

Westonia-Yilgarn Regional Business Plan

Final Report



August 2011

achieving
results
in the public sector

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	Report Outline	1
1.2	Structure of the analysis	1
2	BACKGROUND	2
3	THE CASE FOR A MERGER.....	4
4	COMMUNITY OVERVIEW	7
5	STRATEGIC DIRECTION	17
5.1	Governance Issues.....	17
5.2	Administration Issues	25
5.3	Community Engagement	27
5.4	Local Town Planning Schemes.....	28
5.5	Strengths and Weaknesses	29
6	SERVICES	31
6.1	Law Order and Public Safety	33
6.1.1	Animal Services.....	33
6.1.2	Crime Prevention	33
6.1.3	Bush Fire and Emergency Services.....	34
6.2	Health.....	35
6.2.1	Pest Control.....	35
6.2.2	Public Health and Inspection.....	35
6.2.3	Medical Services	36
6.3	Housing	37
6.3.1	Housing	37

6.4	Education and Welfare	38
6.4.1	Aged Accommodation	38
6.4.2	Care of families and children.....	38
6.4.3	Community Resource Centre.....	39
6.5	Senior Citizens Centre.....	39
6.6	Community Amenities.....	40
6.6.1	Sanitation/Waste Management	40
6.6.2	Public Conveniences.....	41
6.6.3	Cemetery.....	41
6.6.4	Community Vehicles	41
6.6.5	Sewerage Schemes	42
6.6.6	Town Planning.....	42
6.6.7	Urban Stormwater	42
6.7	Recreation and Culture.....	43
6.7.1	Halls	43
6.7.2	Swimming Pool.....	43
6.7.3	Library	44
6.7.4	Community Development.....	44
6.7.5	Squash Court	45
6.7.6	Memorials.....	45
6.7.7	Recreation Centres	46
6.7.8	Complex	46
6.7.9	Ovals, parks and gardens	46
6.7.10	Television re-broadcasting	47
6.7.11	History	47
6.8	Economic Services	48
6.8.1	Rural Services	48
6.8.2	Building Control	48
6.8.3	Tourism and Caravan Parks	49
6.8.4	Aerodrome.....	49
6.9	Transport.....	50
6.9.1	Roading	50
6.9.2	Motor Vehicle Licensing	51

6.10	Strengths and Weaknesses	52
7	SYSTEMS	54
7.1	Strengths and weaknesses.....	55
8	OPERATING MATTERS	56
8.1	Strengths and Weaknesses	73
9	PEOPLE.....	74
9.1	Strengths and Weaknesses	78
10	FINANCIAL SUSTAINABILITY	79
11	FINANCIAL	90
11.1	Revenue/Income	93
11.2	Expenditure	97
11.3	Financial Ratios 2009/10	98
12	TRANSITIONAL CONSIDERATIONS	99
12.1	Overall governance and project management	99
12.2	Integrated planning and reporting	99
12.3	Proposed Organisational Structure	99



Morrison Low Consultants Pty Ltd

Commercial Unit 2, Cnr Brown St and Guy Lane (entrance on Guy Lane)
East Perth, WA 6004
PO Box 6393, WA 6892
www.morrisonlow.com

Document Status

Approving Director:	Malcolm Morrison	Date:	10 August 2011
----------------------------	-------------------------	--------------	-----------------------

© Morrison Low

Except for all client data and factual information contained herein, this document is the copyright of Morrison Low Consultants Pty Ltd. All or any part of it may only be used, copied or reproduced for the purpose for which it was originally intended, except where the prior permission to do otherwise has been sought from and granted by Morrison Low Consultants Pty Ltd. Prospective users are invited to make enquiries of Morrison Low Consultants Pty Ltd concerning using all or part of this copyright document for purposes other than that for which it was intended.

1 INTRODUCTION

Morrison Low has undertaken a comprehensive assessment of the option of a merger between the Shires of Yilgarn and Westonia. This report is designed to support the process of considering whether a merger is an appropriate solution for the two Shires. We conclude that while the new entity would still be small, the proposed merger would create a stronger Local Government with greater capacity to deliver services more effectively for both communities, even given the new challenges that will be taken on. It will also contribute to a stronger region, with more sustainable and resilient communities. This benefit is most apparent when looking at the strategic challenges of maintaining population and industry at a healthy level.

Our report outlines the case for a merger and presents the information and analysis that underpins it including an analysis of the current services, funding and structural arrangements as well as an overview of the financial capacity of the two Councils as compared to a merged entity. The analysis has generally followed the Department of Local Government's Regional Business Plan template. Feedback from community meetings held in Southern Cross on 6 July 2011 and Westonia on 7 July 2011 has been incorporated. The report will be submitted to the Local Government Advisory Board prior to its consideration of the merger submission.

1.1 Report Outline

Section two of this report provides the background to the merger proposal. Section three presents the case for a merger by summarising the key findings of the analysis in sections four - ten. Section eleven covers the transitional considerations.

1.2 Structure of the analysis

Following the Department of Local Government's Regional Business Planning template, the analysis is divided into eight sections; Community Overview, Strategic Direction, Services, Systems, Operating Matters, People, Financial Sustainability, and Finance.

The Community Overview section captures key economic, social and demographic statistics from a range of sources to identify similarities and differences between the two Shires. The Strategic Direction section covers issues that impact on the local government's strategic management, governance and administration. This identifies current and proposed Council arrangements and associated costs. Wards and representation is also discussed. The Services section provides a detailed list of the Shires' current services to the community. These services are broken down into the type of service they provide, the level of service, and associated costs. This section aims to facilitate understanding of the commonalities and differences in service delivery between the Shires.

The Systems section of this report relates to the various technology systems. The Operating Matters section covers key internal functions. This includes the financial reporting framework, legal issues, and other key operational issues, such as Delegations, Occupational Health and Safety and Freedom of Information. The People sub-section of the report presents the issues pertaining to how staff are organised and managed. This section presents current and proposed arrangements through a description of policies, procedures, plans, and human resource functions. The financial section is the last section of the analysis. The financial sustainability of both Shires and the proposed merged entity has been modelled in a Long Term Financial Model.

2 BACKGROUND

The Shires of Westonia and Yilgarn have represented their communities and provided infrastructure and services to meet the communities' needs for around a hundred years. In 1891, the Yilgarn Road Board was gazetted. In 1918, it merged with the Municipality of Southern Cross, and in 1961 became the Shire of Yilgarn following changes to the Local Government Act 1960. The history of Westonia follows a similar path; in 1916, the Westonia Road District was gazetted on land previously within the Merredin Road District. In 1961, it became the Shire of Westonia. The Shires provide roads, recreational facilities, funding for medical services, parks and gardens, street lighting, and waste collection amongst other examples. They advocate for the interests of the community (with government agencies and local industry for example) and make decisions about where and how development can occur. The Councils are integral to the rich histories that have shaped the two districts as we see them today.

While the Councils have ably served their communities over this time, the expectations of local government have gradually expanded. It has become increasingly recognised that the substantial assets and services that local government is responsible for are vital ingredients in economic performance, social wellbeing and environmental sustainability. The maintenance and renewal of assets needs to be provided for over long time periods. Historically, small Shires have not had the funds to undertake extensive planning, or programming for scheduled maintenance or renewal of infrastructure needed to deliver the services that communities demand.

