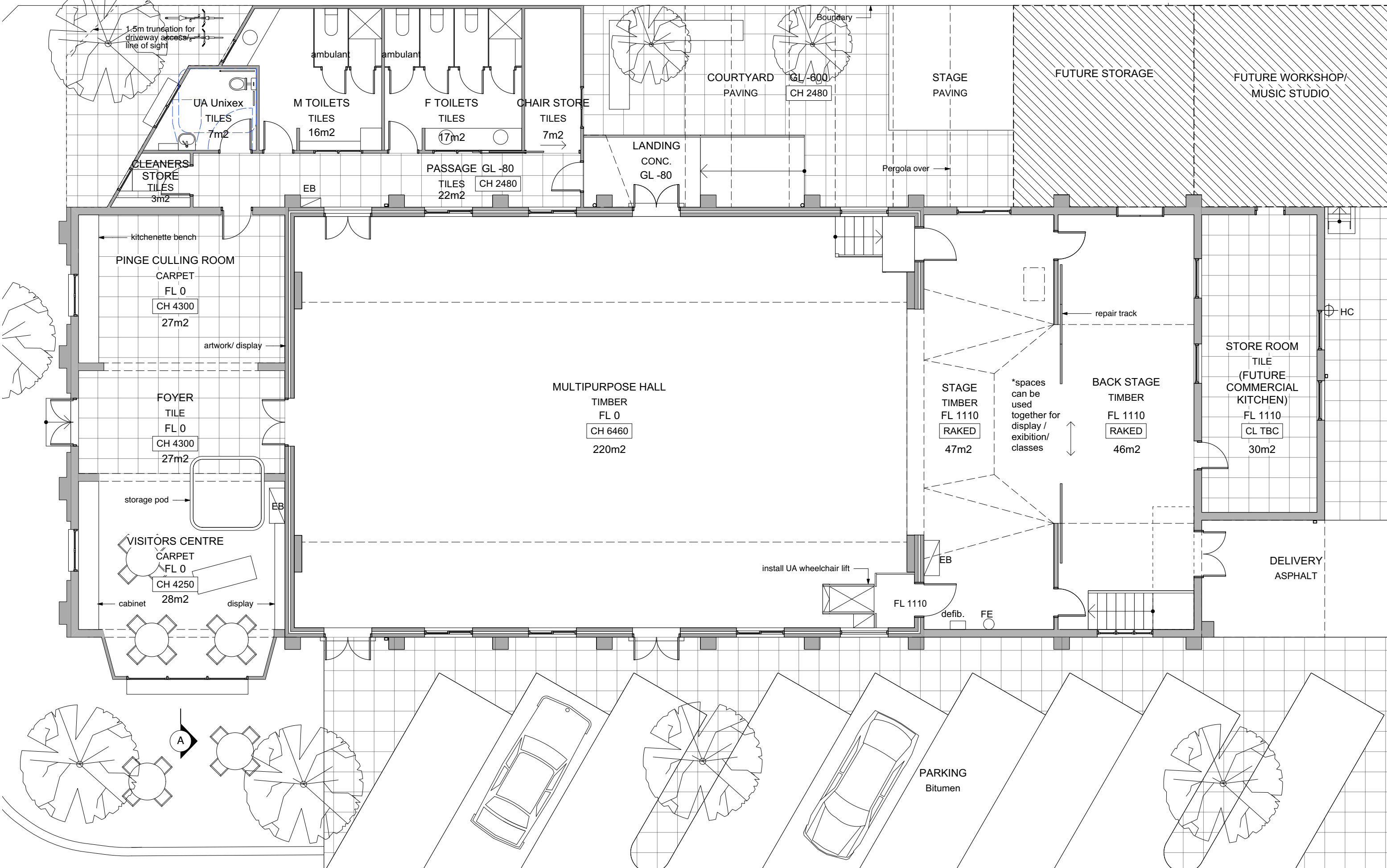
Notes	Project    Pingelly Town Hall	Drawing <b>Proposed Site Plan</b>	Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	<div><div><b>ORA</b> Office of Regional Architecture</div><div>2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306  T    08 99 6171  admin@regionalarchitect.com.au  www.regionalarchitect.com.au Page 69 of 171 ABWA Reg # 3315</div></div>
1. Boundary locations to be confirmed by cadastral survey/ repeg.	Client    Shire of Pingelly	Scale    1:200 @ A3    Drawing No.    A1.02	<div><div></div><div></div><div>© OFFICE OF REGIONAL ARCHITECTURE 2020</div></div>	
	Address    20 Parade Street, Pingelly WA  ORA Project No.    2020-0019	Date25 Feb 2021    Revision		





- General removal:  
Remove Kerb to extent shown  
Remove non compliant fire exit stairs to NE corner of building  
Disconnect plumbing and electrical (for re-use, refer drawings)  
Remove existing fittings, fixtures, fittings and loose furniture and appliances (store).  
Remove existing brick + framed partitions and lining  
Remove lino floor covering to Kitchen and Dressing Room  
Remove Tiles to Toilets and Foyer
- ACM removal: (reference - ACM register provided by Shire)
- Male Toilets upper portion of walls
  - Female Toilets ceiling
  - Hood in rear of kitchen (marked as low risk and presumed not ACM)

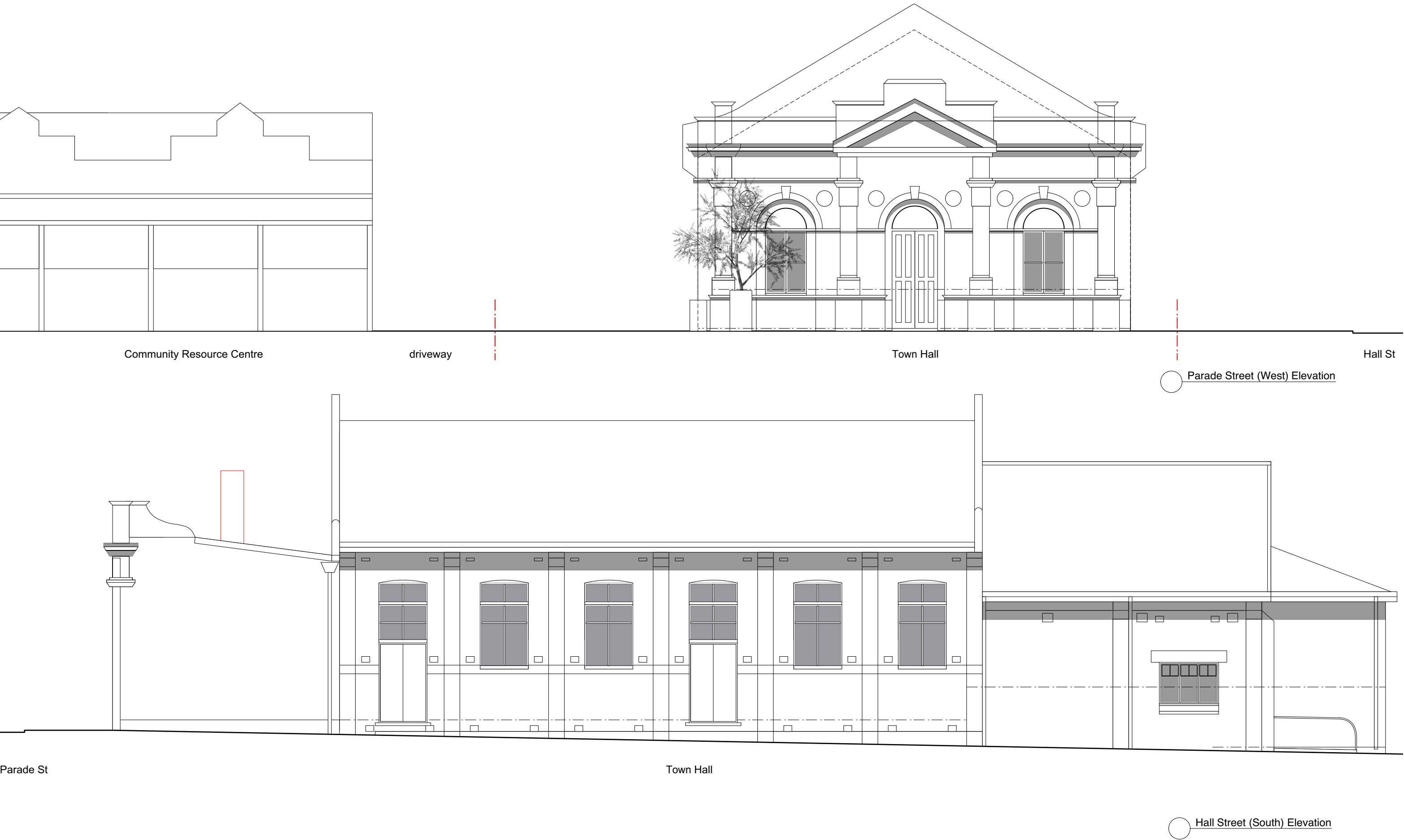
Existing Floor Plan



Notes	Project    Pingelly Town Hall	Drawing <b>Existing/ Removal Ground Floor Plan</b>	Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	<div><div>Office of Regional Architecture</div><div><div>2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306 <div>T    08 99 6474</div><div>admin@regionalarchitect.com.au</div><div>www.regionalarchitect.com.au</div><div>Page 70 of 171</div><div>ABWA Reg # 3315</div></div></div></div>
1. Red indicates items for removal 2. Asbestos to be removed as shown 3. Boundary locations to be confirmed by cadastral survey/repeg	Client    Shire of Pingelly  Address    20 Parade Street, Pingelly WA	Scale    1:100 @ A3    Drawing No.    A2.01		
EB    Electrical Board FE    Fire Extinguisher	ORA Project No.    2020-0019	Date25 Jan 2021    Revision	<div>© OFFICE OF REGIONAL ARCHITECTURE 2020</div>	

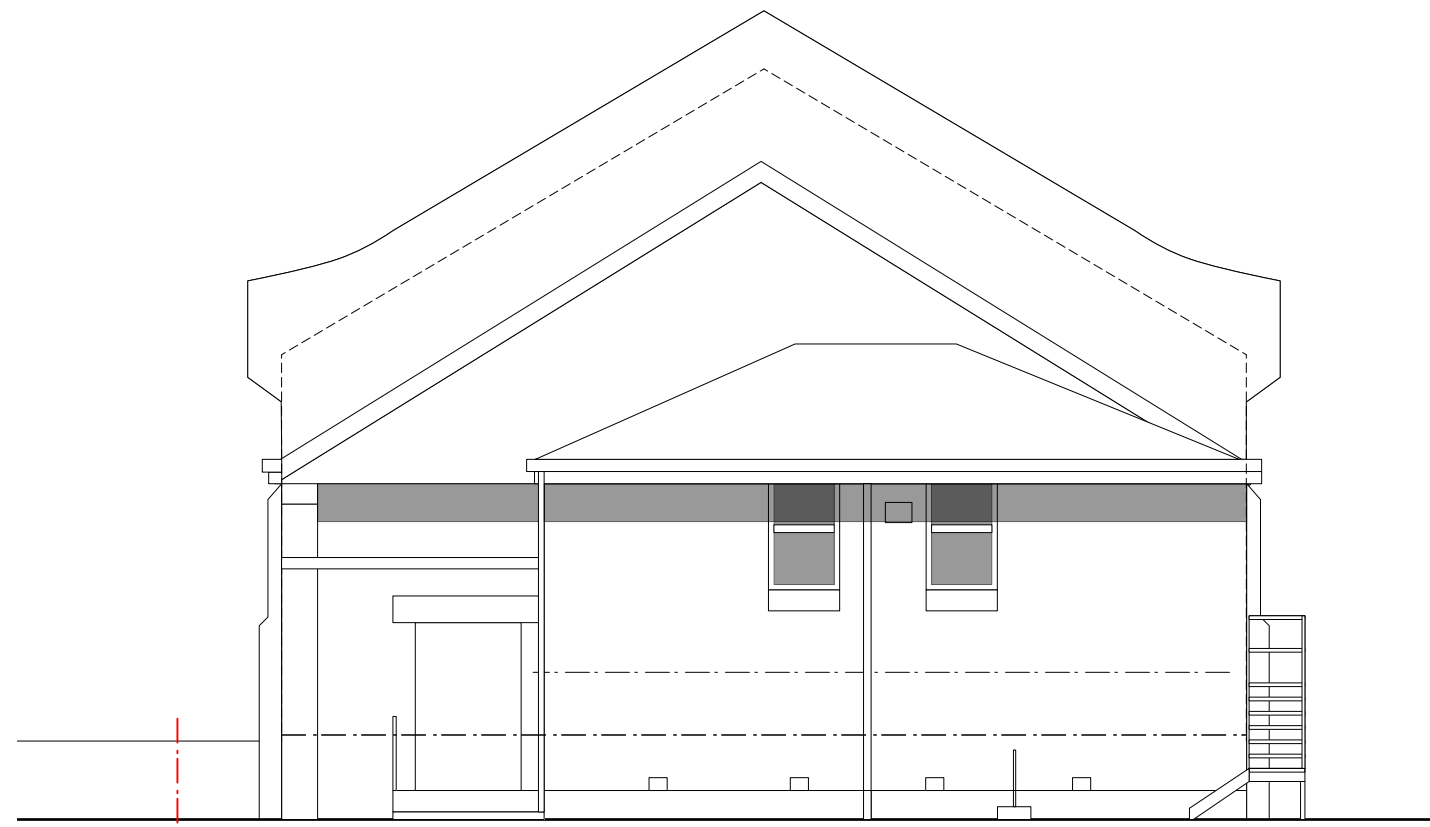


<p>Notes</p> <p>1. Boundary locations to be confirmed by cadastral survey/ repeg</p> <p>EB Electrical Board FE Fire Extinguisher</p>	<p>Project Pingelly Town Hall</p> <p>Client Shire of Pingelly</p> <p>Address 20 Parade Street, Pingelly WA</p> <p>ORA Project No. 2020-0019</p>	<p>Drawing <b>Proposed Ground Floor Plan</b></p> <p>Scale 1:100 @ A3 Drawing No. A2.02</p> <p>Date25 Feb 2021 Revision</p>	<p>Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b></p> <p></p> <p>© OFFICE OF REGIONAL ARCHITECTURE 2020</p> <p></p>	<p>2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306</p> <p>T 08 99 6474</p> <p>admin@regionalarchitect.com.au</p> <p>www.regionalarchitect.com.au</p> <p>Page 71 of 171</p> <p>ABWA Reg # 3315</p> <p><b>ORA</b> Office of Regional Architecture</p>
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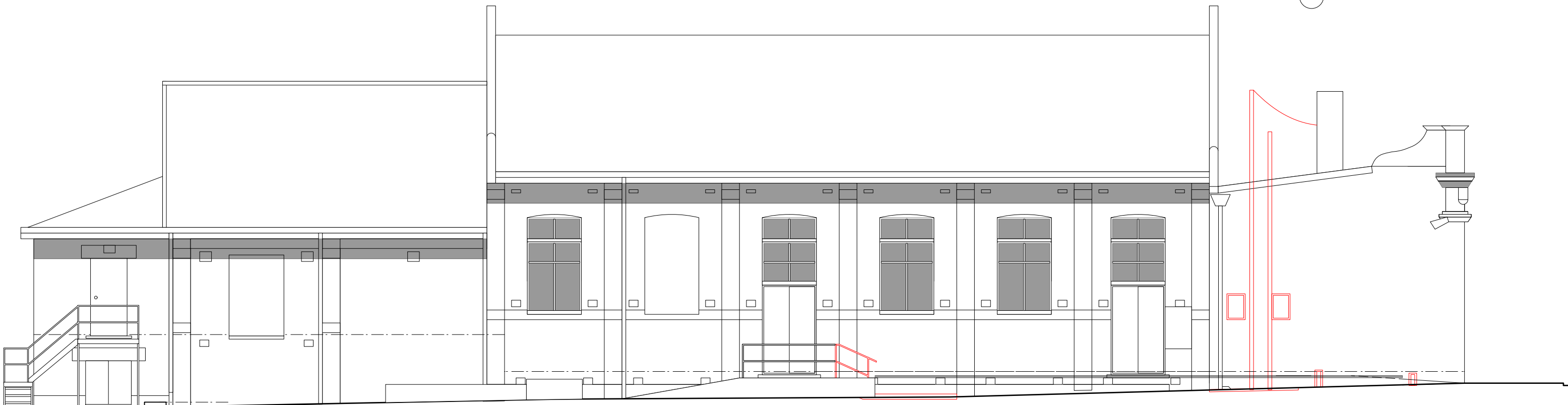


Notes	Project    Pingelly Town Hall	Drawing <b>Existing Elevation</b>	Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	<div><div>2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306</div><div>T    08 99 6171</div><div>admin@regionalarchitect.com.au</div><div>www.regionalarchitect.com.au</div><div>Page 72 of 171</div><div>ABWA Reg # 3315</div></div>
1. Boundary locations to be confirmed by cadastral survey/ repeg.	Client    Shire of Pingelly	Scale    1:100 @ A3      Drawing No.    A3.02	<div>© OFFICE OF REGIONAL ARCHITECTURE 2020</div> <div> </div>	
	Address    20 Parade Street, Pingelly WA	Date    8 Feb 2021      Revision		
	ORA Project No.    2020-0019			



Hall Street

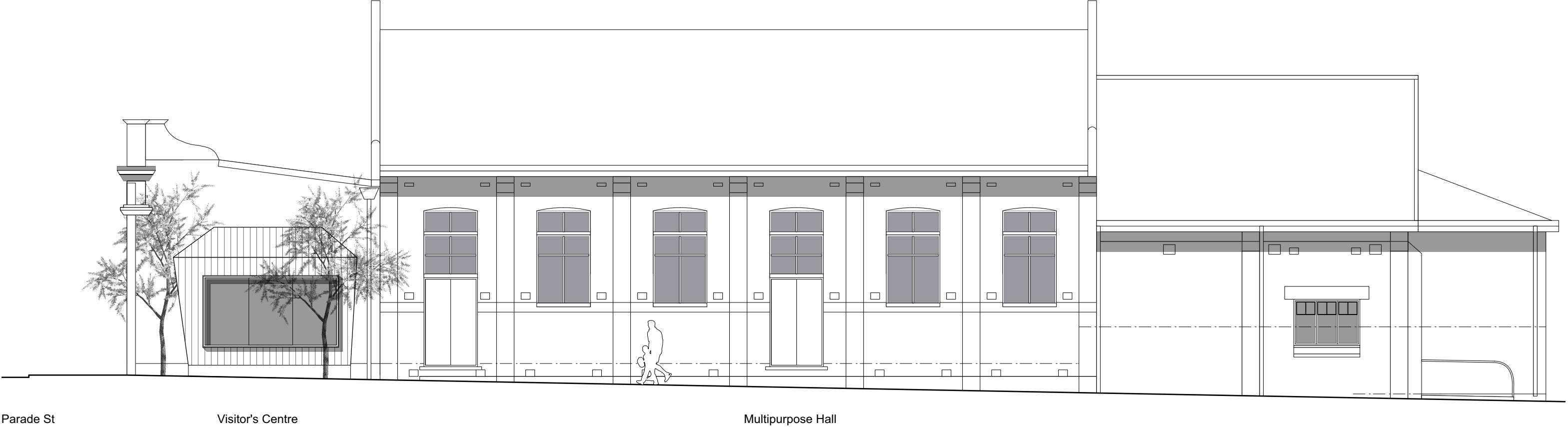
○ Rear (East) Elevation



Parade Street

○ Driveway (North) Elevation

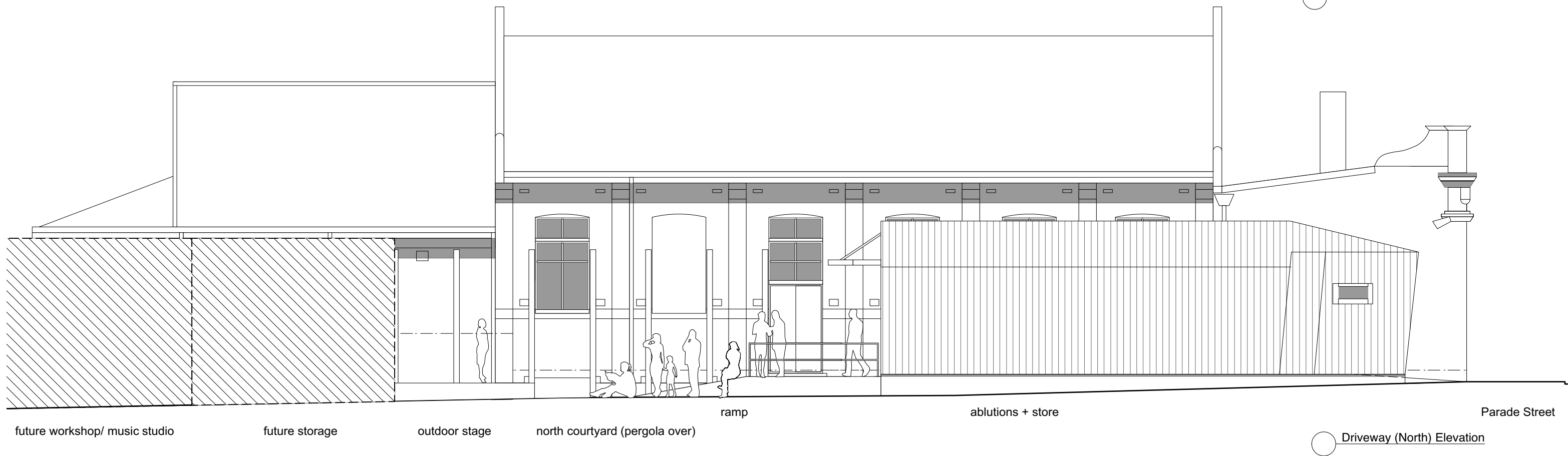
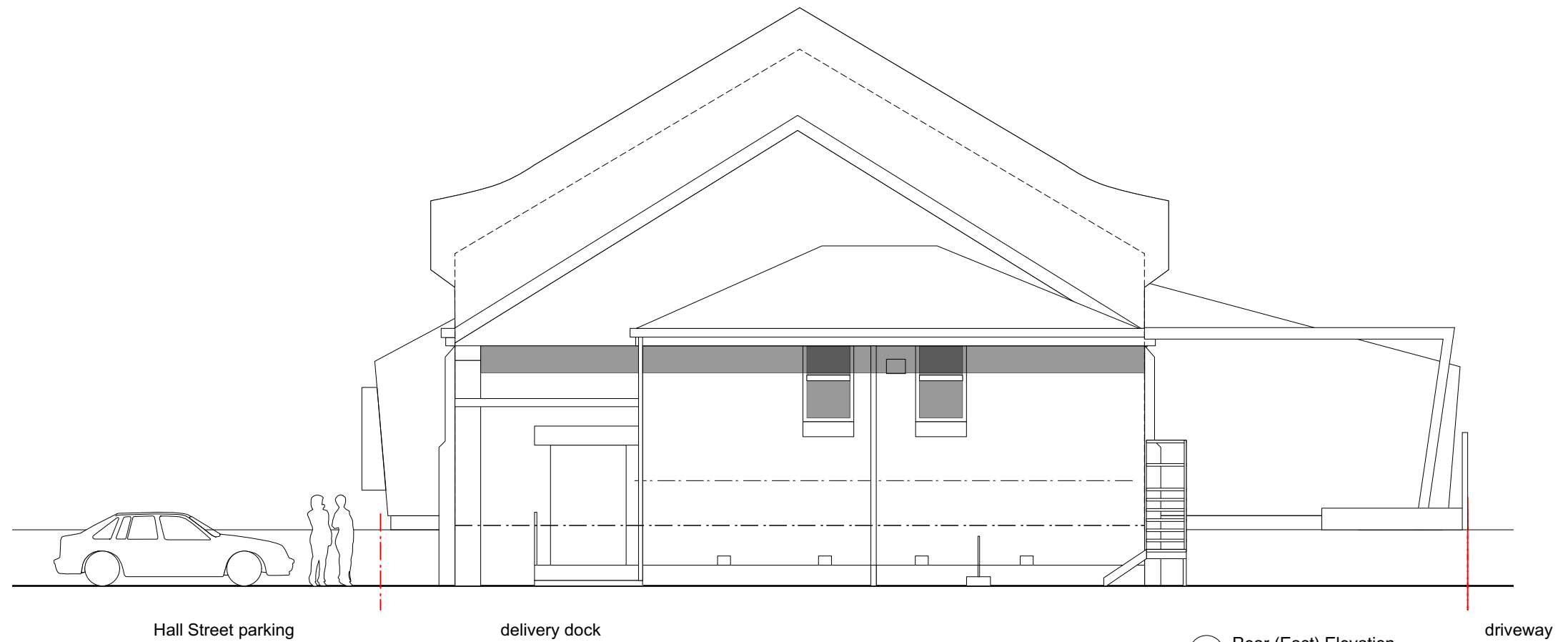
Notes	Project    Pingelly Town Hall	Drawing <b>Existing Elevation</b>	Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	<div><div>2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306</div><div>T    08 99 6171</div><div>admin@regionalarchitect.com.au</div><div>www.regionalarchitect.com.au</div><div>Page 73 of 171</div><div>ABWA Reg # 3315</div></div>
1. Boundary locations to be confirmed by cadastral survey/ repeg.	Client    Shire of Pingelly  Address    20 Parade Street, Pingelly WA  ORA Project No.    2020-0019	Scale    1:100 @ A3    Drawing No.    A3.03  Date    8 Feb 2021    Revision	© OFFICE OF REGIONAL ARCHITECTURE 2020	



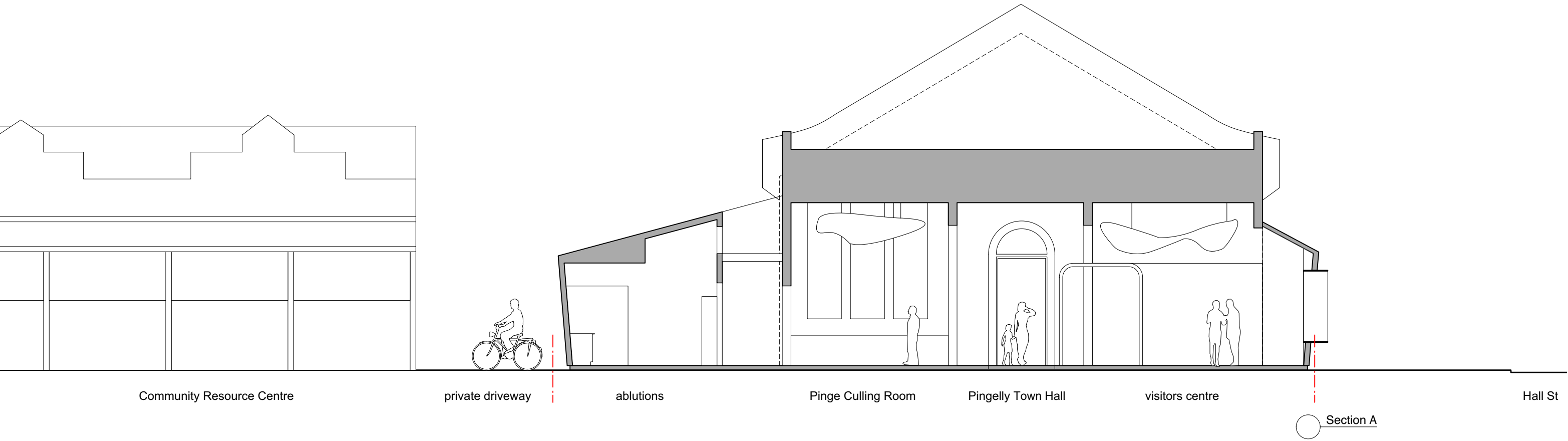
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	Address 20 Parade Street, Pingelly WA	Date 25 Feb 2021 Revision	
	ORA Project No. 2020-0019		

Hall Street (South) Elevation



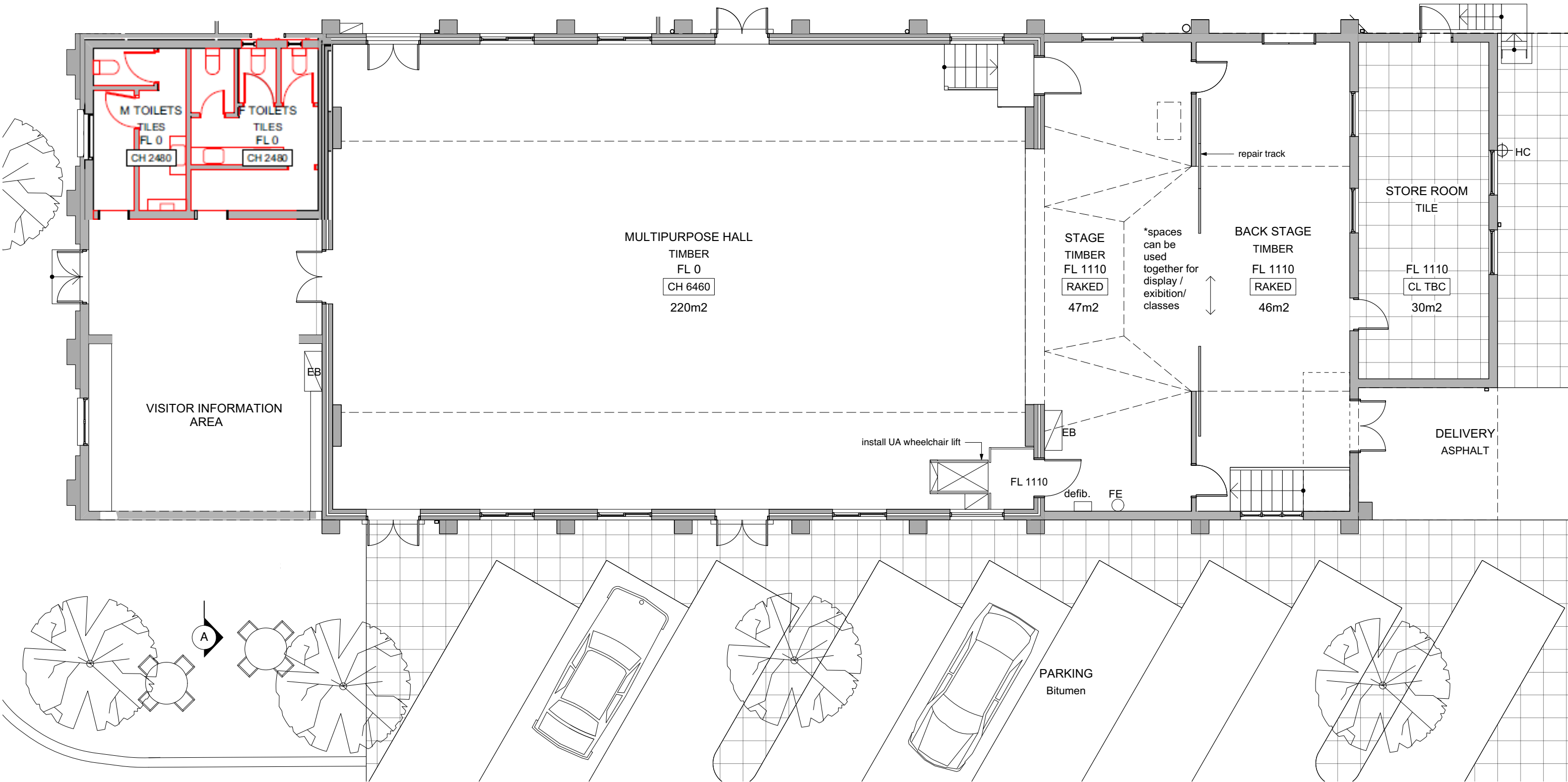




Notes	Project Pingelly Town Hall	Drawing <b>Proposed Elevation</b>	Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	<div> 2 Lennard Street  cnr Robinson Rd Brookton WA 6306  PO Box 102 Brookton WA 6306  T 08 999 4474  admin@regionalarchitect.com.au  www.regionalarchitect.com.au  Page 75 of 171  ABWA Reg # 3315 </div>
1. Boundary locations to be confirmed by cadastral survey/ repeg.	Client Shire of Pingelly	Scale 1:100 @ A3 Drawing No. A3.05		
	Address 20 Parade Street, Pingelly WA	Date 25 Feb 2021 Revision		
	ORA Project No. 2020-0019			



Notes	ProjectPingelly Town Hall	Drawing <b>Proposed Section</b>	Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	<div>ORA</div> <div>Office of Regional Architecture</div> <div><div><div></div><div></div><div></div></div><div>ABWA Reg # 3315</div></div>
1. Boundary locations to be confirmed by cadastral survey/ repeg.	ClientShire of Pingelly	Scale1:100 @ A3	Drawing No.A4.01	
	Address20 Parade Street, Pingelly WA	Date25 Feb 2021	Revision	
ORA Project No.2020-0019				

Stage 1 - Town Hall Concept Plan



Notes  1. Boundary locations to be confirmed by cadastral survey/ repeg  EB Electrical Board FE Fire Extinguisher	Project Pingelly Town Hall	Drawing <b>Proposed Ground Floor Plan</b>		Project Status: <b>CONCEPT DESIGN 25 FEB 2021</b>	
	Client Shire of Pingelly Address 20 Parade Street, Pingelly WA ORA Project No. 2020-0019	Scale 1:100 @ A3 Date25 Feb 2021	Drawing No. A2.02 Revision	  © OFFICE OF REGIONAL ARCHITECTURE 2020	 Office of Regional Architecture  2 Lennard Street cnr Robinson Rd Brookton WA 6306 PO Box 102 Brookton WA 6306 T 08 999 6171 admin@regionalarchitect.com.au www.regionalarchitect.com.au Page 77 of 171 ABWA Reg # 3315



## **Chief Executive Officer Application Package**

Lydia Highfield  
Principal Consultant  
PO Box 296  
BEECHBORO WA 6063

Email: [highfieldlydia@gmail.com](mailto:highfieldlydia@gmail.com)

Mobile: 0400 142 110

## Advertisement



### Chief Executive Officer Shire of Pingelly

The Shire of Pingelly Council is in search of an experienced and an energetic Local Government senior executive, who has comprehensive understanding of local government operations and legislation, with proven leadership and management experience.