Furthermore, communities are changing. For example, populations may be declining, increasing or changing in composition. The advent of fly-in fly-out and/or drive-in drive-out populations is a good example of the latter. Demographic change, such as we see in the age profiles of communities, is another. Tastes and preferences are also evolving. Communities now have greater expectations – recreation facilities are a case in point.

Existing local government boundaries may no longer reflect the best scale of investment in some assets or the most efficient and effective scale for delivering some services. Long term strategic and financial planning for service delivery and effective asset

management are part of new requirements for integrated planning and reporting to meet acceptable standards of local government practice. The purpose of integrated planning is to ensure that:

- The organisation's activities are focused on the elected Council's/community's strategic priorities;
- Investment in, and maintenance of infrastructure is affordable and will support the development of the district and the selected service levels;
- The annual budget fits within the longer term financial plan;
- Plans can be adapted with an understanding of the implications and options for maintaining sustainability, including the whole of life implications of asset investment decisions;
- Community engagement on significant choices is enhanced; and
- Opportunities are identified to engage with other agencies on how to achieve better outcomes with and for the community.

The two Shires have a strong foundation of unity to work from. Westonia and Yilgarn have much in common. They have a similar population and industry base, have strong community pride, and are deeply interconnected with each other. The Shires have a history of working together for the mutual benefit of their communities. A notable example is the joint construction of Koorda-Bullfinch Road. Over a period of time, the working relationship continues to evolve where, in 2008, the Shires developed a 'Plan for the Future of the Districts', and signed a Memorandum of Understanding. The MoU committed both Councils to work collaboratively in achieving greater resource sharing capacity, and in the development of joint initiatives that would add to the sustainability of both Local Governments.

Accordingly, the Shires of Westonia and Yilgarn submitted a merger proposal to the Local Government Advisory Board in April 2010. This was on the basis that as a combined entity the two Shires will be in a stronger position to plan for and provide the assets and services that will meet the communities' needs into the future.

The proposal is consistent with the strong push for voluntary structural reform in Western Australia. The Councils see this merger as an opportunity to choose an appropriate scale to retain effective local representation, strong local identities, common interest and responsiveness of service delivery – all of which are current strengths they feel would be lost in the event of a merger with a larger entity.

3 THE CASE FOR A MERGER

Morrison Low has undertaken a comprehensive assessment of the proposed merger between the Shires of Yilgarn and Westonia and finds in favour of the proposal. This section outlines the case for a merger by summarising the key findings.

The Shires of Westonia and Yilgarn have much in common. The Shires have a similar industry and population base. They also share a strong history of working together. Westonia and Yilgarn are closely aligned in their strategic direction. The issues that impact on the Shires' strategic management, governance and administration are similar.

The services provided by the two Shires are broadly consistent with the differences being largely related to population size. Two exceptions to this are; firstly, the financial support provided by the two Shires to their respective community organisations and activities; and secondly, the fees policy for the respective swimming pools. In our opinion, these differences are not "show stoppers". If a merger proceeds, these differences would need to be resolved at some point, but are unlikely to be of immediate concern. An analysis of the Community Survey Results suggests that the two communities show similar preferences and views about the relative importance and performance level of particular Shire services. For instance, medical services, main roads and rural roads were ranked as the three most important services to both communities. Furthermore, there is a strong desire by both communities to invest ratepayer's dollars into the retention of medical services. Investing as a single entity in service delivery will support greater specialisation and more efficient and effective operations.

The Systems of the Shires reflect their small size. There would arguably be a benefit in a single financial management system from the proposed merger, meeting the appropriate standard.

Similarly in the Operating Matters section, the analysis reveals that both Shires need to invest in the areas of strategic community planning, asset management and long term financial planning to meet the new requirements. It would clearly be more economical to invest as one in the required improvements.

The Shires are also facing significant workforce issues, in terms of:

- The impact of imminent retirements, particularly in the outdoor workforce;
- The gap in wages and salaries between Yilgarn and Westonia;
- Competition from the wider resources sector; and
- Lack of capacity to meet future needs.

A merger of the two Shires would not eliminate the difficulties faced in the recruitment and attraction of suitably qualified and skilled staff, however it would be likely to reduce them.

The financial sustainability of each Shire has been modelled in a Long Term Financial Model. A financially sustainable Council is one that has the ability to fund ongoing service delivery, and the renewal and replacement of assets without imposing excessive debt or rate increases on future generations. This section identifies the Shires' funded operating position, funded capital program, reserves cash backed, and asset base maintenance. The report finds that the Shire of Yilgarn will be able to maintain the current operating surplus over the term of the plan. This position includes capital revenue but does not include depreciation. In contrast, the Shire of Westonia's current limited operating surplus is projected to be maintained until 2012/13. After this time, it is expected that the Shire's growing expenditure costs will not be matched by rate and other revenue growth. In order for the Shire of Westonia to remain economically sustainable into the future, the Shire would need to significantly raise rates or cut key services for the community. Capital programs for the Shire of Westonia are funded through external grants and reserves, whereas the Shire of Yilgarn has additional general revenue to complement any external grants and reserves. In the model, it is assumed that if no funding is identified, Council will not proceed with planned projects.

The Long Term Financial Plan indicates that Yilgarn continues to maintain positive cash reserves over the term of the plan but that Westonia will have a cash and reserves shortfall from 2014/15, and this shortfall will continue until the end of the plan (2030/31). Note that this partly reflects the rates impact of the closure of the Edna May goldmine at the end of its life. The financial picture would be improved if an equivalent mine operation were to open up by that time. Otherwise, in order to fund this shortfall, substantial rate increases for the Shire of Westonia would be required.

An analysis of a merged entity indicates that cash reserves can be managed and maintained over the duration of the plan. For both Shires, the level of asset renewal is in excess of depreciation, indicating that the asset base is being maintained. However, asset value and resulting depreciation calculation is based on historical cost basis. The long term asset management plan to be prepared will inform asset investment decisions on an ongoing basis.

Improving Local Government capacity and financial sustainability are at the heart of the case for a merger. No one could argue with the impressive achievements of both Shires under the current arrangements – the question is, could they be better off under a merger scenario, particularly given the increasing challenges they are facing? The analysis suggests this is indeed the case.

There are some difficult issues to consider on an individual community basis. Two issues that were canvassed in the earlier draft report were raised at the community meeting in Westonia. One of these was the impact on rates, particularly for its rural

properties. We conclude that Westonia will need to address its low rating base whether it amalgamates or not. This is more clearly shown in the financial section in response to feedback at that meeting.

To assist in the transition, Councils have agreed that any rate increases should be phased in over five years. Moreover, the Councils have agreed that the additional rate revenue raised from Westonia, over normal annual rate increases, be quarantined for additional services, staffing costs or capital expenditure specifically for the area of the Shire of Westonia. Utilisation of this fund will be determined by the community of Westonia.

Another issue for Westonia is the level of representation. Westonia is the smaller of the two communities and is currently represented at an unusually high level. The level of representation will be reduced under the proposed merger. Furthermore, it is proposed to have three elected members from that Ward, while the Eastern Ward would have four, reflecting the difference in population size. However, the Western Ward's level of representation will still be relatively high and will be higher than for the Eastern Ward. In addition, while the Ward structure is designed to ensure the fairest possible spread of Elected Members, they will all be charged with representing the interests of the Shire as a whole once elected.