Applicants who have a 'can do attitude' and a proven track record in financial, project management and can articulate a vision for Pingelly with evidence of an openness and willingness for new ideas and seeking to integrate and be part of the community is essential.

The position is offered under a performance based contract up to five years. An attractive remuneration package is offered and is to be set in accordance with the Salaries and Allowances Tribunal Band 4, Salary and benefits are subject to negotiation and could include, but not limited to: base salary, superannuation, professional development and utilities. In addition, private use of a motor vehicle and housing in a Shire owned executive residence is available. Reasonable relocation expenses will be negotiated.

An Application Package along with the Position Description can be obtained at [www.pingelly.wa.gov.au](http://www.pingelly.wa.gov.au) Further information about the position is available by contacting Lydia Highfield on 0400 142 110.

Applications should be sent to: [highfieldlydia@gmail.com](mailto:highfieldlydia@gmail.com) or mailed to Lydia Highfield, Principal Consultant, PO Box 296, Beechboro WA 6063 by **COB Wednesday May 2021.** *(If advertised Sat 24 April then close Wenesday 12 May if advertised Saturday 1 May then close Wednesday 19 May)*

***Please Note: Canvassing of Councillors will disqualify. The successful applicant is required to obtain current police clearance, pre-employment medicals, provide evidence of all claimed qualifications prior to commencing employment.***



## Position Description



1. **TITLE**                **Chief Executive Officer**
2. **LEVEL**                Band 4 Salaries and Allowances Tribunal
3. **DEPARTMENT/SECTION**   Office of the Chief Executive Office
4. **POSITION OBJECTIVES**

1. **Objectives of this Position**

- To implement the strategic goals and objectives of the organisation.
- To ensure that Council receives professional and timely advice and support on all matters relating to the operation of the Shire of Pingelly as a local government and achievement of its goals.
- To provide overall leadership and direction for the administration of the Shire of Pingelly and to provide the primary link through communications and consultation between the Council and staff.

2. **Within Department/Section**

- Meet corporate objectives.
- Ensure that delegations are exercised within statutory requirements, Council Policies and strategic objectives.
- Lead the organisation in providing a high level of service to the Community and Elected Members.

3. **Within Organisation**

- Develop a corporate approach within the Senior Management Team towards achieving strategic financial management of the local government.
- Development and implementation of strategic documents, including informing strategies for the Corporate Business Plan.

- Administer the legal, statutory and election process of the local government's operation and be the chief adviser to Council on these matters.
- Foster a corporate approach to ensure effective financial controls operate within and across each functional area.
- Provide strategic direction and effective leadership to the organisation.
- Manage the preparation, review and enforcement of Council's statutes, policies and local laws including review of Council policy and delegations of authority.
- Ensure continuous improvement both in the natural and built environment and customer service.

## **COMPETENCY REQUIREMENTS**

***Note - all requirements are essential unless otherwise stated***

### **1. Leadership**

- Proven leadership at a senior management level with Local Government experience along with demonstrated intellectual capacity and an understanding of all legislation impacting on Local Government.
- Maintain effective communication and relationships with Councillors, staff and other stakeholders.
- Significant experience in the delivery of Integrated Planning and Reporting framework.
- Delegation skills to ensure the achievement of outcomes, accountability of senior management, staff and the development of employees' abilities.
- Extensive corporate management experience including contemporary human resource management principles, including understanding of the relevant industrial relation frameworks.
- Implementing policy and procedures in the organisation.
- Considerable experience in encouraging, promoting and facilitating sustainable economic development.
- Manage the local government's infrastructure/assets.

### **2. Policy Implementation**

- Comprehensive knowledge of public policy issues as they impact on the local government.
- Effective communication and engagement strategies including marketing, branding and implementing policy and procedures with all stakeholders.

### **3. Governance and Compliance**

- Proven aptitude to administer the *Local Government Act (1995)* and any variation and associated legislation involved in the field of local government.
- Proven delivery of professional and timely advice to support Council in making the most informed decisions.
- Knowledge of statutory, legal and contractual obligations.

### **4. Financial results**

- Experience of and evidence in successful financial management.

## **5. Community Development**

- A proven history of building and maintaining positive strategic relationships.
- Demonstrated experience in accessing grants and maximising grant opportunities.
- Experience encouraging, promoting and facilitating sustainable business development and fostering investment opportunities
- Appreciation of the culture and heritage of the Shire and how it integrates with planning and policy.
- Experience in working with Aboriginal communities is desirable.

## **6. General Management**

- Excellent interpersonal and communication skills focussing on maintaining good political astuteness, networking relationships with all stakeholders.
- An understanding of outside works in local government, including road construction and maintenance, parks and gardens and waste management.
- Degree in relevant Management, Business and/or Public Sector Administration discipline or experience that is accepted as comparable.

***Note: Employment is subject to current Police Clearances and other checks***

## **6. KEY DUTIES/RESPONSIBILITIES**

1. Responsible for effective day to day operations of the local government.
2. In consultation with Council, review, develop and implement strategic and service delivery plans for the Shire.
3. Co-ordinate, in conjunction with the Senior Executive Team, an overall system of fiscal management to reflect Council's aims and objectives.
4. Implement and manage the requirements of the integrated planning framework.
5. Formulate and implement a Human Resources Management Program, which ensures the appropriate supervision and management of the local government.
6. Institute a staff training program that will improve staff skills across the board, which will assist staff in focusing on service delivery to the community.
7. Administer the legal, statutory and election process of the local government's operations and be the chief adviser to Council on these matters to ensure the local government is operating within the statutes and all legal requirements are carried out.
8. On behalf of the local government, make effective representation of the issues, views, policies and needs of the local government, as necessary.
9. Ensure the development and maintenance of sound communications and good relationships between the local government, Government Departments, Volunteers and the Community at large.
10. Ensure that the road infrastructure data base is maintained, and roads grant applications are considered and lodged in a timely manner.
11. Ensure reports and recommendations submitted to Council are well written and based on sound judgement with appropriate recommendations.
12. Ensure that the Councils statutory compliance obligations are met.

## **7. PERFORMANCE CRITERIA**

Key Result Areas and associated strategies and actions will be varied by agreement between the employee and the employer annually, during the term of the employment contract.

The performance criteria may be varied and any other criteria may be included by agreement between the parties at any time during the term of the employment contract.

## **8. ORGANISATIONAL RELATIONSHIPS**

### **1. Responsible to**

The President and Council of the Shire of Pingelly.

### **2. Supervision of**

All staff by delegation to relevant senior Managers.

### **3. Internal and External Liaison**

#### **Internal**

- President and Councillors individually
- All Committees and working groups
- All Staff

#### **External**

- Community, Ratepayers, Public, Business Groups, Retailers
- Business community
- Sporting Groups
- Federal & State Governments Departments and Agencies
- Local Governments
- Media
- Primary contractors and suppliers
- Community based volunteer groups

## **9. EXTENT OF AUTHORITY**

- All authority vested in a Chief Executive Officer under the Local Government Act (1995) and associated Regulations, Local-Laws and all other relevant Acts State and Federal Parliament.
- Authority to sign all legal documents, authorise payments and cheques as delegated and properly directed by Council.

## **Total Reward package and Benefits**

The position is offered under a performance based contract up to five years. An attractive remuneration package is offered and is to be set in accordance with the Salaries and Allowances Tribunal Band 4.

Salary and benefits are subject to negotiation and could include but are not limited to; base salary and superannuation 9.5%, additional superannuation of 5% (Council Policy), utilities, professional memberships and development.

In addition, private use of a motor vehicle and rent free housing in a Shire owned executive residence comprising:

- Modern 4 (four) bedroom residence with study (master with en-suite)
- Kitchen/dining/lounge/family
- carport and large powered shed
- Air-conditioning

The Council will pay reasonable relocation expenses for the successful applicant. Removal expenses are restricted to furniture and personal effects. Reasonable travel costs to Pingelly will also be paid to a total amount of up to \$5,000 any excess negotiable with reimbursement as follows:

- 0-6 months 50%
- 7-12 months 50%

## **Key Result Areas and Performance Objectives**

In accordance with the relevant provisions of the *Local Government Act (1995)*, the draft contract of employment contains an indicative list of key result areas for the Chief Executive Officer.

Council will require its new CEO to participate in a workshop with Elected Members within two months of commencement with the Shire of Pingelly, in order to review strategic directions and finalise the CEO's performance criteria.

The first annual appraisal will occur before the completion of twelve month's employment, and annually thereafter, again in accordance with the Act.

## Applicant Notes

Thank you for your enquiry regarding the advertised position. These notes are provided to assist you in the preparation of your application and to help the selection panel assess your application.

### **Application:**

Your application should include a covering letter explaining your interest in the position, address of the selection criteria and a current resume detailing your qualifications, experience and attributes for the position. It is essential that the information you provide is clear, concise and relevant, so that the selection panel can readily assess your claim for the position. Applicants who best demonstrate that they meet the competency requirements will be shortlisted.

### **Referees:**

Applicants should provide the names and contact details of at least two current referees in their application. This will include two current supervisors who can comment on work outcomes that are relevant to this position. Referee details should be provided on the understanding that they may be contacted shortly after the close of applications without any prior notification to the applicant.

### **Other Documents:**

It is recommended that only copies of supporting documents be enclosed with your application so as to avoid loss or damage to originals. Nonetheless, the Council may ask to sight the originals at a later time.

### **Interviews**

Interviews will be conducted by the Council either face to face or by video link if required. The final decision on this position will be taken by Council.

### **Police Clearance:**

The preferred applicant after the interview process will be required to provide a current police clearance.

### **Contact Number:**

Please ensure that you provide a convenient telephone number so that you can be contacted if you are invited for an interview or there are any queries regarding your application.

### **Late Applications:**

In fairness to all applicants, late applications cannot be received unless permission has been sought prior to the closing date.

### **Equal Opportunity:**

Council maintains an equal opportunity policy in assessing all applications for any advertised position and provides a smoke free work environment.

### **Website:**

The Shire maintains a website [www.pingelly.wa.gov.au](http://www.pingelly.wa.gov.au) which contains substantial information.

## Declaration

It is a requirement of applicants applying for the Shire of Pingelly's Chief Executive Officer Position to complete the following declaration:

To the best of my knowledge, all information contained in this application and the supporting documentation is true and accurate in every material respect. I acknowledge that it is my responsibility to inform the Shire of Pingelly, or its appointed agent, should there be any change in the truth, accuracy or materiality of this information after it has been provided for the purpose of this application.

I understand that the Shire of Pingelly reserves the right to verify all information in my application and that any materially false or misleading information will be sufficient reason for my rejection as an applicant, being in breach of Regulation 18E of the *Local Government (Administration) Regulations 1996*.

I understand any information obtained by the Shire of Pingelly during any background checks will only be used for the purpose of verifying information contained in the application and determining my suitability for the position. Any such information obtained will be treated as strictly confidential and will only be made available to the selection panel at the time, and for the purpose, of selecting the successful applicant.

I authorise the Shire of Pingelly, or its appointed agent, to make whatever background checks are considered necessary or appropriate in order to satisfy itself of my suitability for the position, and to check the accuracy of any information contained in my application or supporting information.

Full Name \_\_\_\_\_

Signature \_\_\_\_\_

Dated \_\_\_\_\_



**SHIRE OF PINGELLY**

# **CODE OF CONDUCT**

**For**

**Elected Members**

**2019**

Last Updated: 5 September 2019



## **PREAMBLE**

The Code of Conduct provides Council Members and Committee Members in Local Government with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability in individual Local Governments.

The Code is complementary to the principles adopted in the Local Government Act and regulations which incorporates four fundamental aims to result in:-

- (a) better decision-making by local governments;
- (b) greater community participation in the decisions and affairs of local governments;
- (c) greater accountability of local governments to their communities; and
- (d) more efficient and effective local government.

The Code provides a guide and a basis of expectations for Council Members and Committee Members. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective Local Government responsibilities may be based.

## **STATUTORY ENVIRONMENT**

The Code of Conduct observes statutory requirements of the *Local Government Act 1995* (S 5.103 – Codes of Conduct) and *Local Government (Administration) Regulations 1996* (Regs 34B and 34C).

## **RULES OF CONDUCT**

Council Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with prescribed rules of conduct as described in the *Local Government Act 1995* and *Local Government (Rules of Conduct) Regulations 2007*.

## **AASB 124 RELATED PARTY DISCLOSURES**

The scope of AASB 124 Related Party Disclosures was extended in July 2015 by the Australian Accounting Standards Board to include applications by not for profit entities, including local governments.

The operative date for Local Government is 1 July 2016, with the first disclosures made in the Financial Statements for the year ended 30 June 2017.

The objective of the standard is to ensure that an entity's financial statements contain disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and transactions. The disclosure requirements apply to the existence of relationships regardless of whether a transaction has occurred or not. For each financial year the Shire must make an informed judgement as to who is considered to be a related party and what transactions need to be considered, when determining if disclosure is required.

The purpose of this procedure is to stipulate the information to be requested from related parties to enable an informed judgement to be made.

Please contact the Director of Corporate & Community Services for further information.

## 1. ROLES

### 1.1 Role of Council Member

The primary role of a Council Member is to represent the community, and the effective translation of the community's needs and aspirations into a direction and future for the Local Government will be the focus of the Council Member's public life.

The Role of Council Members as set out in S 2.10 of the *Local Government Act 1995* follows:

*"A Councillor —*

- (a) Represents the interests of electors, ratepayers and residents of the district;*
- (b) provides leadership and guidance to the community in the district;*
- (c) facilitates communication between the community and the council;*
- (d) participates in the local government's decision-making processes at council and committee meetings; and*
- (e) performs such other functions as are given to a Councillor by this Act or any other written law."*

A Council Member is part of the team in which the community has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its elected representatives. In fulfilling the various roles, Council Members activities will focus on:

- achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;
- achieving sound financial management and accountability in relation to the Local Government's finances;
- ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;
- working with other governments and organisations to achieve benefits for the community at both a local and regional level;
- having an awareness of the statutory obligations imposed on Council Members and on Local Governments.

In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

### 1.2 Role of Staff

The role of staff is determined by the functions of the CEO as set out in S 5.41 of the *Local Government Act 1995*:

*"The CEO's functions are to —*

- (a) advise the council in relation to the functions of a local government under this Act and other written laws;*
- (b) ensure that advice and information is available to the council so that informed decisions can be made;*
- (c) cause council decisions to be implemented;*
- (d) manage the day to day operations of the local government;*
- (e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;*
- (f) speak on behalf of the local government if the mayor or president agrees;*
- (g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to S 5.37(2) in relation to senior employees);*
- (h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and*
- (i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO."*

### **1.3 Role of Council**

The Role of the Council is in accordance with S 2.7 of the *Local Government Act 1995*:

*“(1) The council —*

- (a) directs and controls the local government’s affairs; and*
- (b) is responsible for the performance of the local government’s functions.*

*(2) without limiting subsection (1), the council is to —*

- (a) oversee the allocation of the local government’s finances and resources; and*
- (b) determine the local government’s policies.”*

### **1.4 Relationships between Council Members and Staff**

An effective Councillor will work as part of the Council team with the Chief Executive Officer and other members of staff. That teamwork will only occur if Council Members and staff have a mutual respect and co-operate with each other to achieve the Council’s corporate goals and implement the Council’s strategies. To achieve that position, Council Members need to observe their statutory obligations which include, but are not limited to, the following:

- accept that their role is a leadership, not a management or administrative one;
- acknowledge that they have no capacity to individually direct members of staff to carry out particular functions;
- refrain from publicly criticising staff in a way that casts aspersions on their professional competence and credibility

## **2. CONFLICT AND DISCLOSURE OF INTEREST**

### **2.1 Conflict of Interest**

- (a) Council Members and Committee Members will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.
- (b) Council Members and Committee Members will lodge written notice with the Chief Executive Officer describing an intention to undertake a dealing in land within the local government area or which may otherwise be in conflict with the Council's functions (other than purchasing the principal place of residence).
- (c) Council Members and Committee Members who exercise a recruitment or other discretionary function will make disclosure before dealing with relatives or close friends and will disqualify themselves from dealing with those persons.

### **2.2 Financial Interest**

Council Members and Committee Members will adopt the principles of disclosure of financial interest as contained within the *Local Government Act*.