Overall, we conclude that while the new entity would still be small, the proposed merger would create a stronger Local Government to deliver services more effectively for both communities, even given the new challenges that will be taken on. It will also contribute to a stronger region, with more sustainable and resilient communities. This benefit is most apparent when looking at the strategic challenges of maintaining population and industry at a healthy level.

In such circumstances and in accordance with the voluntary nature of structural reform at the present time, we believe that the optimal outcome is the merger of the Shires of Westonia and Yilgarn to create the strongest and most effective Local Government possible within the resources available.

There are a number of transitional considerations that need to be addressed if a merger is to proceed. In terms of overall governance and project management, the merger will be governed by Commissioners who will oversee arrangements until the new Council is elected. There will need to be an interim Chief Executive Officer who will work with the Commissioners to manage the process.

4 COMMUNITY OVERVIEW

	Shire of Yilgarn	Shire of Westonia
Economic Factors	<p>The Shire of Yilgarn has a relatively diversified economy, with two key industries driving the income of the Shire: agriculture and mining, with mining having a fairly diverse base. In terms of agriculture, the Shire is largely dependent on factors that impact on agricultural production (e.g. agricultural prices and the local climate) for part of its financial security. Poor growing seasons and other economic disruptions, such as fluctuations in key agricultural commodity prices, could have a significant effect on community income and subsequent population growth in the district.</p> <p>Mining has been a major contributor to the Shire's income. The Shire is an established mining province, containing deposits of gold, nickel, copper, iron ore and salt. Yilgarn has 3 major mine operators with multiple mine sites within its boundaries, as well as mines both to the east and south that draw on the Shire for services. It is estimated that the fly-in fly-out (or drive-in drive-out) workforce comprises of approximately 1,200 people and is expanding.</p> <p>Transport is a key asset area to ensure the prosperity of the community with rail and road links carrying large quantities of export grain, other agricultural produce from the area and mining materials. The increasing price of oil and local road maintenance costs remain significant challenges for smaller rural communities with a dispersed population.</p>	<p>The Shire is largely dependent on factors that impact on agricultural production (e.g. agricultural prices and the local climate) for its financial security with most of its wealth deriving from agricultural production or services that have grown from this wealth creation. Poor growing seasons and other economic disruptions such as fluctuations in key agricultural commodity prices could have a significant effect on community income and subsequent population growth in the district.</p> <p>The Shire derives some of its income (and a large portion of its rate income) from a single gold mine, which reopened in 2010. The Shire is susceptible to further economic disruptions if sudden fluctuations in the price of gold transpire.</p> <p>Transport is a key asset area to ensure the prosperity of the community with rail and road links carrying large quantities of export grain and other agricultural produce from the area. The increasing price of oil and local road maintenance costs remain significant challenges for smaller rural communities with a dispersed population.</p>

	Shire of Yilgarn	Shire of Westonia
Economy	<p>The economy is largely based on agricultural and mining production with a small service industry.</p> <p>Industry types:</p> <p>In 2006, Yilgarn recorded 1,120,225 Ha of land holdings related to agriculture, with 266,641 Ha farmed for grain production and 7,991 Ha farmed for non-cereal broadacre crops.</p> <p>Yilgarn contributed \$90.7m in crops, \$7.5m in livestock slaughtering and \$6.7m in livestock products, totalling \$105m in local agricultural output.</p> <p>According to the Department of Mines and Petroleum, <i>Value of Minerals and Petroleum by Region by Local Government Authority 2010-2011</i>, the Shire of Yilgarn had a total value output of \$1.3b. The total value output (minerals) for Western Australia was around \$68.7b. As a proportion of Western Australia's total output, the Shire of Yilgarn contributed approximately 1.82%. This output is divided between 3 major mining companies with multiple operations which extract gold, nickel, copper, iron ore and salt.</p> <p>The following figures show employment by industry type in descending order of significance for the combined economy. Note that employment in the mining sector will be under-represented due to the fly-in fly-out/drive-in drive-out workforce.</p>	<p>The economy is largely based on agricultural production with a small mining and service industry.</p> <p>Industry types:</p> <p>In 2006, Westonia recorded 241,195 Ha of land holdings related to agriculture, with 121,894 Ha farmed for grain production and 6,399 Ha farmed for non-cereal broadacre crops.</p> <p>Westonia contributed an estimated \$34.2m in crops, \$2m in livestock slaughtering and \$2.4 in livestock products, totalling \$38.6m in local agricultural output.</p> <p>According to the Department of Mines and Petroleum, <i>Value of Minerals and Petroleum by Region by Local Government Authority 2010-2011</i>, the Shires of Westonia and Lake Grace¹ had a total value output of \$52.6m. The total value output (minerals) for Western Australia was approximately \$68.7b. As a proportion of Western Australia's total output, the Shires of Westonia and Lake Grace contributed approximately 0.08%. The Edna May Goldmine is the most significant contributor extracting gold.</p> <p>The following figures show employment by industry type in descending order of significance for the combined economy. Note that employment in the mining sector will be under-represented due to the fly-in fly-out/drive-in drive-out workforce.</p>

¹ Note that the Department calculates a combined output for the Shires of Westonia and Lake Grace

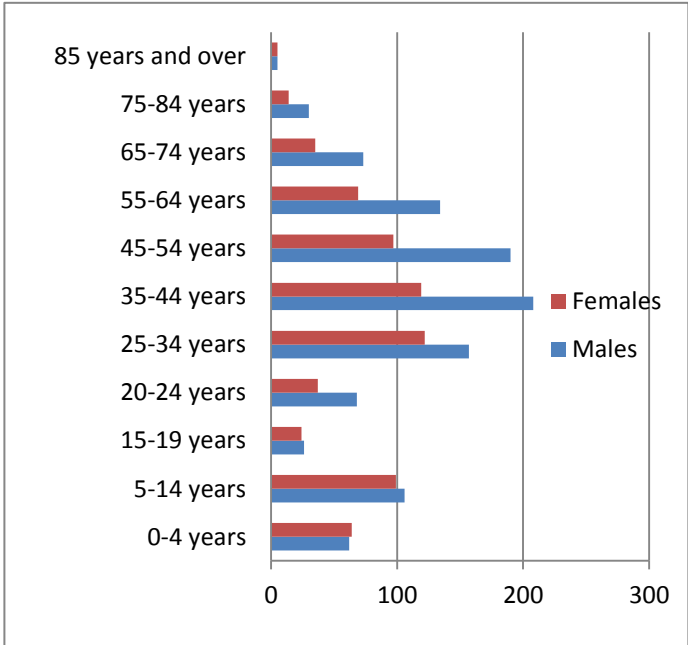
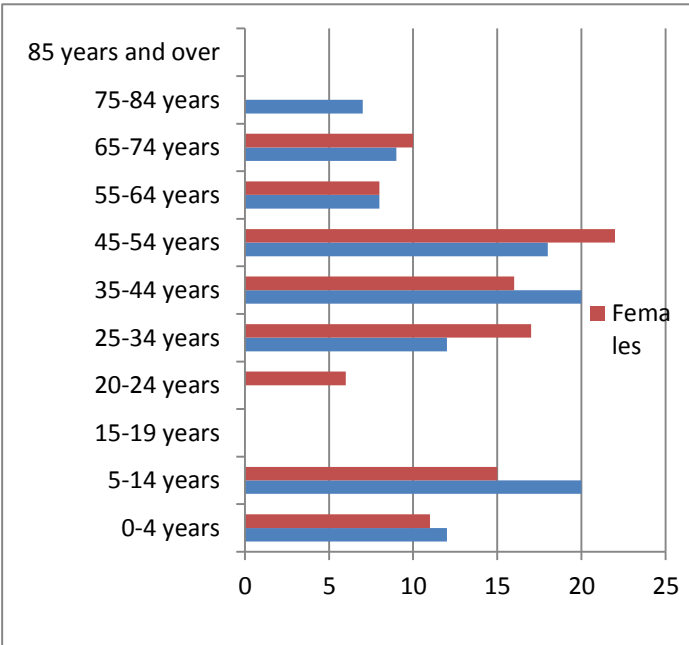
	Shire of Yilgarn	Shire of Westonia
	<p>Employment:</p> <ul style="list-style-type: none"> ▪ Mining: 32.4% ▪ Agriculture, forestry and fishing: 22.8% ▪ Accommodation and food services: 5.4% ▪ Retail trade: 4.5% ▪ Transport, postal and warehousing: 5.3% ▪ Education and training: 4.3% ▪ Public administration and safety: 4.0% <p>Labour force participation rate: 71%</p> <p>Unemployment rate: 2.3 %</p>	<p>Employment:</p> <ul style="list-style-type: none"> ▪ Mining 2.6% ▪ Agriculture, forestry and fishing: 52.6% ▪ Accommodation and food services: 3.4% ▪ Retail trade: 7.0% ▪ Transport, postal and warehousing: 0.0% ▪ Education and training: 7.9% ▪ Public administration and safety: 8.8% <p>Labour force participation rate: 75%</p> <p>Unemployment rate: 4.5%</p>
Social Factors	<p>There is a range of influencing social factors in the Shire of Yilgarn. Of particular note is the almost equal number of family units without children and family units with children living in stand-alone housing, and the high level of middle income earners.</p> <p>The Shire of Yilgarn has a core societal structure of family units living in individual dwellings. Family units (single parents and those with or without children) represent approximately 65% of residents living in stand-alone housing, while lone person households represent approximately 20%, and Other households represent approximately 15%.</p>	<p>There is a range of influencing social factors in the Shire of Westonia. Of particular note is the high proportion of residents living in stand-alone housing (approximately 96%), the proportion of families with young children (approximately 35% of all residents), and high level of middle income earners.</p> <p>The Shire of Westonia has a core societal structure of residents living in individual dwellings. Family units (single parents and those with or without children) represent approximately 65% of residents living in stand-alone housing, while lone person households represent approximately 15%, and Other households represent approximately 20%.</p>

	Shire of Yilgarn	Shire of Westonia
	<p>The wider community is based around agribusiness and mining. It is important to note that mining operations attract considerable numbers of fly-in/fly-out industry employees into the district. These workers, approximately 1,200 persons, are not counted as part of the ABS's Census, despite drawing on the services provided at town sites located within the Shire, and make use of the local sport and recreation infrastructure on a casual basis. Key amenities for this sector are the bowling club, tennis courts, basketball courts and swimming pool.</p>	<p>The wider community is almost entirely based around agribusiness; however Westonia does attract a large number of drive-in-drive-out workers associated with mining operations. Low levels of unemployment suggest the Shire is well positioned when compared to the State. A review of Socio-Economic Indexes For Areas (SEIFA) scores indicates that families have low levels of household wealth despite low levels of unemployment within the Shire. This suggests that the primary industry does not have a high payoff per worker, nor do the supporting industries that have developed.</p>
Community Life	<p>The Shire of Yilgarn has over 40 community groups, 3 churches and 17 sporting clubs. The Yilgarn Agricultural Society has approximately 120 members.</p>	<p>The Shire of Westonia has 3 community groups, and 5 sporting clubs. The Westonia Progress Association has approximately 25 members, a sizeable membership base considering the Shire's relatively small population.</p>
Changing Demographics	<p>The Shire of Yilgarn is facing a slowly changing community profile and as such, most demographic information has been identified in following sections of this report (see population and population demographics). Two variables that stand out in terms of changing demographics, relative to other variables are:</p> <ol style="list-style-type: none"> 1. An ageing population; and 2. Rate of youth turnover. 	<p>The Shire of Westonia is facing a slowly changing community profile with an ageing population. In the long term, asset and service provision is likely to be focussed on areas of greater demand amongst the elderly, for example: greater provision of footpaths, library access and rest homes. Like Yilgarn, two variables that stand out in terms of changing demographics, relative to other variables are:</p> <ol style="list-style-type: none"> 1. An ageing population; and 2. Rate of youth turnover.

	Shire of Yilgarn	Shire of Westonia
	<p>The Western Australian Planning Commission, in the <i>Wheatbelt Regional Profile: Background and context to support the Wheatbelt Land Use Planning Strategy</i>, has anticipated the median age of the Wheatbelt region to increase further in line with general (ageing) population trends over the next 20 years.</p> <p>The projected age-sex profile for 2031 shows a marked increase in the proportion of the population above the age of 60 when compared to earlier profiles².</p> <p>This is expected to have implications for the Shire of Yilgarn in terms of:</p> <ul style="list-style-type: none"> ▪ Provision of aged care and other high use facilities (medical etc); ▪ Greater numbers of elderly seeking housing in urban areas; and ▪ Changing community needs as people reach retirement and refocus on other service requirements. <p>In terms of youth turnover, older children, teenagers and young adults are largely absent from the population with many young adults pursuing employment and educational opportunities not offered in Yilgarn, or are attracted to larger metropolitan areas.</p>	<p>Implications for the Shire of Westonia will be similar to the Shire of Yilgarn, especially in terms of how Council intends to manage the potential issues.</p> <p>In the long term, societal change is forecast to remain constant, due to the dominance of farming and slow growth in the total population. The Westonia Future Directions Plan 2009-2019 aims to achieve greater population growth, increase support for existing businesses, encourage tourism, encourage additional housing development, support employment services for the youth, support existing services through greater community participation, and increased celebration/promotion of local heritage.</p>

² Western Australian Planning Commission, *Wheatbelt Regional Profile: Background and context to support the Wheatbelt Land Use Planning Strategy*. State of Western Australia, April 2011, pg 14.