### **2.3 Disclosure of Interest**

*Definition :*  
*In this clause, and in accordance with Regulation 34C of the Local Government (Administration) Regulations 1996 - "interest" means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.*

- (a) A person who is an elected member and who has an interest in any matter to be discussed at a council or committee meeting attended by the person is required to disclose the nature of the interest -
  - (i) in a written notice given to the CEO before the meeting; or
  - (ii) at the meeting immediately before the matter is discussed.
- (b) A person who is an elected member and who has given, or will give, advice in respect of any matter to be discussed at a council or committee meeting not attended by the person is required to disclose the nature of any interest the person has in the matter -
  - (i) in a written notice given to the CEO before the meeting; or
  - (ii) at the time the advice is given.
- (c) A requirement described under items (a) and (b) exclude an interest referred to in S 5.60 of the *Local Government Act 1995*.
- (d) A person is excused from a requirement made under items (a) or (b) to disclose the nature of an interest if -
  - (i) the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or
  - (ii) the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest as soon as possible after becoming aware of the discussion of a matter of that kind.

- (e) If a person who is an elected member makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of items (a) or (b), then -
  - (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
  - (ii) immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.
- (f) If -
  - (i) to comply with a requirement made under item (a), the nature of a person's interest in a matter is disclosed at a meeting; or
  - (ii) a disclosure is made as described in item (d)(ii) at a meeting; or
  - (iii) to comply with a requirement made under item (e)(ii), a notice disclosing the nature of a person's interest in a matter is brought to the attention of the persons present at a meeting,the nature of the interest is to be recorded in the minutes of the meeting.

### 3. PERSONAL BENEFIT

#### 3.1 Use of Confidential Information

Council Members and Committee Members will not use confidential information to gain improper advantage for themselves or for any other person or body, in ways which are inconsistent with their obligation to act impartially and in good faith, or to improperly cause harm or detriment to any person or organisation.

#### 3.2 Intellectual Property

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Local Government upon its creation unless otherwise agreed by separate contract.

#### 3.3 Improper or Undue Influence

Council Members and Committee Members will not take advantage of their position to improperly influence other Council Members or Committee Members in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

#### 3.4 Gifts

*Definitions :*  
*In this clause, and in accordance with Regulation 34B of the Local Government (Administration) Regulations 1996 -*  
*"activity involving a local government discretion" means an activity -*  
*(a) that cannot be undertaken without an authorisation from the local government; or*  
*(b) by way of a commercial dealing with the local government;*  
*"gift" has the meaning given to that term in S 5.82(4) except that it does not include -*  
*(a) a gift from a relative as defined in S 5.74(1); or*  
*(b) a gift that must be disclosed under Regulation 30B of the Local Government (Elections) Regulations 1997; or*  
*(c) a gift from a statutory authority, government instrumentality or non-profit association for professional training;*  
*"notifiable gift", in relation to a person who is an employee, means -*  
*(a) a gift worth between \$50 and \$300; or*  
*(b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth between \$50 and \$300;*  
*"prohibited gift", in relation to a person who is an employee, means -*  
*(a) a gift worth \$300 or more; or*  
*(b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth \$300 or more.*

- (a) A person who is an elected member is to refrain from accepting a prohibited gift from a person who -
  - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
  - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion.
- (b) A person who is an elected member and who accepts a notifiable gift from a person who -
  - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
  - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion,  
notify the CEO, in accordance with item (c) and within 10 days of accepting the gift, of the acceptance.

- (c) The notification of the acceptance of a notifiable gift must be in writing and include -
  - (i) the name of the person who gave the gift; and
  - (ii) the date on which the gift was accepted; and
  - (iii) a description, and the estimated value, of the gift; and
  - (iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and
  - (v) if the gift is a notifiable gift under paragraph (b) of the definition of “notifiable gift” (whether or not it is also a notifiable gift under paragraph (a) of that definition) –
    - (1) a description; and
    - (2) the estimated value; and
    - (3) the date of acceptance,of each other gift accepted within the 6 month period.
- (d) The CEO is to maintain a register of notifiable gifts and record in it details of notifications given to comply with a requirement made under item (c).
- (e) This clause does not apply to gifts received from a relative (as defined in S 5.74(1) of the *Local Government Act*) or an electoral gift (to which other disclosure provisions apply).
- (f) This clause does not prevent the acceptance of a gift on behalf of the local government in the course of performing professional or ceremonial duties in circumstances where the gift is presented in whole to the CEO, entered into the Register of Notifiable Gifts and used or retained exclusively for the benefit of the local government.

## **4. CONDUCT OF COUNCIL MEMBERS AND COMMITTEE MEMBERS**

### **4.1 Personal Behaviour**

(a) Council Members and Committee Members will:

- (i) act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
- (ii) perform their duties impartially and in the best interests of the Local Government uninfluenced by fear or favour;
- (iv) act in good faith (i.e. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Local Government and the community;
- (v) make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
- (vi) always act in accordance with their obligation of fidelity to the Local Government.

(b) Council Members will represent and promote the interests of the Local Government, while recognising their special duty to their own constituents.

### **4.2 Honesty and Integrity**

Council Members and Committee Members will:

- (a) observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- (b) bring to the notice of the Mayor/President any dishonesty or possible dishonesty on the part of any other member, and in the case of an employee to the Chief Executive Officer.
- (c) be frank and honest in their official dealing with each other.

### **4.3 Performance of Duties**

- (a) While on duty, elected members will give their whole time and attention to the Local Government's business and ensure that their duties are carried out efficiently, economically and effectively, and that their standards reflect favourably both on them and on the Local Government.
- (b) Council Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Council Members and Committee Members will be as informed as possible about the functions of the Council, and treat all members of the community honestly and fairly.



#### **4.4 Compliance with Lawful Orders**

- (a) Council Members and Committee Members will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up and if resolution cannot be achieved, with the Chief Executive Officer.
- (b) Council Members and Committee Members will give effect to the lawful policies of the Local Government, whether or not they agree with or approve of them.

#### **4.5 Administrative and Management Practices**

Council Members and Committee Members will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

#### **4.6 Corporate Obligations**

- (a) Standard of Dress - Council Members and Committee Members are expected to comply with neat and responsible dress standards at all times. Accordingly:
  - (i) Council Members and Committee Members will dress in a manner appropriate to their position, in particular when attending meetings or representing the Local Government in an official capacity.
  - (ii) Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individuals.
- (b) Communication and Public Relations
  - (i) All aspects of communication by staff (including verbal, written or personal), involving Local Government's activities should reflect the status and objectives of that Local Government. Communications should be accurate, polite and professional.
  - (ii) As a representative of the community, Council Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so Council Members should acknowledge that:
    - as a member of the Council there is respect for the decision making processes of the Council which are based on a decision of the majority of the Council;
    - information of a confidential nature ought not be communicated until it is no longer treated as confidential;
    - information relating to decisions of the Council on approvals, permits and so on ought only be communicated in an official capacity by a designated officer of the Council;
    - information concerning adopted policies, procedures and decisions of the Council is conveyed accurately.
  - (iii) Committee Members accept and acknowledge it is their responsibility to observe any direction the Local Government may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

#### **4.7 Appointments to Committees**

As part of their representative role Council Members are often asked to represent the Council on external organisations. It is important that Council Members:

- clearly understand the basis of their appointment; and
- provide regular reports on the activities of the organisation.

## **5. DEALING WITH COUNCIL PROPERTY**

### **5.1 Use of Local Government Resources**

Council Members will:

- (a) be scrupulously honest in their use of the Local Government's resources and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;
- (b) use the Local Government resources entrusted to them effectively and economically in the course of their duties; and
- (c) not use the Local Government's resources (including the services of Council staff) for private purposes (other than when supplied as part of a contract of employment), unless properly authorised to do so, and appropriate payments are made (as determined by the Chief Executive Officer).

### **5.2 Travelling and Sustenance Expenses**

Council Members and Committee Members will only claim or accept travelling and sustenance expenses arising out of travel-related matters which have a direct bearing on the services, policies or business of the Local Government in accordance with Local Government policy and the provisions of the *Local Government Act 1995*.

### **5.3 Access to Information**

- (a) Staff will ensure that Council Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.
- (b) Council Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.

## **6. Code of Conduct**

- 6.1** The Shire of Pingelly Code of Conduct is to be reviewed at least annually by the Chief Executive Officer prior to the bi-annual Council elections. It is during the review process that Councillors will be advised of any changes or amendments that have been made or are proposed. If any amendments are made a new acknowledgement statement will need to be signed by all Councillors acknowledging the amendments.

I, \_\_\_\_\_ have read and understood the content of this document as being the Shire of Pingelly Code of Conduct for all Councillors to adhere to.

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



# SHIRE OF PINGELLY

## Code of Conduct for Council Members, Committee Members and Candidates

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# Shire of Pingelly Code of Conduct for Council Members, Committee Members and Candidates

## Policy Purpose:

This Policy is adopted in accordance with section 5.104 of the *Local Government Act 1995*.

## Division 1 — Preliminary provisions

### 1. Citation

This is the Shire of Pingelly Code of Conduct for Council Members, Committee Members and Candidates.

## Division 1 — Preliminary provisions

### 1. Citation

This is the Shire of Pingelly Code of Conduct for Council Members, Committee Members and Candidates.

### 2. Terms used

(1) In this code —

**Act** means the Local Government Act 1995;

**candidate** means a candidate for election as a council member;

**complaint** means a complaint made under clause 11(1);

**publish** includes to publish on a social media platform.

(2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

## Division 2 — General principles

### 3. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

### 4. Personal integrity

(1) A council member, committee member or candidate should —

(a) act with reasonable care and diligence; and

- (b) act with honesty and integrity; and
  - (c) act lawfully; and
  - (d) identify and appropriately manage any conflict of interest; and
  - (e) avoid damage to the reputation of the local government.
- (2) A council member or committee member should —
- (a) act in accordance with the trust placed in council members and committee members; and
  - (b) participate in decision making in an honest, fair, impartial and timely manner; and
  - (c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
  - (d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

## **5. Relationship with others**

- (1) A council member, committee member or candidate should —
- (a) treat others with respect, courtesy and fairness; and
  - (b) respect and value diversity in the community.
- (2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

## **6. Accountability**

A council member or committee member should —

- (a) base decisions on relevant and factually correct information; and
- (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to them in relation to council or committee meetings; and
- (d) be open and accountable to, and represent, the community in the district.



## **Division 3 — Behaviour**

### **7. Overview of Division**

This Division sets out —

- (a) requirements relating to the behaviour of council members, committee members and candidates; and
- (b) the mechanism for dealing with alleged breaches of those requirements.

### **8. Personal integrity**

(1) A council member, committee member or candidate —

- (a) must ensure that their use of social media and other forms of communication complies with this code; and
- (b) must only publish material that is factually correct.

(2) A council member or committee member —

- (a) must not be impaired by alcohol or drugs in the performance of their official duties; and
- (b) must comply with all policies, procedures and resolutions of the local government.

### **9. Relationship with others**

A council member, committee member or candidate —

- (a) must not bully or harass another person in any way; and
- (b) must deal with the media in a positive and appropriate manner and in accordance with any relevant policy of the local government; and
- (c) must not use offensive or derogatory language when referring to another person; and
- (d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and
- (e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local government employee in connection with the performance of their official duties.

### **10. Council or committee meetings**

When attending a council or committee meeting, a council member, committee member or candidate —

- (a) must not act in an abusive or threatening manner towards another person; and
- (b) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and
- (c) must not repeatedly disrupt the meeting; and
- (d) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and
- (e) must comply with any direction given by the person presiding at the meeting; and
- (f) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting.

## **11. Complaint about alleged breach**

- (1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.
- (2) A complaint must be made —
  - (a) in writing in the form approved by the local government; and
  - (b) to a person authorised under subclause (3); and
  - (c) within 1 month after the occurrence of the alleged breach.
- (3) The local government must, in writing, authorise 1 or more persons to receive complaints and withdrawals of complaints.

## **12. Dealing with complaint**

- (1) After considering a complaint, the local government must, unless it dismisses the complaint under clause 13 or the complaint is withdrawn under clause 14(1), make a finding as to whether the alleged breach the subject of the complaint has occurred.
- (2) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.
- (3) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.
- (4) If the local government makes a finding that the alleged breach has occurred, the local government may —
  - (a) take no further action; or
  - (b) prepare and implement a plan to address the behaviour of the person to whom the complaint relates.
- (5) When preparing a plan under subclause (4)(b), the local government must consult with the person to whom the complaint relates.

- (6) A plan under subclause (4)(b) may include a requirement for the person to whom the complaint relates to do 1 or more of the following —
- (a) engage in mediation;
  - (b) undertake counselling;
  - (c) undertake training;
  - (d) take other action the local government considers appropriate.
- (7) If the local government makes a finding in relation to the complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of —
- (a) its finding and the reasons for its finding; and
  - (b) if its finding is that the alleged breach has occurred — its decision under subclause (4).

### **13. Dismissal of complaint**

- (1) The local government must dismiss a complaint if it is satisfied that —
- (a) the behaviour to which the complaint relates occurred at a council or committee meeting; and
  - (b) either —
    - (i) the behaviour was dealt with by the person presiding at the meeting; or
    - (ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.
- (2) If the local government dismisses a complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of its decision and the reasons for its decision.

### **14. Withdrawal of complaint**

- (1) A complainant may withdraw their complaint at any time before the local government makes a finding in relation to the complaint.
- (2) The withdrawal of a complaint must be —
- (a) in writing; and
  - (b) given to a person authorised under clause 11(3).

### **15. Other provisions about complaints**

- (1) A complaint about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.

- (2) The procedure for dealing with complaints may be determined by the local government to the extent that it is not provided for in this Division.

## Division 4 — Rules of conduct

### *Notes for this Division:*

1. *Under section 5.105(1) of the Act a council member commits a minor breach if the council member contravenes a rule of conduct. This extends to the contravention of a rule of conduct that occurred when the council member was a candidate.*
2. *A minor breach is dealt with by a standards panel under section 5.110 of the Act.*

### 16. Overview of Division

- (1) This Division sets out rules of conduct for council members and candidates.
- (2) A reference in this Division to a council member includes a council member when acting as a committee member.

### 17. Misuse of local government resources

- (1) In this clause —

**electoral purpose** means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;

**resources** of a local government includes —

- (a) local government property; and
  - (b) services provided, or paid for, by a local government.
- (2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

### 18. Securing personal advantage or disadvantaging others

- (1) A council member must not make improper use of their office —
- (a) to gain, directly or indirectly, an advantage for the council member or any other person; or
  - (b) to cause detriment to the local government or any other person.
- (2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

## 19. Prohibition against involvement in administration

- (1) A council member must not undertake a task that contributes to the administration of the local government unless authorised by the local government or the CEO to undertake that task.
- (2) Subclause (1) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

## 20. Relationship with local government employees

- (1) In this clause —  
**local government employee** means a person —
  - (a) employed by a local government under section 5.36(1) of the Act; or
  - (b) engaged by a local government under a contract for services.
- (2) A council member or candidate must not —
  - (a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or
  - (b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or
  - (c) act in an abusive or threatening manner towards a local government employee.
- (3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.
- (4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means —
  - (a) make a statement that a local government employee is incompetent or dishonest; or
  - (b) use an offensive or objectionable expression when referring to a local government employee.
- (5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XXXV.

## 21. Disclosure of information

- (1) In this clause —  
**closed meeting** means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;

**confidential document** means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;

**document** includes a part of a document;

**non confidential document** means a document that is not a confidential document.

- (2) A council member must not disclose information that the council member —
  - (a) derived from a confidential document; or
  - (b) acquired at a closed meeting other than information derived from a non confidential document.
- (3) Subclause (2) does not prevent a council member from disclosing information —
  - (a) at a closed meeting; or
  - (b) to the extent specified by the council and subject to such other conditions as the council determines; or
  - (c) that is already in the public domain; or
  - (d) to an officer of the Department; or
  - (e) to the Minister; or
  - (f) to a legal practitioner for the purpose of obtaining legal advice; or
  - (g) if the disclosure is required or permitted by law.

## **22. Disclosure of interests**

- (1) In this clause —

**interest** —

  - (a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and
  - (b) includes an interest arising from kinship, friendship or membership of an association.
- (2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest —
  - (a) in a written notice given to the CEO before the meeting; or
  - (b) at the meeting immediately before the matter is discussed.
- (3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.
- (4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know —
  - (a) that they had an interest in the matter; or

- (b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.
- (5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then —
  - (a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and
  - (b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.
- (6) Subclause (7) applies in relation to an interest if —
  - (a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or
  - (b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.
- (7) The nature of the interest must be recorded in the minutes of the meeting.

## **23. Compliance with plan requirement**

If a plan under clause 12(4)(b) in relation to a council member includes a requirement referred to in clause 12(6), the council member must comply with the requirement.

# **Guidelines on the Model Code of Conduct for Council Members, Committee Members and Candidates**

**March 2021**



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# Model Code of Conduct

## Introduction

Local government is vital for the delivery of key services and infrastructure in the community. Individuals who are, or seek to be, members of local councils and council committees are entrusted by their community to represent local views, make sound decisions, and utilise public funds effectively to deliver services and amenities for their community. As such, a high standard of professional and ethical conduct is expected of council members and committee members in local governments, as well as candidates in local government elections.