	Shire of Yilgarn	Shire of Westonia
Population	<p>Population: 1,759 (estimated 2009)</p> <p>Average Annual Growth Rate: -1.9% per annum</p> <p>Other factors:</p> <ul style="list-style-type: none"> ▪ The Strategic Plan states that population growth is key to secure a prosperous future for Yilgarn. The Shire has outlined a number of priorities in the Strategic Plan to encourage people to relocate to the Shire. This, if successful, would have a positive impact on the Shire's growth into the future and effect current projected growth rates. No assessment of the scale of the impact has been made; ▪ There is an ageing population in Yilgarn. This may impact on growth rates in the future if the Shire is unable to retain young persons within the area; and ▪ Lack of upper secondary/tertiary education campuses may impact on retention of young people exacerbating the loss of youth to cities and areas with higher education opportunities. 	<p>Population: 213 (estimated 2009)</p> <p>Average Annual Growth Rate: -2% per annum</p> <p>Other factors:</p> <ul style="list-style-type: none"> ▪ The Strategic Plan states that population growth is key to a prosperous future for Westonia. The Shire has outlined a number of priorities in the Strategic Plan to encourage people to relocate to the town. If successful, this would have a positive impact on the Shire's future growth and affect current projected growth rates. No assessment of the scale of the impact has been made; ▪ There is an ageing population in Westonia. This may impact on growth rates in the future if the Shire is unable to retain young persons within the area; and ▪ Lack of secondary/tertiary education campuses may impact on retention of young people exacerbating the loss of youth to cities and areas with higher education opportunities <p>The Shire's economy is largely agricultural and is dependent on a small number of key price variables for income. As these prices fluctuate, the community as a whole will experience boom and bust cycles. Population change can be expected to move to a lesser extent in keeping with these cycles as people are more likely to relocate during periods of higher prices and leave during periods of lower prices.</p>

	Shire of Yilgarn	Shire of Westonia																																																																								
	<p>Distribution by age/gender: Shire of Yilgarn</p>  <table border="1"> <caption>Population Distribution by Age and Gender - Shire of Yilgarn</caption> <thead> <tr> <th>Age Group</th> <th>Females</th> <th>Males</th> </tr> </thead> <tbody> <tr><td>85 years and over</td><td>~5</td><td>~5</td></tr> <tr><td>75-84 years</td><td>~10</td><td>~20</td></tr> <tr><td>65-74 years</td><td>~20</td><td>~40</td></tr> <tr><td>55-64 years</td><td>~40</td><td>~80</td></tr> <tr><td>45-54 years</td><td>~60</td><td>~120</td></tr> <tr><td>35-44 years</td><td>~80</td><td>~160</td></tr> <tr><td>25-34 years</td><td>~100</td><td>~140</td></tr> <tr><td>20-24 years</td><td>~20</td><td>~40</td></tr> <tr><td>15-19 years</td><td>~10</td><td>~20</td></tr> <tr><td>5-14 years</td><td>~40</td><td>~60</td></tr> <tr><td>0-4 years</td><td>~50</td><td>~70</td></tr> </tbody> </table> <p>Yilgarn has approximately 162 residents who are over the age of 64, approximately 9.2% of the Shire's population. There are 50% more males over the age of 64 than females.</p> <p>A similar ratio is prevalent over the entire population where a review of Yilgarn's population figures reveals that approximately 38% of residents are female.</p>	Age Group	Females	Males	85 years and over	~5	~5	75-84 years	~10	~20	65-74 years	~20	~40	55-64 years	~40	~80	45-54 years	~60	~120	35-44 years	~80	~160	25-34 years	~100	~140	20-24 years	~20	~40	15-19 years	~10	~20	5-14 years	~40	~60	0-4 years	~50	~70	<p>Distribution by age/gender: Shire of Westonia</p>  <table border="1"> <caption>Population Distribution by Age and Gender - Shire of Westonia</caption> <thead> <tr> <th>Age Group</th> <th>Females</th> <th>Males</th> </tr> </thead> <tbody> <tr><td>85 years and over</td><td>~0.5</td><td>~0.5</td></tr> <tr><td>75-84 years</td><td>~0</td><td>~1</td></tr> <tr><td>65-74 years</td><td>~1</td><td>~2</td></tr> <tr><td>55-64 years</td><td>~2</td><td>~3</td></tr> <tr><td>45-54 years</td><td>~3</td><td>~4</td></tr> <tr><td>35-44 years</td><td>~4</td><td>~5</td></tr> <tr><td>25-34 years</td><td>~5</td><td>~6</td></tr> <tr><td>20-24 years</td><td>~6</td><td>~7</td></tr> <tr><td>15-19 years</td><td>~7</td><td>~8</td></tr> <tr><td>5-14 years</td><td>~8</td><td>~9</td></tr> <tr><td>0-4 years</td><td>~9</td><td>~10</td></tr> </tbody> </table> <p>Westonia has approximately 26 residents who are over the age of 64, approximately 12% of the Shire's population. Similar to the state of Western Australia, there are an equal proportion of males to females across the age groups recorded by the ABS.</p> <p>When further comparisons are drawn with Western Australia, Westonia has an almost non-existent</p>	Age Group	Females	Males	85 years and over	~0.5	~0.5	75-84 years	~0	~1	65-74 years	~1	~2	55-64 years	~2	~3	45-54 years	~3	~4	35-44 years	~4	~5	25-34 years	~5	~6	20-24 years	~6	~7	15-19 years	~7	~8	5-14 years	~8	~9	0-4 years	~9	~10
Age Group	Females	Males																																																																								
85 years and over	~5	~5																																																																								
75-84 years	~10	~20																																																																								
65-74 years	~20	~40																																																																								
55-64 years	~40	~80																																																																								
45-54 years	~60	~120																																																																								
35-44 years	~80	~160																																																																								
25-34 years	~100	~140																																																																								
20-24 years	~20	~40																																																																								
15-19 years	~10	~20																																																																								
5-14 years	~40	~60																																																																								
0-4 years	~50	~70																																																																								
Age Group	Females	Males																																																																								
85 years and over	~0.5	~0.5																																																																								
75-84 years	~0	~1																																																																								
65-74 years	~1	~2																																																																								
55-64 years	~2	~3																																																																								
45-54 years	~3	~4																																																																								
35-44 years	~4	~5																																																																								
25-34 years	~5	~6																																																																								
20-24 years	~6	~7																																																																								
15-19 years	~7	~8																																																																								
5-14 years	~8	~9																																																																								
0-4 years	~9	~10																																																																								

	Shire of Yilgarn	Shire of Westonia
	<p>Compared to Western Australia's ratio of 1:1 females to males, the Shire of Yilgarn has a significantly lower ratio of females to males.</p> <p>When other key demographic statistics are compared to Western Australia, the Shire of Yilgarn has a significantly lower proportion of young adults aged between 15 and 24 years. According to ABS, approximately 14.5% of residents are aged between 15 and 24 in Western Australia, compared to approximately 8.8% in the Shire of Yilgarn.</p> <p>A relatively large number of females aged 5-14 were recorded during the 2006 Census. This age group will now be approaching high school and senior high school level, which is typically a low result area for Yilgarn. This may result in a larger than usual population shift for the Shire in the next few years if this trend continues.</p> <p>Proportion of the population that are Aboriginal/Torres Islander descent: 3.2%</p>	<p>proportion of young adults aged between 15 and 24 years. According to ABS, approximately 14.5% of all residents in Western Australia are aged between 15 and 24 years, compared to approximately 2.8% in Westonia.</p> <p>The 2006 Census reveals a relatively large number of children in the Shire; particularly females aged 5-14. This age group will now be approaching high school and senior high school level, which is typically a low result area for Westonia. This may result in a larger than usual population shift for Westonia in the next few years if this trend continues.</p> <p>Proportion of the population that are Aboriginal/Torres Islander descent: 3.3%</p>
Population Demographics	<p>Median Individual Income (weekly): \$701</p> <p>Median Household Income (weekly): \$1,038</p> <p>Proportion of people with qualifications (over 15 years of age): 38.6%</p> <p>Household Structures:</p> <ul style="list-style-type: none"> ▪ Family Household: 65% ▪ Couple no children: 28.5% 	<p>Median Individual Income (weekly): \$543</p> <p>Median Household Income (weekly): \$1,092</p> <p>Proportion of people with qualifications (over 15 years of age): 32.5%</p> <p>Household Structures:</p> <ul style="list-style-type: none"> ▪ Family Household: 71% ▪ Couple no children: 21.3%