A review of the *Local Government Act 1995* (Act), including consultation with community and sector stakeholders, led to the implementation of priority reforms under the *Local Government Amendment Act 2019* (Amendment Act).

The Amendment Act was developed in response to stakeholder feedback that there was a need for governance reforms, including a Code of Conduct for council members, committee members and candidates that clearly reflects community expectations of behaviour and supports consistency between local governments in relation to the overall process for managing alleged breaches of that Code.

As a result, key reforms under the Amendment Act include the introduction of a Model Code of Conduct (Model Code) that must be adopted by local governments and applied to council members, committee members and candidates; as well as a separate Code of Conduct for Employees.

The Model Code replaces the previous statutory requirement for local governments to develop and implement an individual code of conduct for their council members, committee members and employees.

The *Model Code of Conduct Regulations 2021* (Regulations) have been developed to give effect to the Amendment Act, and provide for:

- overarching principles to guide behaviour;
- behaviours and complaints which are managed by local governments; and
- rules of conduct, contraventions of which are considered by the independent Local Government Standards Panel (Standards Panel) where appropriate.

## Definitions

The Model Code defines key terms to aid understanding and compliance. Where a term is not defined in either the Regulations or the Act, then the generally accepted meaning of the term applies. Some additional guidance is provided as follows:

**Candidate:** an individual is considered a candidate when their nomination for election is accepted by a Returning Officer under section 4.49 of the Act. The Model Code applies to the individual from that point. Any alleged breach of the Model Code may only be addressed if and when the individual is elected as a council member.

**Council member:** references to 'council member' in the Regulations mean an individual who has been elected as a council member under the Act. The requirements of the Regulations also apply to a council member who is a committee member on a council committee.

**Committee member:** under the Regulations, a 'committee member' includes any council member, local government employee or unelected member of the community who has been engaged by the council to participate in a council committee.

**Evidence:** references to 'evidence' in the Regulations means the available facts or information indicating whether an allegation is true or valid. Local governments must use evidence provided by the complainant and by the person to whom the complaint relates, as well as other relevant information, to decide whether an alleged breach of the Model Code has occurred.

**Local government(s):** per the approach in the Act, references to 'local government' in the Regulations mean the body corporate that is the local governing body made up of the council, Chief Executive Officer (CEO) and administrative staff appointed and managed by the CEO.

Where a statutory function entails decision-making on governance matters, the council is responsible for making those decisions unless the matter is delegated. This includes decisions on complaints regarding the conduct of council members, committee members and candidates, as set out in the Regulations.

Further guidance on certain terms in the Model Code is provided in these Guidelines.

## **Purpose**

The purpose of the Model Code is to guide the decisions, actions and behaviours of members, both in council and on council committees, and of candidates running for election as a council member.

Members must comply with the provisions in the Model Code in fulfilling their role and responsibilities in council and on council committees, as set out in the Act.

An individual who has nominated as a candidate for election as a council member is also required to demonstrate professional and ethical behaviour during their election campaign. If elected, the individual must continue to comply with the Model Code in council and on council committees.

It is the individual responsibility of council members, committee members and candidates to become familiar with the Model Code, these Guidelines and any relevant policies of their local government, and to follow the Code at all times.

Where the behaviour of a council member, committee member or candidate does not comply with the Code, it is intended that the local council address the behaviour through education and other remedial actions that the council considers appropriate, rather than formal sanctions.

Where an individual does not comply with any action required by the council, then the council may determine that the matter is to be referred to the Standards Panel as an

alleged contravention of a rule of conduct. The Standards Panel has the authority to make binding decisions regarding allegations of minor misconduct.

## **Adoption**

Section 5.104 of the Act requires that local governments adopt the Model Code as their Code of Conduct within three months of the Regulations coming into operation (by 3 May 2021).

In accordance with section 5.104(4), the Model Code applies until the local government adopts it as their Code. This means that the principles, behaviour requirements and rules of conduct of the Regulations apply to council members, committee members and candidates even if their local government has not yet adopted the Model Code.

While local governments may not amend Division 2 (Principles) or Division 4 (Rules of Conduct), additional behaviour requirements can be included in Division 3 (Behaviours) if deemed appropriate by the local government. Any additions must be consistent with the Model Code of Conduct (section 5.104(3) of the Act).

In preparing the Code for adoption, local governments are encouraged to review their existing Code and consider incorporating any additional behaviour requirements that are not represented in the Model Code. This may include specific dress standards or the appropriate use of technology.

To adopt the Code, a resolution passed by an absolute majority of the council is required. Once the Code is adopted, it must be published on the local government's official website (section 5.104(7)).

## **Division 2 – General Principles**

This section of the Regulations set out the fundamental rules that council members, committee members and candidates are expected to adhere to, promote and support. Adhering to these rules will assist individuals to comply with the behaviours outlined in Division 3 and 4.

The principles outline the overarching approach that members and candidates should demonstrate in their role as public representatives, or potential public representatives. Individuals should consider all behaviours in light of these principles, including any behaviour and conduct that is not covered specifically in Division 3 and 4.

The principles are grouped into three key areas: Personal Integrity; Relationships with others and Accountability. Additional guidance on these areas is provided as follows:

### **Integrity and conflicts of interest**

Members and candidates are generally active in their local area which may lead to a conflict between the public interests of the community and the personal interests of the individual, their family members and associates.

It is the individual responsibility of members and candidates to disclose any such conflicts and ensure that they are managed appropriately to comply with the Model Code and serve their community as expected by the local electors.

Individuals should also consider perceived and potential conflicts of interest. While an individual may be confident of the integrity of their actions, it is important to reflect on how their actions may appear to others, and/or how an action taken now could lead to a conflict of interest in future. If an interest is identified, the individual should disclose and manage this to avoid a conflict with the public interest.

### **Avoidance of reputational damage**

Elected members and candidates may hold strong concerns in relation to actions, or a lack of action, by their local government on certain matters.

It is the individual responsibility of members to ensure that they comply with the Model Code by raising concerns in a respectful and constructive manner and working effectively with their colleagues for their community, as expected by the local electors.

During an election campaign, it is the individual responsibility of candidates to ensure that any concerns they raise regarding the current local government is based on accurate information and expressed in a respectful and constructive manner that demonstrates to local electors their suitability as a potential public representative.

### **Decision-making and accountability**

Council and committee members regularly make decisions that impact on their local area. The community expects that members will make council and committee decisions based on information that is relevant and factually correct. This will vary according to the decision to be made and the information available to the council members and committee members at that time.

In general, individuals are responsible for ensuring their decisions are based on information that is accurate and pertinent to the matter at hand; and can be reasonably considered accurate and relevant by others.

As part of being accountable to their community, council members and committee members should accept responsibility for the decisions they make in the performance of their role.

## **Division 3 – Behaviour**

This section of the Regulations sets the standards of behaviour which reflect the general principles outlined in Division 2.

It is the individual responsibility of members and candidates to demonstrate, promote and support professional and ethical behaviour as provided in the Model Code.

Complaints regarding alleged breaches of the Model Code in Division 3 are managed by the local council as the decision-making body of the local governments, unless this function has been delegated.

The division also provides a principles-based process for responding to alleged breaches. The emphasis is on education and development, rather than punitive sanctions, with the aim of establishing or restoring positive working relationships and avoiding further breaches.

Failure to comply with this Division may give rise to a complaint regarding the conduct of a council member, committee member or candidate, which may lead to the council making a formal finding of a breach and requiring remedial action by the individual.

It is recommended that local governments develop further guidance on dealing with complaints through the introduction of a complementary policy or procedure on complaints management to the extent it is not provided for in the Regulations. There are resources on effective complaints management available on the Ombudsman WA's website at [www.ombudsman.wa.gov.au](http://www.ombudsman.wa.gov.au).

## **Complaints**

### **Process for making a complaint**

Clause 11 of the Regulations provides that a person can make a complaint alleging a breach of Division 3 within one month of the alleged breach occurring.

Local governments should ensure that making a complaint is a simple and accessible process so that any member of the local community can raise concerns about the conduct of council members, committee members and candidates.

Local governments should make it clear that it is important a complainant provides details in their complaint, with supporting information where feasible to do so, because the complaint will form part of the evidence considered by the council when deciding whether a breach of the Model Code has occurred.

#### **Action required**

Local governments must authorise at least one person to receive complaints regarding members and candidates. While the Regulations do not include specific requirements and a local government may decide that the complaints officer is appropriate, other options could include:

- President or Mayor,
- Deputy President or Mayor (especially for complaints about the President or Mayor),
- Chief Executive Officer, or
- External consultant

The Regulations also provide that complaints are to be made in writing in a form approved by the local government.

#### **Action required**

Local governments must determine whether there will be a specific template for complaints and process for how they are to be lodged.

Local governments may choose to:

- establish a specific email address for conduct complaints
- provide a name/position to whom complaints should be addressed
- prepare an online complaint form
- engage an independent person to support the resolution of a complaint. Local governments may consider sharing the services of an independent person.

The Department has prepared a template form for complaints to assist local governments. The template is available on the department's website at [www.dlgsc.wa.gov.au](http://www.dlgsc.wa.gov.au).

The authorised person(s) should acknowledge the receipt of every written complaint in a timely manner. As part of the acknowledgment process, the complainant should be provided information on how the complaint will be progressed and an expected timeframe for the matter to be finalised. This may include providing the complainant with a copy of the complaint policy.

The local government may determine that the person who is authorised to receive complaints takes responsibility for the administrative process. This may include preparing the necessary report to the council or committee tasked with making a decision on the complaint.

The report should contain a summary of the alleged breach, including evidence provided by the complainant. It should also contain information from the person to whom the complaint relates.

### **Dealing with a complaint**

The Regulations do not specify a timeframe by when complaints should be dealt with, however, a timeframe could be included in a local government's policy.

In the interests of procedural fairness, all complaints should be dealt with in a timely manner and allow all parties the opportunity to provide information regarding the alleged conduct.

Clause 12 of the Regulations outlines the process for dealing with complaints regarding the conduct of elected members and candidates. The Model Code leaves it open to local governments to determine the most appropriate and effective process for how this is undertaken. Possible options could include:

#### **Council considered**

Under this option, all complaints received are considered by the council. This would require a report to be provided to the council – either with or without a recommendation (this is a matter for the Council to determine).

The council may choose to appoint a independent/external consultant to review complaints and provide a report to the council. If an independent consultant is tasked with reviewing complaints, it may be preferable that they also make a recommendation as to whether a breach has occurred.

If the person authorised to receive complaints prepares the report, it may be more appropriate that no recommendation is made, and council make a finding on the basis of the information they are provided.

#### Committee considered

Under this option, a committee is established to consider complaints. The makeup of the committee will depend on whether the power to make a finding can be delegated to the committee, or whether they are tasked with making a recommendation for council consideration.

In establishing a committee, local governments may like to consider forming a behaviour review committee that contains a member from some surrounding local governments and an independent person, to review all complaints for those local governments. The committee would prepare a recommendation which is submitted to the relevant council for consideration.

If the committee is tasked with making a recommendation for council consideration, and the council do not accept the recommendation, the reasons why it is not accepted should be noted in the minutes.

#### CEO considered

As with a number of functions in the Act, this function can be delegated to the CEO. Councils may choose to make it the responsibility of the CEO so as to remove council members from the decision-making process. However, consideration also needs to be given as to whether it is appropriate for the CEO to be responsible for making findings on council members behaviour.

### **Triaging complaints**

Local governments should consider how they are going to respond to complaints, and whether complaints are going to be addressed based on seriousness or impact of the allegation or on the order in which complaints are received. This should be outlined in the complaint policy.

#### **Action required**

Local governments must determine who will be considering complaints received and how complaints will be prioritised and managed.

Clause 12(2) of the Regulations require that the person to whom the complaint relates is given a reasonable opportunity to be heard. This should include providing a copy of the complaint to that person in a timely manner and allowing them an opportunity to respond to the allegations in writing. The information provided by that person will assist the local government in forming a view as to whether a breach has occurred.



## **Mediation**

Local governments may choose to introduce mediation following the receipt of a complaint. This could be in the form of informal or formal mediation, conducted either internally or with an external mediator. Mediation may prove to be a valuable tool to resolve matters quickly, before they escalate. If mediation is successful, there is the ability for a complaint to be withdrawn.

## **Making a finding**

Clause 12(1) requires the local government (which could be the council or a committee) to consider whether the alleged matter which is the subject of a complaint, did occur and make a finding on whether the matter constituted a breach of the Code of Conduct.

The same approach should be used as the Standards Panel in their deliberations and decision-making; that is, based on the complaint and other evidence received by the council, the council must be satisfied that, on the balance of probabilities, it is more likely than not that a breach occurred.

At a minimum, the information used to make a finding will include the information provided by the complainant and the person to whom the complaint relates. While not mandatory, there is nothing that prohibits local governments seeking further evidence to assist in making a decision, such as statements from witnesses.

## **Conflicts of interest**

Members will be required to disclose an impartiality interest. This will include the complainant (if applicable) and person to who the alleged breach applies.

An impartiality interest does not require a member to leave the room for the debate or decision. By having both the complainant and accused in the room, it may also allow further input and clarification around the circumstances of the complaint.

The Presiding Member must keep control of the meeting and ensure everyone is provided with an opportunity to speak. Members should remain respectful and open-minded and make a decision on whether a breach has occurred or not using the information available.

## **Action Plans**

Clause 12(4) provides that if a finding that a breach of the Code of Conduct did occur, the local government may determine that no further action is required; or that an action plan must be prepared and implemented.

An action plan should be designed to provide the member with the opportunity and support to demonstrate the professional and ethical behaviour expected of elected representatives.

The action plan does not need to be complex. The plan should outline:

- the behaviour(s) of concern;
- the actions to be taken to address the behaviour(s);
- who is responsible for the actions; and
- an agreed timeframe for the actions to be completed.

An action plan should not include measures that are intended to be a punishment, and instead should focus on mechanisms to encourage positive behaviour and prevent negative behaviour from occurring again in future.

The Code requires that in preparing the action plan, consultation must be undertaken with the elected member to whom the plan relates. This is designed to provide the member with the opportunity to be involved in matters such as the timing of meetings or training. Note: some members may not be willing to engage with the opportunity to participate in the process.

The council or a delegated person should monitor the actions and timeframes set out in the action plan. This is important because if the member does not comply with the action/s within the agreed timeframe, then under the Regulations it is considered a contravention of a rule of conduct.

### **Dismissal of complaints**

While local governments are required to consider all complaints, they can be dismissed if:

- the behaviour occurred at a council or committee meeting and the behaviour was dealt with at that meeting (clause 13), or
- the complaint is withdrawn (clause 14).

Clause 13 allows a complaint to be dismissed if the behaviour occurred at a council or committee meeting, and that behaviour was addressed at the time. This could have been by the presiding member, or remedial action was taken in accordance with the local government's standing orders or local law.

### **Where agreement cannot be reached**

Circumstances may arise when a local council cannot agree on a finding, whether the complaint can be dismissed under clause 13, or an appropriate course of action following a finding of breach.

While the presiding member has the casting vote, in a divided situation, the local government may decide to engage an independent person/consultant to review the evidence and make a recommendation. If this occurs, the council (or committee) should give due consideration to the advice and recommendation, and if they don't accept the recommendation they should state the reasons why in the minutes.

## **Withdrawal of a complaint**

Clause 14 provides the option for a complaint to be withdrawn before it is considered by the council.

Local governments may elect to include in their complaints policy the option for mediation between the complainant and the member. Mediation may resolve any specific issues before the council is required to make a finding and may lead to the complainant withdrawing the complaint. Clause 14 requires a withdrawal to be made in writing and provided to the person(s) authorised to receive complaints.

## **Division 4 – Rules of Conduct**

Contraventions of rules of conduct are matters that:

- negatively affect the honest or impartial performance of an elected member;
- involve a breach of trust placed in the elected member; or
- involve the misuse of information or material.

Division 4 sets out rules of conduct for elected members and candidates that relate to the principles in Division 2 and the behaviours in Division 3. This Division also introduces a new rule of conduct to address situations where an elected member does not undertake the actions required by the local council following a breach of the Model Code. A contravention of this rule of conduct is considered a minor breach, as defined in the Act.

The process for complaints under Division 4 is outlined in the Act. Complaints in the first instance are directed to the complaints officer at the local government. The Act provides that the complaints officer is the CEO or another officer with delegated responsibility.

A council may decide to refer an alleged contravention of Division 4 to the independent Standards Panel in accordance with the Act. As the Panel does not have investigative powers, decisions are made based on the information received by the Panel from the local government. The Standards Panel must be satisfied that, on the balance of probabilities, it is more likely than not that a breach has occurred for the Standards Panel to make a finding of breach.

Where the Standards Panel makes a finding against an elected member or candidate, sanctions will be imposed in accordance with the Part 5 Division 9 of the Act.