	Shire of Yilgarn	Shire of Westonia
	<ul style="list-style-type: none"> ▪ Couple with children: 47.2% ▪ Single parent: 6.5% ▪ Lone Person Household: 21.6% ▪ Group Household: 1.3% ▪ Other Household: 10.5% 	<ul style="list-style-type: none"> ▪ Couple with children: 25% ▪ Single parent: 2.7% ▪ Other family: 0% ▪ Lone Person Household: 20.4% ▪ Group Household: 0% ▪ Other Household: 8.3%
Community Needs	<p>The community is engaged with on an ‘as needed’ basis as plans are reviewed and services change. Council has developed a Communications Plan in order to effectively communicate with the residents of Yilgarn. Community engagement is partially driven by legislative requirements as well as to ensure that Council is aware of the community’s views and requirements of the local government.</p> <p>For larger projects, a full communications and engagement plan is prepared outlining the ways in which the community will be consulted. An example is the consultation undertaken on the Westonia-Yilgarn amalgamation, and the Plan for the Future of the District 2010 and into the Future.</p> <p>Recently, the Shires of Westonia and Yilgarn issued a community survey to gather information for the development of their business and strategic plans. The results of the survey are important as they provide direct input from the community in regard to their expectations and service delivery requirements.</p>	<p>The community is engaged with on an ‘as needed’ basis as plans are reviewed and services change. Council has developed a Communications Plan in order to effectively communicate with the residents of Westonia. Community engagement is partially driven by legislative requirements as well as to ensure that Council is aware of the community’s views and requirements of the local government.</p> <p>For larger projects, a full communications and engagement plan is prepared outlining the ways in which the community will be consulted. An example is the consultation undertaken on the Westonia-Yilgarn amalgamation, and the Future Directions Plan 2009-2019.</p> <p>Recently, the Shires of Westonia and Yilgarn issued a community survey to gather information for the development of their business and strategic plans. The results of the survey are important as they provide direct input from the community in regard to their expectations and service delivery requirements.</p>

	Shire of Yilgarn	Shire of Westonia
	<p>An analysis of community survey results reveals Medical Services are most important to residents of Yilgarn. Out of 100, Medical Services was ranked 98.4, with a satisfaction rating of 60.2. The difference of 38.2 is the highest of all the 24 services offered by the Shire.</p> <p>The second most important service was Main Roads, ranked 92.3, with a satisfaction rating of 71.3. The difference of 21.1 is the second highest of all 24 services offered by the Shire.</p> <p>The third most important service was Rural Roads, ranked 87.9, with a satisfaction rating of 76.7. The difference of 11.2 is the fifth highest of all the 24 services offered by the Shire.</p>	<p>An analysis of community survey results reveals Medical Services are most important to residents of Westonia. Out of 100, Medical Services was ranked 92.9, with a satisfaction rating of 67.7. The difference of 25.2 is the highest of all the 24 services offered by the Shire.</p> <p>The second most important service was Main Roads, ranked 92.5, with a satisfaction rating of 78.2. The difference of 14.3 is the fourth highest of all 24 services offered by the Shire.</p> <p>The third most important service was Rural Roads, ranked 91.8, with a satisfaction rating of 74.1. The difference of 17.7 is the third highest of all the 24 services offered by the Shire.</p>

5 STRATEGIC DIRECTION

Strategic direction covers issues that impact on the local government's strategic management, governance and administration. This section tables the current government arrangements and identifies recurrent annual costs associated with performing such functions.

5.1 Governance Issues

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Governance - Strategic plan	<p>Plan for the Future of the District 2010 and into the Future</p> <p>The Shire's key objectives include:</p> <ol style="list-style-type: none"> 1. Increase economic prosperity in the Shire by promoting tourism, encouraging business and employment, maintaining the road network, and supporting the agricultural base; 2. To maintain the long-term viability of sporting venues and to provide young people with activities; 3. To maintain and improve on the medical services available to the community, to maintain the police presence, create a variety of housing types, increase specific services for the aged, 	<p>Future Directions Plan 2009-2019</p> <p>The Shire's key objectives include:</p> <ol style="list-style-type: none"> 1. Increase support for existing businesses and encourage new businesses to town; 2. Encourage tourism; 3. Encourage additional housing development and accommodation options; 4. Provide incentives to increase the population of the community to 250+; 5. Support employment initiatives for the youth; 6. Support of existing services and activities with greater community participation; 	<p>Future Directions Plan</p> <p>The Shire's key objectives include:</p> <ol style="list-style-type: none"> 1. Develop strategies to foster and promote the long term sustainability of the Shire of Westonia-Yilgarn; 2. Ensure that the Shire of Westonia-Yilgarn retain its individuality in the process of achieving change practices; 3. Develop strong personal links with Elected Members and Staff to ensure that both organisations are committed to actively supporting cooperation; and 4. Promote achievements of cooperation to relevant bodies,

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>and to support families;</p> <p>4. To preserve historical sites, ensure rehabilitation of degraded areas, address immediate and long-term salinity, promote multi use of land, promote effective waste management strategies;</p> <p>5. To maintain an effective local government at council level and within the administration and works; and</p> <p>6. Establish and Maintain Reserve Funds for specific projects and maximise future grant opportunities.</p>	<p>7. Increased celebration and promotion of local heritage;</p> <p>8. Support recreation facilities maintenance and upgrades; and</p> <p>9. Preserve remaining natural resources and Town Common Reserve.</p>	<p>such as: communities, WALGA, Department of Local Government.</p>
	<p>In September 2008, a Future Directions Plan for the Shire of Westonia-Yilgarn was jointly developed following the conclusion of the Systemic Sustainability Study (SSS) Report: <i>Shaping the Future of Local Government</i>. The Plan was marked as a way to progress the respective futures of each Shire. Additionally, the development of the Plan was identified as the most suitable way forward in meeting certain objectives in achieving resource sharing opportunities and other cooperative initiatives that would benefit both Local Governments.</p> <p>Commonalities in the individual Shires' strategic plans include:</p> <ul style="list-style-type: none"> ▪ Attracting new residents; ▪ Encouraging existing residents to stay, especially youth; ▪ Facilitating growth; ▪ Attracting tourism; and ▪ Investing in/developing infrastructure. 		