Nothing in this Division removes the obligations placed upon council members and employees (including the CEO) of the local government under the *Corruption, Crime and Misconduct Act 2003*.

Further information on the Standards Panel process is available on the Department's website.

**Further information**

The aim of the Model Code of Conduct is to foster a high standard of professional and ethical conduct by council members and candidates, and to support consistency across local governments in relation to their response to complaints regarding conduct.

Local governments are encouraged to seek guidance and advice on specific matters whenever necessary. For queries, please contact: [actreview@dlgsc.wa.gov.au](mailto:actreview@dlgsc.wa.gov.au)

Council Policy Name:	10.3 Senior Staff Designation and Appointment of Acting Chief Executive Officer
Responsible Directorate:	Office of the Chief Executive

## 1. PURPOSE

- 1.1 To designate Senior Employees in accordance with Section 5.37 (1) of the Local Government Act 1995.
- 1.2 To provide for the appointment of a Senior Employee as Acting Chief Executive Officer during periods of leave, such that the continuous and efficient execution of the Shire's functions are maintained.

## 2. SCOPE

- 2.1 This policy applies to the role of Chief Executive Officer and those employees designated as Senior Employees.

## 3. DEFINITIONS

- 3.1 Act means Local Government Act 1995
- 3.2 Council means the Council of the Shire of Pingelly
- 3.3 Leave means annual, long service or personal leave
- 3.4 Acting Chief Executive Officer includes staff appointed in the role on a temporary basis, as well as where a person is employed in the role on a temporary basis.

## 4. POLICY STATEMENT

- 4.1 In accordance with Section 5.37(1) of the Act, a local government may designate employees or persons belonging to a class of employees to be Senior Employees.
- 4.2 In accordance with Section 5.37(2) of the Act, the Chief Executive Officer is to inform the Council of each proposal to employ or dismiss a Senior Employee.
- 4.3 The Senior Employees of the Shire are designated as:
  - a. Executive Manager Corporate Services; and
  - b. Executive Manager Technical Services.
- 4.4 Council recognises that the appointment of Senior Employees to the role of Acting Chief Executive Officer is an effective succession planning strategy, providing Senior Employees with valuable exposure to and experience in the functions of a Chief Executive Officer.
- 4.5 In accordance with the requirements of the Local Government Act 1995, section 5.36(2)(a), the Council has determined that the persons appointed as the permanent incumbent to the position of ~~a Director~~ an Executive Manager are suitably qualified to perform the role of Acting Chief Executive Officer.
- 4.6 The Chief Executive Officer may take leave during periods that are approved by the Shire President in writing. Senior Employees will be appointed to the role of Acting Chief Executive Officer at the discretion of the Chief Executive Officer subject to performance and dependent on availability and operational requirements.

4.7 Appointment of a Senior Employee to the role of Acting Chief Executive Officer will be determined by Council resolution:

- a. for any period exceeding four continuous weeks (up to a maximum of 1 year);  
or
- b. in the event that the Chief Executive Officer is incapacitated or otherwise unable to make an appointment under paragraph 4.6.

4.8 Employment of a person in the position of Acting Chief Executive Officer for a term not exceeding 1 year will be determined by Council resolution.

## 5. RELATED DOCUMENTATION / LEGISLATION

Nil  
Section 5.36 of the Local Government Act 1995  
Section 5.39 (1a) of the Local Government Act 1995  
Section 5.39C of the Local Government Act 1995

## 6. REVIEW DETAILS

<b>Review Frequency</b>	Bi-Annually
<b>Council Adoption</b>	21 April 2010, 17 June, 2015, 16 September 2015, 17 May 2017, 18 July 2018, 20 November 2019, 15 July 2020
<b>Previous Adoption</b>	19 January 2005



## **SHIRE OF PINGELLY**

### **MONTHLY STATEMENT OF FINANCIAL ACTIVITY**

**FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021**

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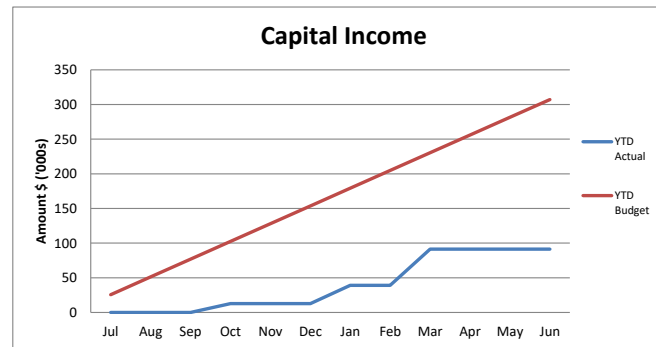
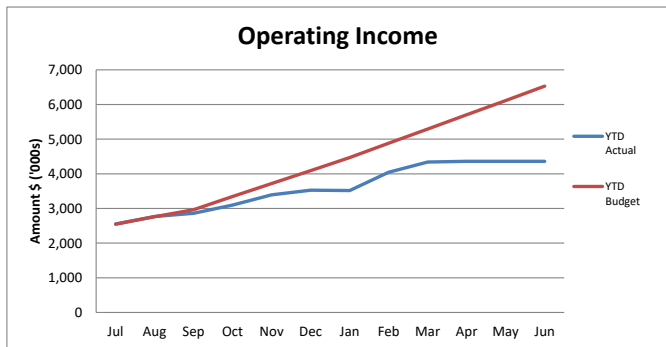
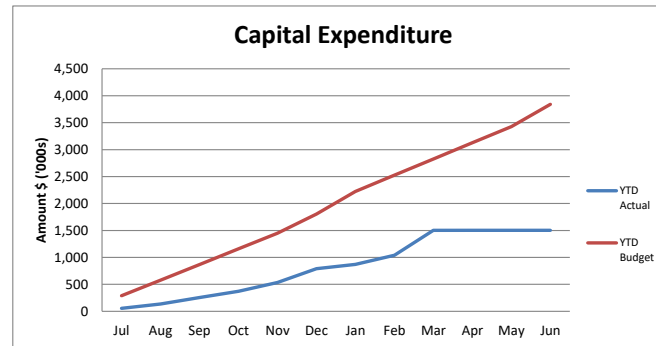
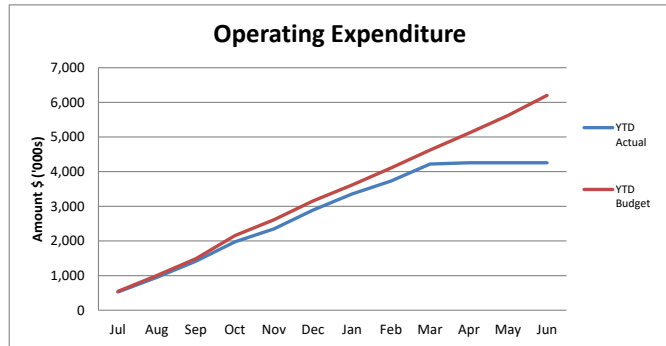
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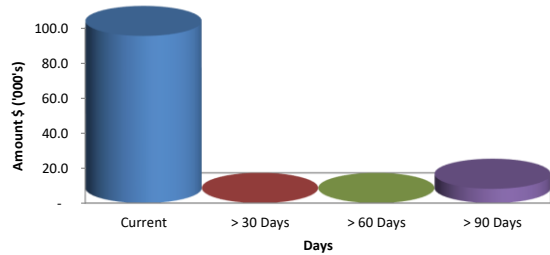
## Income and Expenditure Graphs to 31 March 2021



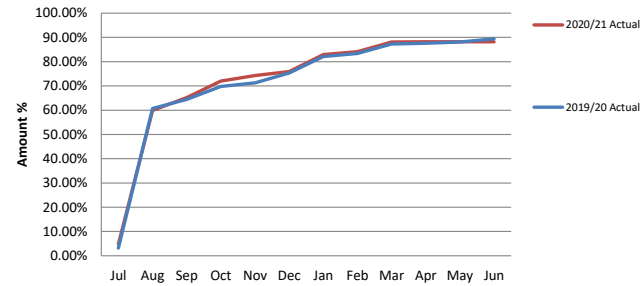


## Other Graphs to 31 March 2021

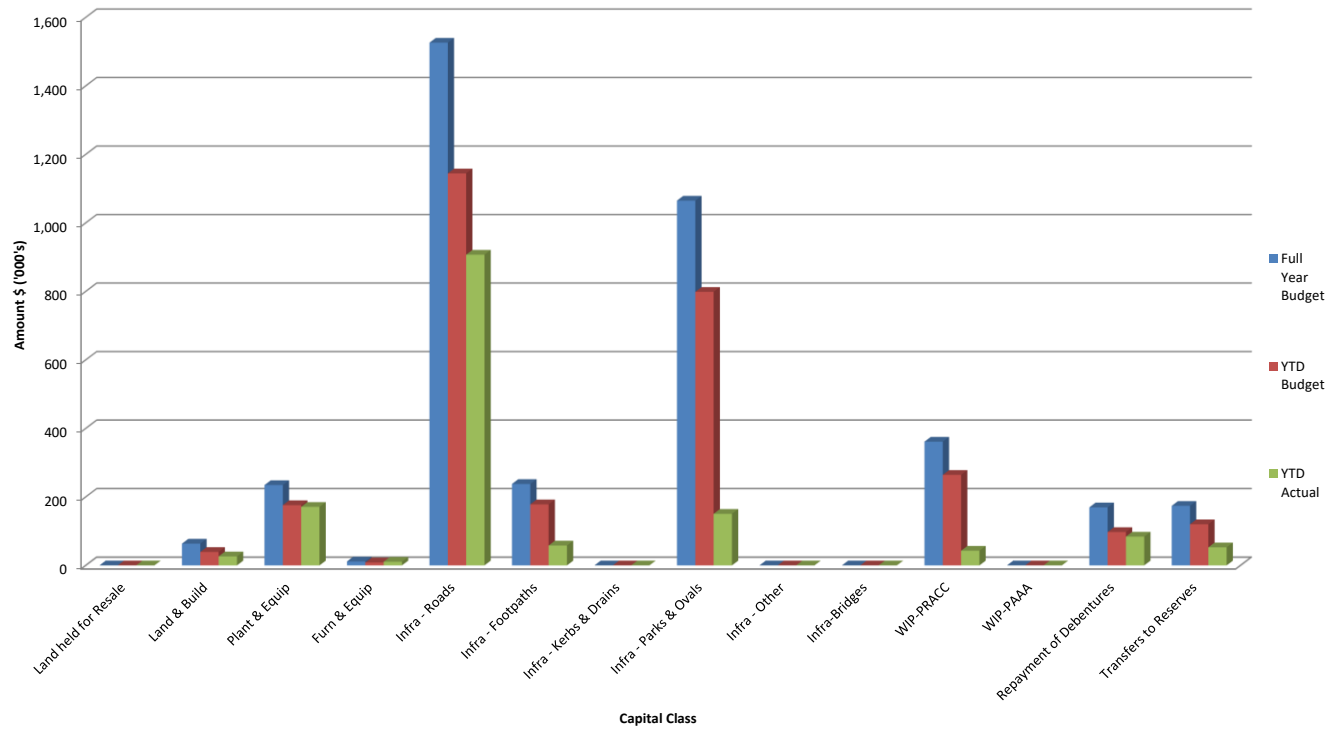
### Sundry Debtors Amount O/S



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### Capital Expenditure



## SHIRE OF PINGELLY

## STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

	NOTE	2020/21 Adopted Budget \$	2020/21 Revised Budget \$	March 2021 Y-T-D Budget \$	March 2021 Actual \$	Variances Actuals to Budget \$	Variances Actual Budget to Y-T-D %	
<b>Operating</b>								
<b>Revenues/Sources</b>								
General Purpose Funding		639,371	648,269	489,212	499,465	10,253	2%	
Governance		38,685	57,319	42,995	51,801	8,806	20%	▲
Law, Order, Public Safety		59,829	67,129	45,003	58,803	13,800	31%	▲
Health		1,636	1,636	1,215	1,463	248	20%	
Education and Welfare		13,713	22,813	16,768	17,520	752	4%	
Housing		0	0	0	0	0	0%	
Community Amenities		199,740	199,740	190,403	195,232	4,829	3%	
Recreation and Culture		1,030,290	1,095,231	814,401	144,120	(670,281)	-82%	▼
Transport		2,049,122	2,203,372	1,490,506	1,198,738	(291,768)	-20%	▼
Economic Services		45,550	46,064	34,524	33,557	(967)	-3%	
Other Property and Services		40,227	95,427	71,541	47,548	(23,993)	-34%	▼
		4,118,163	4,437,000	3,196,568	2,248,247	(948,320)	-30%	
<b>(Expenses)/(Applications)</b>								
General Purpose Funding		(149,696)	(154,596)	(113,706)	(119,588)	(5,882)	-5%	
Governance		(519,278)	(555,875)	(405,604)	(403,575)	2,029	1%	
Law, Order, Public Safety		(204,950)	(219,350)	(167,537)	(160,141)	7,396	4%	
Health		(144,759)	(142,809)	(107,408)	(113,849)	(6,441)	-6%	
Education and Welfare		(49,310)	(48,949)	(34,482)	(50,405)	(15,923)	-46%	▲
Housing		0	0	0	0	0	0%	
Community Amenities		(379,875)	(393,650)	(288,714)	(254,199)	34,515	12%	▼
Recreation & Culture		(1,295,110)	(1,339,056)	(1,023,805)	(1,100,076)	(76,271)	-7%	
Transport		(2,870,996)	(3,051,377)	(2,234,724)	(1,852,717)	382,007	17%	▼
Economic Services		(286,465)	(299,979)	(226,776)	(184,185)	42,591	19%	▼
Other Property and Services		(17,446)	4,120	(18,066)	16,954	35,020	194%	▼
		(5,917,885)	(6,201,521)	(4,620,822)	(4,221,781)	399,041	-9%	
<b>Net Operating Result Excluding Rates</b>		(1,799,722)	(1,764,521)	(1,424,255)	(1,973,534)	(549,279)	39%	
<b>Adjustments for Non-Cash</b>								
<b>(Revenue) and Expenditure</b>								
(Profit)/Loss on Asset Disposals	2	(36,500)	904	675	1,223	548	-81%	
Movement in Deferred Pensioner Rates/ESL		0	0	0	0	0	0%	
Movement in Employee Benefit Provisions		0	0	0	0	0	0%	
Changes in Accounting Policy		0	0	0	0	0	0%	
Adjustments in Fixed Assets		0	0	0	0	0	0%	
Rounding		0	0	0	0	0	0%	
Depreciation on Assets		2,577,232	2,577,232	1,932,894	1,939,382	6,488	0%	
<b>Capital Revenue and (Expenditure)</b>								
Purchase Land Held for Resale	1	0	0	0	0	0	0%	
Purchase of Land and Buildings	1	(30,000)	(63,549)	(39,275)	(34,639)	4,636	12%	
Purchase of Furniture & Equipment	1	(34,081)	(11,400)	(8,550)	(10,603)	(2,053)	-24%	
Purchase of Right of Use Asset - Furniture & Equipment	1	(40,187)	(66,906)	(50,175)	(45,749)	4,426	9%	
Purchase of Right of Use Asset - Plant & Equipment	1	(337,468)	(310,000)	(232,497)	(310,000)	(77,503)	-33%	▲
Purchase of Right of Use Asset - Buildings	1	(21,279)	(13,900)	(10,422)	(13,900)	(3,478)	-33%	
Purchase of Plant & Equipment	1	(294,500)	(234,436)	(175,806)	(170,844)	4,962	3%	
Purchase of WIP - PP & E	1	0	0	0	0	0	0%	
Purchase of Infrastructure Assets - Roads	1	(1,793,554)	(1,525,957)	(1,144,359)	(906,946)	237,413	21%	▼
Purchase of Infrastructure Assets - Footpaths	1	(237,673)	(237,673)	(178,236)	(58,070)	120,166	67%	▼
Purchase of Infrastructure Assets - Kerbs & Drains	1	0	0	0	0	0	0%	
Purchase of Infrastructure Assets - Parks & Ovals	1	(1,000,000)	(1,064,792)	(798,588)	(150,546)	648,042	81%	▼
Purchase of Infrastructure Assets - Bridges	1	0	0	0	0	0	0%	
Purchase of Infrastructure Assets - Other	1	0	0	0	0	0	0%	
Purchase of WIP Recreation and Culture	1	(88,443)	(361,140)	(264,237)	(42,837)	221,400	84%	▼
Purchase of WIP Aged Accommodation	1	0	0	0	0	0	0%	
Proceeds from Disposal of Assets	2	195,000	157,596	147,750	91,366	(56,384)	-38%	▼
Repayment of Debentures	3	(169,320)	(169,320)	(97,422)	(83,954)	13,468	14%	▼
Proceeds from New Debentures	3	0	0	0	0	0	0%	
Proceeds from new Lease Liabilities	3	398,934	390,806	293,094	369,649	76,555	26%	▲
Repayment of Leases	3	(96,540)	(58,532)	(43,390)	(24,316)	19,074	-44%	▼
Advances to Community Groups		0	0	0	0	0	0%	
Self-Supporting Loan Principal Income		17,539	17,539	8,769	8,630	(139)	-2%	
Transfer from Restricted Asset - Unspent Loans		0	0	0	0	0	0%	
Transfers to Restricted Assets (Reserves)	4	(173,803)	(172,500)	(120,125)	(52,651)	67,474	56%	▼
Transfers from Restricted Asset (Reserves)	4	152,200	149,505	112,122	0	(112,122)	-100%	▼
Transfers to Restricted Assets (Other)		0	0	0	0	0	0%	
Transfers from Restricted Asset (Other)		0	0	0	0	0	0%	
<b>ADD</b> Net Current Assets July 1 B/Fwd	5	718,736	718,860	718,736	718,736	0	0%	
Net Current Assets - Unspent Grants		0	0	0	0	0	0%	
<b>LESS</b> Net Current Assets Year to Date	5	0	51,245	720,352	1,342,583	622,231	-86%	▼
<b>Amount Raised from Rates</b>		(2,093,429)	(2,093,429)	(2,093,649)	(2,092,186)	1,463	0%	

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

**Material Variances Symbol**

Above Budget Expectations

Below Budget Expectations

Greater than 10% and \$5,000

Less than 10% and \$5,000

▲

▼

**Purpose**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date.  
The material variance adopted by Council for the current year is an Actual Variance exceeding 10% and a value greater than \$5,000.