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>Differences in the strategic plans include:</p> <ul style="list-style-type: none"> ▪ Key indicators for success; ▪ Timeframes; and ▪ Delegation of actions/responsibilities to members of Council/staff. <p>Within the next two years, all Local Governments in WA need to comply with the new integrated planning and reporting framework as shown in the diagram below. As noted in the background section, the requirements reflect an acceptable level of Local Government practice in meeting current and future community needs.</p> <div data-bbox="846 710 1568 1324" data-label="Diagram"> <pre> graph TD CE[COMMUNITY ENGAGEMENT] --> SCP[STRATEGIC COMMUNITY PLAN] SCP --> CBP[CORPORATE BUSINESS PLAN] CBP --> AB[ANNUAL BUDGET] IS[INFORMING STRATEGIES Finance Workforce Assets Services Issue Specific Strategies Etc.] --> CBP SCP -.-> MR[MEASUREMENT AND REPORTING] CBP -.-> MR AB -.-> MR O[Outputs: Plan Monitoring and Annual Reporting] --> MR </pre> </div>		

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn								
	The draft compliance requirements below give an indication of what is involved:										
	<table border="1"> <thead> <tr> <th>Element</th> <th>Draft Compliance Requirements</th> </tr> </thead> <tbody> <tr> <td>1 Strategic Community Plan</td> <td> <ul style="list-style-type: none"> ▪ Minimum ten year timeframe ▪ States community aspirations, vision and objectives ▪ Developed with community input ▪ Minor review by Council every two years ▪ Major review by Council with renewed visioning every four years ▪ Adopted or modified through an absolute majority of Council </td> </tr> <tr> <td>2 Corporate Business Plan</td> <td> <ul style="list-style-type: none"> ▪ Four year plan ▪ Plan identifies and prioritises the principal strategies and activities Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan ▪ States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost. ▪ References resourcing considerations such as assets and workforce ▪ Reviewed annually by Council ▪ Adopted or modified by an absolute majority of Council </td> </tr> <tr> <td>3 Reporting</td> <td> <ul style="list-style-type: none"> ▪ Notice given to public when a plan for the future has been adopted or modified ▪ Local Government reports in its Annual Report any changes to its Strategic Community Plan and any significant changes to its Corporate Business Plan. </td> </tr> </tbody> </table>			Element	Draft Compliance Requirements	1 Strategic Community Plan	<ul style="list-style-type: none"> ▪ Minimum ten year timeframe ▪ States community aspirations, vision and objectives ▪ Developed with community input ▪ Minor review by Council every two years ▪ Major review by Council with renewed visioning every four years ▪ Adopted or modified through an absolute majority of Council 	2 Corporate Business Plan	<ul style="list-style-type: none"> ▪ Four year plan ▪ Plan identifies and prioritises the principal strategies and activities Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan ▪ States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost. ▪ References resourcing considerations such as assets and workforce ▪ Reviewed annually by Council ▪ Adopted or modified by an absolute majority of Council 	3 Reporting	<ul style="list-style-type: none"> ▪ Notice given to public when a plan for the future has been adopted or modified ▪ Local Government reports in its Annual Report any changes to its Strategic Community Plan and any significant changes to its Corporate Business Plan.
Element	Draft Compliance Requirements										
1 Strategic Community Plan	<ul style="list-style-type: none"> ▪ Minimum ten year timeframe ▪ States community aspirations, vision and objectives ▪ Developed with community input ▪ Minor review by Council every two years ▪ Major review by Council with renewed visioning every four years ▪ Adopted or modified through an absolute majority of Council 										
2 Corporate Business Plan	<ul style="list-style-type: none"> ▪ Four year plan ▪ Plan identifies and prioritises the principal strategies and activities Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan ▪ States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost. ▪ References resourcing considerations such as assets and workforce ▪ Reviewed annually by Council ▪ Adopted or modified by an absolute majority of Council 										
3 Reporting	<ul style="list-style-type: none"> ▪ Notice given to public when a plan for the future has been adopted or modified ▪ Local Government reports in its Annual Report any changes to its Strategic Community Plan and any significant changes to its Corporate Business Plan. 										

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Regional Cooperation	<p>Wheatbelt East Regional Organisation of Councils (WEROC):</p> <p>Member</p>	<p>Wheatbelt East Regional Organisation of Councils (WEROC):</p> <p>Member</p>	<p>Wheatbelt East Regional Organisation of Councils (WEROC):</p> <p>Both Councils have indicated their desire to remain associated with the WEROC group following amalgamation. Councils perceive WEROC as an ideal organisation to promote regional objectives.</p>
Wards and Representation	<p>There is currently no Ward separation within the Shire. All residents are represented by the 7 elected members of Council (including the Shire President and Deputy Shire President), which maintains fair representation for all residents within the Shire.</p> <p>In 2010, the number of electors totalled 845. Therefore, the ratio of Councillors to electors was 1:121.³</p>	<p>There is currently no Ward separation within the Shire. All residents are represented by the 6 elected members of Council (including the Shire President and Deputy Shire President), which maintains fair representation for all residents within the Shire.</p> <p>In 2010, the number of electors totalled 197. Therefore, the ratio of Councillors to electors was 1:33.⁴</p>	<p>In the Joint submission to the Local Government Advisory Board, the Councils have proposed the introduction of two wards. The West Ward to incorporate the former Shire of Westonia and an area of the former Yilgarn to the Nulla Nulla South Road and the East Ward for the remainder. With Three representatives for the West Ward and four representatives for the East Ward. On this basis the West Ward's three elected members would serve a population with around 290 electors (an increase of</p>

³ Westonia and Yilgarn Regional Council, *Amalgamation Proposal: Submission to Local Government Advisory Board*. Westonia and Yilgarn Regional Council, 2010.

⁴ Westonia and Yilgarn Regional Council, *Amalgamation Proposal: Submission to Local Government Advisory Board*. Westonia and Yilgarn Regional Council, 2010.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
			<p>approximately 33%), giving a representation ratio of 1:97. The East Ward's four elected members would serve a population with around 752 electors, giving a ratio of 1:186.</p> <p>The number of electors is expected to total approximately 1,042 persons. Therefore, the average ratio of Councillors to electors will be 1:149.⁵</p>
	<p>The Councils' submission to the Local Government Advisory Board proposes to adjust the boundaries such that the West Ward's three elected members serve a population with around 290 electors (an increase of approximately 33%), giving a representation ratio of 1:97. The East Ward's four elected members would serve a population with around 752 electors, giving a ratio of 1:186.</p> <p>The proposal is that the composition of the Ward Representation of the Westonia-Yilgarn Regional Council remains in place for a period of 8 years (as per the Act requirements for Reviews on Wards and Representation).⁶</p> <p>This would coincide with Schedule 2.2 of the Local Government Act, where it is a requirement of Council to conduct a review of its Wards and Representation after this period.</p> <p>The Councils have indicated that they expect that if the merger proceeds, the governance body in the lead up to the election of the new Council will consist of three Commissioners - the two (former) Shire Presidents and one independent. The Councils anticipate that if the merger proceeds, it will be scheduled for 1 July 2012.</p> <p>A Joint Chief Executive Officer has been appointed to manage the two Councils and the merger process on behalf of both Councils up until the 30th June 2012 and thereafter the Commissioners would appoint an interim Chief Executive Officer.</p>		

⁵ Westonia and Yilgarn Regional Council, *Merger of Westonia and Yilgarn Shire Councils: Question and Answer*. Westonia and Yilgarn Regional Council, 2008.