**REPORTABLE OPERATING REVENUE VARIATIONS**

<b>Governance</b>	8,806	20% ▲
The variance relates to increased rental revenue webb street units		
<b>Law Order and Public Safety</b>	13,800	31% ▲
ESL SES and BFB grants YTD higher than budget due to timing difference		
<b>Recreation and Culture</b>	(670,281)	-82% ▼
There are a number of factors relating to the variance with the main drivers being the Community Development Grant - Memorial Park Redevelopment & Local Roads and Community Infrastructure Grant - Town Hall Project due to timing difference		
<b>Transport</b>	(291,768)	-20% ▼
There are a number of factors that relate to this variance with the main drivers being the Local Roads and Community Grant - PRACC Carpark due to timing difference		
<b>Other Property and Services</b>	(23,993)	-34% ▼
The variance relates to reimbursement of salary & Wages for Workers Compensation claim and budget profiling for Private Works		

**REPORTABLE OPERATING EXPENSE VARIATIONS**

<b>Education and Welfare</b>	(15,923)	-46% ▲
The variance relates to Depreciation for 2020/21 underallocated, to be reviewed		
<b>Community Amenities</b>	34,515	12% ▼
The variance relates to a timing issue for bulk vergeside, waste & recycle collection along with refuse site management		
<b>Transport</b>	382,007	17% ▼
There are a number of factors that relate to the variance with the main drivers being road maintenance program less than YTD budget due to budget profiling and loss on asset disposal less than budgeted		
<b>Economic Services</b>	42,591	19% ▼
Major variance relates to the Boyagin development not yet commenced		
<b>Other Property and Services</b>	35,020	194% ▼
There are a number of factors which relate to this variance with the main drivers being Plant Operating Costs and Public Works Overheads, which are currently being monitored along with timing issue for Private Works		

**REPORTABLE CAPITAL EXPENDITURE VARIATIONS**

<b>Purchase of Right of Use Asset - Plant &amp; Equipment</b>	-77503	-33% ▲
Variance relates to purchase of ROU Plant & Equipment and budget profiling		
<b>Purchase of Road Infrastructure Assets</b>	237,413	21% ▼
Infrastructure - Roads YTD Actuals less than YTD Budget due to budget profiling		
<b>Purchase of Infrastructure Assets - Footpaths</b>	120,166	67% ▼
Infrastructure - Footpaths YTD Actuals less than YTD Budget due to budget profiling		
<b>Purchase of Infrastructure Assets - Parks &amp; Ovals</b>	648,042	81% ▼
Infrastructure - Parks & Ovals YTD Actuals less than YTD Budget due to budget profiling - Memorial Park Re-Development		
<b>Purchase of WIP Recreation and Culture</b>	221,400	84% ▼
The variance relates to the budget profiling for the PRACC carpark		
<b>Proceeds from Disposal of Assets</b>	-56,384	-38% ▼
The variance relates to a budget profiling on the disposal of plant		
<b>Repayment of Debentures</b>	13,468	14% ▼
The variation relates to budget profiling for borrowings		
<b>Proceeds from new Lease Liabilities</b>	76554.94	26% ▲
The variance relates to budget profiling for the Servers , Solar System and grader lease		
<b>Repayment of Leases</b>	19,074	-44% ▼
The variance relates to budget profiling for leases		

**REPORTABLE CAPITAL REVENUE VARIATIONS**

<b>Transfers to Restricted Assets (Reserves)</b>	67,474	56% ▼
A portion of reserves was transferred at the TDA maturity (31/12/20) with the remainder to occur at the end of the year		
<b>Transfers from Restricted Assets (Reserves)</b>	(112,122)	-100% ▼
Transfers to occur at TDA maturity - 30th June 2021		

**SHIRE OF PINGELLY**  
**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021**

	2020/21 Adopted Budget \$	2020/21 Revised Budget \$	2020/21 YTD Budget \$	March 2021 YTD Actual \$
<b>1. ACQUISITION OF ASSETS</b>				
The following assets have been acquired during the period under review:				
<b><u>By Program</u></b>				
<b>Governance</b>				
<u>Members</u>				
Furniture & Equipment - Schedule 4 Members	25,381	0	0	0
<u>Administration</u>				
Furniture And Equipment	8,700	11,400	8,550	10603
Right Of Use Asset - F & E	40,187	45,749	34,308	45749
Right Of Use Asset - F & E	0	21,157	15,867	0
Right Of Use Asset - Buildings	21,279	13,900	10,422	13900
Capex - Admin Plant Purchases	90,000	81,000	60,750	80499
<b>Law, Order &amp; Public Safety</b>				
<u>Fire Prevention</u>				
Plant Purchase - Schedule 5 Bfb	0	5,800	4,347	5800
<u>Other Recreation &amp; Sport</u>				
Capex - Infra Parks & Ovals	1,000,000	1,064,792	798,588	150546
Capex - Gardener Vehicle	33,500	30,698	23,022	30699
<u>Works in Progress - Recreation Centre</u>				
Capex - Praac Building Construction	14,500	14,500	10,150	14300
Capex - Pracc Landscaping Soft & Hard	0	5,100	3,825	5093
Capex - Pracc Bowling Green	20,000	20,000	14,994	7902

## SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

	2020/21 Adopted Budget \$	2020/21 Revised Budget \$	2020/21 YTD Budget \$	March 2021 Actual \$
<b>1. ACQUISITION OF ASSETS (Continued)</b>				
<b>Recreation &amp; Culture</b>				
<u>Public Halls Civic Centres</u>				
Town Hall Refurbishment	0	33,549	16,775	8364
<b>Transport</b>				
<u>Construction - Roads, Bridges, Depots</u>				
<b>Roads Construction</b>				
Various Road Resheeting	267,597	0	0	0
York - Williams Road - Rtr	89,320	89,320	66,978	51800
Pasture Street - Council Constr	30,624	30,624	22,950	1560
Bullaring Road	158,611	158,611	118,944	115479
Capex - Milton Road	263,069	263,069	197,271	264002
Capex - Rrg Wickepin Pingelly Slk 7.9-9.0	229,221	229,221	171,900	56
Capex - Wickepin Pingelly Road - Crsf Funding	708,956	708,956	531,711	474049
Review Street - Rtr	46,156	46,156	34,605	0
<b>Footpath Construction</b>				
Footpaths - Construction	237,673	237,673	178,236	58070
<u>Road Plant Purchases</u>				
8Kva Genset	8,500	6,800	5,094	6800
Capex - Pt15 Upgrade Truck Tip Tray	45,000	46,426	34,812	47046
Capex - Light Truck	115,000	61,212	45,909	0
Capex - Fuel Pods	2,500	2,500	1,872	0
Right Of Use Asset - P & E	337,468	310,000	232,497	310000
<b>Economic Services</b>				
<u>Other Economic Services</u>				
Capex - Purchase Of Land	30,000	30,000	22,500	26275
	<u>3,877,185</u>	<u>3,889,753</u>	<u>2,902,145</u>	<u>1744133</u>
<b>By Class</b>				
Land	30,000	30,000	22,500	26275
Buildings	0	33,549	16,775	8364
Furniture & Equipment	34,081	11,400	8,550	10603
Right of Use Asset - F & E	40,187	66,906	50,175	45749
Right of Use Asset - P & E	337,468	310,000	232,497	310000
Right of Use Asset - Buildings	21,279	13,900	10,422	13900
Plant & Equipment	294,500	234,436	175,806	170844
Infrastructure - Roads	1,793,554	1,525,957	1,144,359	906946
Infrastructure - Footpaths	237,673	237,673	178,236	58070
Infrastructure - Parks & Ovals	1,000,000	1,064,792	798,588	150546
Works in Progress - Recreation Centre	88,443	361,140	264,237	42837
	<u>3,877,185</u>	<u>3,889,753</u>	<u>2,902,145</u>	<u>1744133</u>

## SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

## 2. DISPOSALS OF ASSETS

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

Asset No	By Program	Written Down Value			Sale Proceeds			Profit(Loss)		
		2020/21		March 2021 Actual \$	2020/21		March 2021 Actual \$	2020/21		March 2021 Actual \$
		Budget \$	Revised Budget		Budget \$	Revised Budget		Budget \$	Revised Budget	
PDOC8	<b>Governance</b>	15,000	15,000	15,978	12,000	12,727	12,727	(3,000)	(2,273)	(3,251)
OE11	DCCS Vehicle PN761	0	0	100	0	0	0	0	0	(100)
PC13	<b>Recreation &amp; Culture</b>	0	0	0	7,000	4,250	0	7,000	4,250	0
PG6	PC13 - Parks & Gardener Ute PN172	60,000	60,000	0	110,000	79,000	0	50,000	19,000	0
PMOW12	<b>Transport</b>	20,000	20,000	17,925	15,000	11,619	13,364	(5,000)	(8,381)	(4,562)
PT17	2015 Mitsub Triton WS PN01	19,000	19,000	18,709	14,000	4,500	14,727	(5,000)	(14,500)	(3,981)
PT15	2010 Isuzu Crew Cab Tray Top PN483	14,500	14,500	13,602	7,000	15,500	24,273	(7,500)	1,000	10,671
	<b>Economic Services</b>	30,000	30,000	26,275	30,000	30,000	26,275	0	0	0
	Lot 856 (2) Stone Street Pingelly	158,500	158,500	92,589	195,000	157,596	91,366	36,500	(904)	(1,223)

Asset No	By Class of Asset	Written Down Value			Sale Proceeds			Profit(Loss)		
		2020/21		March 2021 Actual \$	2020/21		March 2021 Actual \$	2020/21		March 2021 Actual \$
		Budget \$	Revised Budget		Budget \$	Revised Budget		Budget \$	Revised Budget	
PDOC8	<b>Plant &amp; Equipment</b>	15,000	15,000	15,978	12,000	12,727	12,727	(3,000)	(2,273)	(3,251)
PC13	DCCS Vehicle PN761	0	0	0	7,000	4,250	0	7,000	4,250	0
PG6	PC13 - Parks & Gardener Ute PN172	60,000	60,000	0	110,000	79,000	0	50,000	19,000	0
PMOW12	2015 Mitsub Triton WS PN01	20,000	20,000	17,925	15,000	11,619	13,364	(5,000)	(8,381)	(4,562)
PT17	2010 Isuzu Crew Cab Tray Top PN483	19,000	19,000	18,709	14,000	4,500	14,727	(5,000)	(14,500)	(3,981)
PT15	2010 Isuzu Tip Truck PN66	14,500	14,500	13,601.70	7,000	15,500	24,273	(7,500)	1,000	10,671
OE11	<b>Furniture &amp; Equipment</b>	0	0	100	0	0	0	0	0	(100)
	Admin Server - Zenien & Dell	30,000	30,000	26,275	30,000	30,000	26,275	0	0	0.00
	<b>Land &amp; Buildings</b>	158,500	158,500	92,589	195,000	157,596	91,366	36,500	(904)	(1,223)
	Lot 856 (2) Stone Street Pingelly									

Summary

Profit on Asset Disposals  
Loss on Asset Disposals

2020/21		March 2021 Actual \$
Adopted Budget \$	Revised Budget \$	
57,000	24,250	10,671
(20,500)	(25,154)	(11,894)
36,500	(904)	(1,223)

## SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

## 3. INFORMATION ON BORROWINGS

## (a) Debenture Repayments

Particulars	Principal 1-Jul-20	New Loans		Principal Repayments			Principal Outstanding			Interest Repayments		
		2020/21 Budget \$	2020/21 Actual \$	2020/21 Budget \$	2020/21 Revised Budget	2020/21 Actual \$	2020/21 Budget \$	2020/21 Revised Budget	2020/21 Actual \$	2020/21 Budget \$	2020/21 Revised Budget	2020/21 Actual \$
<b>Education &amp; Welfare</b>												
Loan 120 - SSL Pingelly Cottage Homes *	149,819	0	0	17,539	17,539	8,630	132,280	132,280	141,189	9,414	9,414	4,794
<b>Recreation &amp; Culture</b>												
Loan 123 - Recreation and Cultural Centre	2,054,890	0	0	100,699	100,699	49,825	1,954,191	1,954,191	2,005,065	85,462	85,462	43,020
Loan 124 - Recreation and Cultural Centre	1,200,000	0	0	51,082	51,082	25,499	1,148,918	1,148,918	1,174,501	7,757	7,757	3,792
	3,404,709	0	0	169,320	169,320	83,954	3,235,389	3,235,389	3,320,755	102,633	102,633	51,606

(\*) Self supporting loan financed by payments from third parties.

All other loan repayments were financed by general purpose revenue.

## 3. INFORMATION ON LEASES

## (b) Lease Repayments

Particulars	Principal 1-Jul-20	New Lease		Lease Principal Repayments			Lease Principal Outstanding			Lease Interest Repayments		
		2020/21 Budget \$	2020/21 Actual \$	2020/21 Budget \$	2020/21 Revised Budget	2020/21 Actual \$	2020/21 Budget \$	2020/21 Revised Budget	2020/21 Actual \$	2020/21 Budget \$	2020/21 Revised Budget	2020/21 Actual \$
<b>Administration</b>												
Photocopier Lease	57,502	0	0	20,366	20,366	15,217	37,136	37,136	42,285	1,442	1,442	1,138
Solar System-Admin Office	0	13,900	13900	5,084	2,600	959	8,816	11,300	12,941	580	580	154
Server Lease	0	45,749	45749	7,566	5,566	2,572	38,183	40,183	43,177	1,117	600	0
CCTV Server Lease	0	21,157	0	0	2,000	0	21,157	19,157	21,157	0	517	0
Grader Lease	0	310,000	310000	63,524	28,000	5,568	246,476	282,000	304,432	9,224	9,224	0
	57,502	390,806	369649	96,540	58,532	24,316	351,768	389,776	423,991	12,363	12,363	1,293

## SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

	2020/21		March 2021 Actual
	Adopted Budget \$	Revised Budget \$	\$
<b>4. RESERVES</b>			
<b>Cash Backed Reserves</b>			
<b>(a) Leave Reserve</b>			
Opening Balance	36,061	36,061	36,061
Amount Set Aside / Transfer to Reserve	799	332	144
Amount Used / Transfer from Reserve	(10,000)	(10,000)	0
	<u>26,860</u>	<u>26,393</u>	<u>36,205</u>
<b>(b) Plant Reserve</b>			
Opening Balance	48,977	48,977	48,977
Amount Set Aside / Transfer to Reserve	120,085	119,451	196
Amount Used / Transfer from Reserve	(133,500)	(133,500)	0
	<u>35,562</u>	<u>34,928</u>	<u>49,173</u>
<b>(c) Building and Recreation Reserve</b>			
Opening Balance	23,808	23,808	23,808
Amount Set Aside / Transfer to Reserve	348	219	95
Amount Used / Transfer from Reserve	0	0	0
	<u>24,156</u>	<u>24,027</u>	<u>23,903</u>
<b>(d) Electronic Equipment Reserve</b>			
Opening Balance	3,242	3,242	3,242
Amount Set Aside / Transfer to Reserve	35,006	35,030	35,013
Amount Used / Transfer from Reserve	(8,700)	(6,005)	0
	<u>29,548</u>	<u>32,267</u>	<u>38,255</u>
<b>(e) Community Bus Reserve</b>			
Opening Balance	11,807	11,807	11,807
Amount Set Aside / Transfer to Reserve	12,086	12,109	12,047
Amount Used / Transfer from Reserve	0	0	0
	<u>23,893</u>	<u>23,916</u>	<u>23,854</u>
<b>(f) Swimming Pool Reserve</b>			
Opening Balance	22,835	22,835	22,835
Amount Set Aside / Transfer to Reserve	5,320	5,210	5,091
Amount Used / Transfer from Reserve	0	0	0
	<u>28,155</u>	<u>28,045</u>	<u>27,926</u>
<b>(g) Refuse Site Rehab/Closure Reserve</b>			
Opening Balance	16,086	16,086	16,086
Amount Set Aside / Transfer to Reserve	159	149	64
Amount Used / Transfer from Reserve	0	0	0
	<u>16,245</u>	<u>16,235</u>	<u>16,150</u>
<b>Total Cash Backed Reserves</b>	<u><b>184,419</b></u>	<u><b>185,811</b></u>	<u><b>215,466</b></u>

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



**SHIRE OF PINGELLY**

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY**

**FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021**

	2020/21		
	Adopted Budget \$	Revised Budget \$	March 2021 Actual \$
<b>4. RESERVES (Continued)</b>			
<b>Cash Backed Reserves (Continued)</b>			
<b>Summary of Transfers To Cash Backed Reserves</b>			
<b>Transfers to Reserves</b>			
Leave Reserve	799	332	144
Plant Reserve	120,085	119,451	196
Building and Recreation Reserve	348	219	95
Electronic Equipment Reserve	35,006	35,030	35,013
Community Bus Reserve	12,086	12,109	12,047
Swimming Pool Reserve	5,320	5,210	5,091
Refuse Site Rehab/Closure Reserve	159	149	64
	<b>173,803</b>	<b>172,500</b>	<b>52,650</b>
<b>Transfers from Reserves</b>			
Leave Reserve	(10,000)	(10,000)	0
Plant Reserve	(133,500)	(133,500)	0
Building Reserve	0	0	0
Electronic Equipment Reserve	(8,700)	(6,005)	0
Community Bus Reserve	0	0	0
Swimming Pool Reserve	0	0	0
Refuse Site Rehab/Closure Reserve	0	0	0
	<b>(152,200)</b>	<b>(149,505)</b>	<b>0</b>
<b>Total Transfer to/(from) Reserves</b>	<b>21,603</b>	<b>22,995</b>	<b>52,650</b>

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

**Leave Reserve**

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

**Plant Reserve**

- to be used for the purchase of major plant.

**Building and Recreation Reserve**

- to be used to fund the renovation/purchase of Shire of Pingelly buildings and Recreation Infrastructure.

**Electronic Equipment Reserve**

- to be used to fund the purchase of administration computer system equipment.

**Community Bus Reserve**

- to be used to fund the change-over of the community bus.

**Swimming Pool Reserve**

- to be used to fund the upgrading of the swimming pool complex

**Joint Venture Housing Reserve**

- to be used for the future maintenance of the Joint Venture units

**Refuse Site Rehab/Closure Reserve**

- to be used to facilitate the rehabilitation/closure of the town refuse site.

## SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

	2019/20 B/Fwd Per 2020/21 Budget \$	2019/20 B/Fwd Per Financial Report \$	March 2021 Actual \$
<b>5. NET CURRENT ASSETS</b>			
<b>Composition of Estimated Net Current Asset Position</b>			
<b>CURRENT ASSETS</b>			
Cash - Unrestricted	698,429	698,429	1,062,873
Cash - Restricted Unspent Grants			948,271
Cash - Restricted Unspent Loans	0	0	(0)
Cash - Restricted Bonds & Deposits	6,692	6,692	13,843
Cash - Restricted Reserves	162,817	162,817	215,468
Receivables (Budget Purposes Only)	0	0	0
Rates Outstanding	203,378	203,378	238,286
Sundry Debtors	66,182	66,182	103,641
Provision for Doubtful Debts	(990)	(990)	(990)
Gst Receivable	24,008	24,008	81,865
Contract Asset	180,445	180,445	0
Loans - clubs/institutions	17,538	17,538	8,909
Accrued Income/Payments In Advance	11,489	11,489	0
Investments	5,000	5,000	5,000
Inventories	3,704	3,704	12,811
	<u>1,378,691</u>	<u>1,378,691</u>	<u>2,689,978</u>
<b>LESS: CURRENT LIABILITIES</b>			
Payables and Provisions (Budget Purposes Only)	0	0	-
Sundry Creditors	(31,246)	(31,246)	(75,538)
Accrued Interest On Loans	(417)	(417)	-
Accrued Salaries & Wages	(15,193)	(15,193)	-
Bonds & Deposits Held	(6,692)	(6,692)	(13,843)
Income In Advance	0	0	(151,136)
Gst Payable	(5,656)	(5,656)	(13,028)
Payroll Creditors	0	0	-
Contract Liabilities	0	0	-
Performance Obligation Liability	(331,831)	(331,831)	(797,134)
Prepaid Rates Liability	(29,830)	(29,830)	(23,350)
Current Lease Liability	(20,366)	(20,366)	(22,347)
Accrued Expenses	(20,772)	(20,772)	-
PAYG Liability	(29,082)	(29,082)	(42,593)
Other Payables	(3,881)	(3,881)	(1,395)
Current Employee Benefits Provision	(374,554)	(374,554)	(374,554)
Current Loan Liability	(169,320)	(169,320)	(85,365)
	<u>(1,038,840)</u>	<u>(1,038,840)</u>	<u>(1,600,285)</u>
<b>NET CURRENT ASSET POSITION</b>	<b>339,851</b>	<b>339,851</b>	<b>1,089,693</b>
Less: Cash - Reserves - Restricted	(162,817)	(162,817)	(215,468)
Less: Cash - Unspent Grants/Loans - Fully Restricted	0	0	0
Less: Current Loans - Clubs / Institutions	(17,538)	(17,538)	(8,909)
Less: Investments	(5,000)	(5,000)	(5,000)
Add Back : Component of Leave Liability not Required to be Funded	374,554	374,554	374,554
Add Back : Current Loan Liability	169,320	169,320	85,365
Add Back : Current Lease Liability	20,366	20,366	22,347
Adjustment in Accounting policies	0	0 *	0
Adjustment for Trust Transactions Within Muni	0	0	0
<b>ESTIMATED SURPLUS/(DEFICIENCY) C/FWD</b>	<u><b>718,736</b></u>	<u><b>718,736</b></u>	<u><b>1,342,583</b></u>

# SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

### 6. RATING INFORMATION

RATE TYPE	Rate in \$	Number of Properties	Rateable Value \$	2020/21 Rate Revenue \$	2020/21 Interim Rates \$	2020/21 Back Rates \$	2020/21 Total Revenue \$	2020/21 Budget \$
<b>General Rate</b>								
GRV - Residential	0.121390	316	3,592,992	436,153	1,332	5	437,490	438,868
GRV - Rural Residential	0.121390	66	817,596	99,248	1,709	0	100,957	99,248
GRV - Commercial/Industrial	0.121390	29	412,252	50,043	(572)	(723)	48,747	50,043
GRV - Townsites	0.121390	12	144,560	17,548	0	0	17,548	17,548
UV - Broadacre Rural	0.009704	244	138,100,000	1,340,122	(345)	(154)	1,339,623	1,340,122
Non Rateable								
<b>Sub-Totals</b>		667	143,067,400	1,943,114	2,124	(872)	1,944,366	1,945,829
<b>Minimum Rates</b>	<b>Minimum \$</b>							
GRV - Residential	900	62	96,900	55,800	0	0	55,800	55,800
GRV - Rural Residential	900	24	52,909	21,600	0	0	21,600	21,600
GRV - Commercial/Industrial	900	11	36,200	9,900	0	0	9,900	9,900
GRV - Townsites	900	8	44,160	7,200	0	0	7,200	7,200
UV - Broadacre Rural	900	59	2,753,000	53,100	0	0	53,100	53,100
<b>Sub-Totals</b>		164	2,983,169	147,600	0	0	147,600	147,600
Ex Gratia Rates							2,091,966	2,093,429
Movement in Excess Rates							217	
							0	0
<b>Total Amount of General Rates</b>							2,092,183	2,093,429
Specified Area Rates							0	0
Ex Gratia Rates							0	220
<b>Total Rates</b>							2,092,183	2,093,649

All land except exempt land in the Shire of Pingelly 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 2020/21 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also bearing considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the Local Government services/facilities.

**SHIRE OF PINGELLY**

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY**

**FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021**

**7. OPERATING STATEMENT**

	<b>March 2021 Actual \$</b>	<b>2020/21 Revised Budget \$</b>	<b>2020/21 Adopted Budget \$</b>	<b>2019/20 Actual \$</b>
<b>OPERATING REVENUES</b>				
Governance	51,801	57,319	38,685	90,759
General Purpose Funding	2,591,648	2,741,698	2,732,800	3,462,673
Law, Order, Public Safety	58,803	67,129	59,829	42,604
Health	1,463	1,636	1,636	1,776
Education and Welfare	17,520	22,813	13,713	22,338
Housing	0	0	0	0
Community Amenities	195,232	199,740	199,740	197,523
Recreation and Culture	144,120	1,095,231	1,030,290	50,563
Transport	1,198,738	2,203,372	2,049,122	1,326,421
Economic Services	33,557	46,064	45,550	52,250
Other Property and Services	47,548	95,427	40,227	38,383
<b>TOTAL OPERATING REVENUE</b>	<b>4,340,430</b>	<b>6,530,429</b>	<b>6,211,592</b>	<b>5,285,289</b>
<b>OPERATING EXPENSES</b>				
Governance	403,575	555,875	519,278	639,695
General Purpose Funding	119,588	154,596	149,696	196,491
Law, Order, Public Safety	160,141	219,350	204,950	236,514
Health	113,849	142,809	144,759	141,730
Education and Welfare	50,405	48,949	49,310	133,366
Housing	0	0	0	0
Community Amenities	254,199	393,650	379,875	392,607
Recreation & Culture	1,100,076	1,339,056	1,295,110	1,480,401
Transport	1,852,717	3,051,377	2,870,996	2,764,104
Economic Services	184,185	299,979	286,465	301,461
Other Property and Services	(16,954)	(4,120)	17,446	26,851
<b>TOTAL OPERATING EXPENSE</b>	<b>4,221,781</b>	<b>6,201,521</b>	<b>5,917,885</b>	<b>6,313,219</b>
<b>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS</b>	<b>118,649</b>	<b>328,908</b>	<b>293,707</b>	<b>(1,027,930)</b>

**SHIRE OF PINGELLY**

**NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY**

**FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021**

**8. STATEMENT OF FINANCIAL POSITION**

	<b>March 2021 Actual \$</b>	<b>2019/20 Actual \$</b>
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	2,226,612	861,246
Investments Current	5,000	5,000
Trade and Other Receivables	431,712	502,050
Inventories	12,811	3,704
Restricted Cash - Bonds & Deposits	13,843	6,692
<b>TOTAL CURRENT ASSETS</b>	<b>2,689,978</b>	<b>1,378,692</b>
<b>NON-CURRENT ASSETS</b>		
Other Receivables	198,513	198,513
Inventories	0	0
Property, Plant and Equipment	19,473,542	19,375,392
Infrastructure	66,306,607	66,692,594
Investments Non Current	53,416	53,416
<b>TOTAL NON-CURRENT ASSETS</b>	<b>86,032,078</b>	<b>86,319,915</b>
<b>TOTAL ASSETS</b>	<b>88,722,056</b>	<b>87,698,607</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	1,126,522	488,274
Long Term Borrowings	85,365	169,320
Provisions	374,554	374,554
Bonds & Deposits Liability	13,843	6,692
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,600,284</b>	<b>1,038,840</b>
<b>NON-CURRENT LIABILITIES</b>		
Trade and Other Payables	380,488	37,137
Long Term Borrowings	3,235,390	3,235,390
Provisions	82,901	82,901
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>3,698,779</b>	<b>3,355,428</b>
<b>TOTAL LIABILITIES</b>	<b>5,299,063</b>	<b>4,394,268</b>
<b>NET ASSETS</b>	<b>83,422,993</b>	<b>83,304,339</b>
<b>EQUITY</b>		
Retained Surplus	31,589,716	31,523,716
Reserves - Cash Backed	215,468	162,817
Revaluation Surplus	51,617,806	51,617,806
<b>TOTAL EQUITY</b>	<b>83,422,990</b>	<b>83,304,339</b>

# SHIRE OF PINGELLY

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY FOR THE PERIOD 1 MARCH 2021 TO 31 MARCH 2021

### 9. FINANCIAL RATIOS

	2021 YTD	2020
Current Ratio	1.25	0.47
Operating Surplus Ratio	(0.18)	(0.65)

The above ratios are calculated as follows:

#### Current Ratio

$$\frac{(\text{Current Assets MINUS Restricted Assets})}{(\text{Current Liabilities MINUS Liabilities Associated with Restricted Assets})}$$

#### Purpose:

This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past year's transactions.

#### Standards:

The standard is not met if the ratio is lower than 1:1 (less than 100%)

Below Std

The standard is met if the ratio is greater than 1:1 (100% or greater)

Std met

A ratio less than 1:1 means that a local government does not have sufficient assets that can be quickly converted into cash to meet its immediate cash commitments. This may arise from a budget deficit from the past year, a Council decision to operate an overdraft or a decision to fund leave entitlements from next year's revenues.

#### Operating Surplus Ratio

$$\frac{(\text{Operating Revenue MINUS Operating Expense})}{(\text{Own Source Operating Revenue})}$$

#### Purpose:

This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.

#### Standards:

Basic Standard is not met less than < 1% (< 0.01)

Below Std

Basic Standard between 1% and 15% (0.01 and 0.15)

Basic Std

Advanced Standard greater than > 15% (>0.15).

Adv Std

SHIRE OF PINGELLY RESTRICTED CASH RECONCILIATION 31 March 2021									
Restricted Grants/Funds Received	Projects	GL/Job Account	Total Restricted Funds	Actual Expenditure previous year 2016/17	Actual Expenditure current year 2017/18	Actual Expenditure current year 2018/19	Actual Expenditure current year 2019/20	Actual Expenditure current year 2020/21	Restricted Funds Remaining
Wickepin Pingelly Road 0156 - RRG05 and R2R	Transport	1230	106,515.00	0.00	0.00	0.00	40,779.72	56.45	65,678.83
Wickepin Pingelly Road CRSF5	Transport	1231	295,240.00	0.00	0.00	0.00	29,144.48	266,095.52	0.00
Wickepin Pingelly Road 0156 - R2R	Transport	1232	55,485.00	0.00	0.00	0.00	0.00	0.00	55,485.00
Harper Street Bodey Street (R2R Funding)	Transport	1232	35,449.00	0.00	0.00	0.00	0.00	0.00	35,449.00
Milton Road (R2F Funding)	Transport	1232	72,023.00	0.00	0.00	0.00	0.00	72,023.00	0.00
Memorial Park Project	Recreation & Culture	11IP	500,000.00	0.00	0.00	0.00	0.00	85,753.77	414,246.23
PRACC Carpark	Recreation & Culture	11PW	200,697.00	0.00	0.00	0.00	0.00	15,542.05	185,154.95
Pasture Street (R2R Funding)	Transport	1201	27,559.00	0.00	0.00	0.00	0.00	1,560.00	25,999.00
Town Hall Maintenance and Improvements	Recreation & Culture	11EH	23,485.00	0.00	0.00	0.00	0.00	8,363.63	15,121.37
Pingelly Astrofest	Recreation & Culture	1130	5,000.00	0.00	0.00	0.00	0.00	1,727.27	3,272.73
Live & Local Music	Recreation & Culture	1180	13,000.00	0.00	0.00	0.00	0.00	2,136.36	10,863.64
National Australia Day Council	Recreation & Culture	1175	20,000.00	0.00	0.00	0.00	0.00	20,000.00	0.00
Roadside Vegetation Clearing	Transport	1274	122,500.00	0.00	0.00	0.00	0.00	0.00	122,500.00
AWARE - Regional Recovery Exercise	Law Order & Public Safety	0555	14,500.00	0.00	0.00	0.00	0.00	0.00	14,500.00
<b>Sub Total</b>									<b>948,270.75</b>
<b>Total Restricted Grant Funds</b>									<b>948,270.75</b>
<b>Available Cash</b>		<b>GL/Job Account</b>	<b>Interest Rate</b>	<b>Maturing</b>					<b>Balance</b>
Municipal Bank	Muni Fund Bank	0111	0	N/A					367,726.98
Municipal Bank	Muni Fund Interest Bearing A/C	0111	0.05%	N/A					750,118.67
Municipal Bank - TDA	Muni Fund Bank TDA	0111	0.25%	26-Apr-21					892,748.58
Municipal Bank	Till Float SES	0112							50.00
Municipal Bank	Till Float	0113							200.00
Municipal Bank	Petty Cash on hand	0114							300.00
Total Cash									2,011,144.23
Less Restricted Cash									(948,270.75)
<b>Total Unrestricted Cash</b>									<b>1,062,873.48</b>