⁶ Minutes of the Ordinary Meeting of Council held in the Shire of Westonia Council Chambers on Thursday 15 April 2010. Shire of Westonia and Yilgarn, 2010

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Council Meetings	<p>Council meetings are held on a monthly basis with the community welcome to attend. 'Public Question Time' is available at the start of the meeting.</p> <p>Annual Electors Meetings are also held. This meeting presents reports on the preceding 12 months and submits the annual statements plus Auditor's Report.</p> <p>Public meetings are also held at various times on items of particular community interest.</p> <p>Dates for all meetings are advertised in the local community newsletter the "Crosswords" and on the Council website, with agendas and minutes also uploaded onto the webpage for viewing.</p>	<p>Council meetings are held on a monthly basis with the community welcome to attend. 'Public Question Time' is available at the start of the meeting.</p> <p>Annual Electors Meetings are also held in accordance with legislative requirements. These meetings present reports on the preceding 12 months, submit annual statements and submit the Auditor's Report.</p> <p>Public meetings are also held at various times on items of particular community interest.</p> <p>Dates for all meetings are advertised in the local community newsletter the "Westonia" and on the Council website, with agendas and minutes also uploaded onto the webpage for viewing.</p>	<p>Ordinary Meeting dates and times will be determined by Council annually and will be preceded by a Councillor Forum of at least 1 hour duration.</p> <p>It is intended that meetings will be held on a rotational basis between the towns of Westonia and Southern Cross.</p>
Legislation	<p>As per the <i>Local Government Act 1996</i>, a delegation of authority document is in place.</p> <p>Other legislation which provides for the delegation includes the Shire of Yilgarn Council Policy Manual. This was last revised in December 2010 and is reviewed annually.</p>	<p>As per the <i>Local Government Act 1996</i>, a delegation of authority document is in place.</p> <p>Other legislation which provides for the delegation includes the Shire of Westonia Council Policy Manual. The Policy Manual is reported to Council on an annual basis on all</p>	<p>As per the <i>Local Government Act 1996</i>, a delegation of authority document has been created.</p> <p>A draft Council Delegation Authority Manual and Register has been prepared for the new Shire. This is reported to Council on an annual basis on all matters approved under</p>

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>A Council Delegation Authority Manual and Register exists. This is reported to Council on an annual basis on all matters approved under delegated authority.</p> <p>The Shire reviews its Local Laws annually in conjunction with its Policy Manual Review.</p>	<p>matters approved under delegated authority. The Manual was last reviewed in August 2009.</p> <p>A Council Delegation Authority Manual and Register exists. This is reported to Council on an annual basis on all matter approved under delegated authority.</p>	<p>delegated authority. The Register was first reviewed in March 2011. Its next review is due in July 2012.</p> <p>Most delegations are to the CEO, who then delegates further delegations to other positions, those with delegated authorities as identified by the delegations register.</p>
	<p>Each delegation identifies legislation and rules that must be 'considered or adhered to', but do not necessarily provide the delegating authority. The Legislation referred to:</p> <ul style="list-style-type: none"> ▪ <i>Local Government (Financial Management) Regulations 1996</i> ▪ <i>Trustees Act 1962 – Part III</i> ▪ <i>Liquor Licensing Act 1988</i> ▪ FBT & GST Legislation ▪ <i>Native Title Act 1999</i> ▪ <i>Bush Fires Act 1954 S.59(3) and S.59A</i> ▪ <i>Dog Act 1976</i> ▪ Town Planning Scheme No. 3 ▪ <i>Road Traffic (Events on Roads) Regulations 1991</i> ▪ <i>Road Traffic Act 1974;</i> ▪ <i>Road Traffic (Vehicle Standards) Rules and Regulations 2002</i> ▪ Council Policy Manual ▪ Building Code of Australia ▪ <i>Local Government (Functions and General) Regulations 1996</i> ▪ <i>Caravan Parks and Camping Grounds Act 1995</i> ▪ Litter Act 1979 and Regulations ▪ <i>Local Government (Miscellaneous Provisions) Act 1995</i> ▪ <i>Control of Vehicles (Off-road Areas) Act 1978</i> ▪ <i>Food Act 2008</i> ▪ <i>Health Act 1911</i> 		

5.2 Administration Issues

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Administration - CEOs	<p>In early March 2010 the CEO's of both Shires submitted their resignations to take up similar positions at other Local Government Authorities in Western Australia. On 29 March 2010, a meeting of both councils was convened to discuss the above resignations and the best way forward for both councils in respect to moving towards a merge by 1 July 2012.</p> <p>To progress the merger process in a positive and cohesive way, both councils considered that to achieve amalgamation by 1 July 2012, the appointment of a Joint Chief Executive Officer was paramount to a smooth transition being achieved within the appropriate timeframe.</p> <p>Currently, the Shire of Yilgarn and Shire of Westonia operate under a joint CEO, details of the employment package are:</p> <p>Title: Joint Chief Executive Officer</p> <p>Remuneration package: \$191,185 to \$209,147 per annum.</p>		<p>A new remuneration package would be negotiated between the new CEO and the new Council when the position arises. It can be expected the new package would be fairly consistent with the current package.</p>
Administration - Committees	<p>Council meetings are normally held on the third Friday of each month in the Council Chambers and are open to members of the public. Meetings of Council commence at 2.00pm, and dates are listed on the Council website and in the crosswords newsletter.</p> <p>At the commencement of each meeting a Public Question Time is held which allows electors to</p>	<p>Council meetings are held on the third Thursday of each month (except January when there is no meeting held) commencing at 3.30pm. Members of the public are welcome to attend and upcoming meeting dates are listed on the Council website and in the Westonian newsletter.</p> <p>At the commencement of each meeting a Public Question Time is</p>	

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>raise issues and have them responded to by Council.</p> <p>There is an audit committee (as required by legislation) and 4 Councillors are members, as well as an independent community member. Committees meet annually or as required throughout the year when required by statute.</p>	<p>held which allows electors to raise issues and have them responded to by Council.</p> <p>There is an audit committee (as required by legislation) and all Councillors are members. Committees meet annually or as required throughout the year when required by statute.</p>	
Administration – Reporting	<p>There is a significant level of administrative and operational reporting in the Shires of Westonia and Yilgarn. Councillors at both Shires are provided with laptops, which are used regularly to communicate information, such as meeting agendas and minutes. Any updated information, including Council agendas and minutes are posted on the Council websites for the community on a regular basis. Local publications, "Crosswords" in Southern Cross, and "The Westonian" in Westonia, are used extensively by both Councils to disseminate information to their respective communities once a fortnight.</p> <p>Ordinary Council Meetings are advised well in advance and are open to all members of the public. Electors meetings and Public meetings occur less frequently, however are widely advertised.</p> <p>In compliance with the State Records Act 2000, as required by Standard 2, Principle 6, Council maintains a Record Keeping Plan, which is reviewed annually by the CEO.</p>		
Administration – Corporate Branding	<p>Corporate branding has largely been undertaken on an in-house basis with professionals engaged to design logos etc.</p>	<p>New professionals are expected to be appointed to develop branding for the new Shire.</p>	

5.3 Community Engagement

	Shire of Yilgarn	Shire of Westonia
Community Engagement	<p>In 2011, the Shires of Westonia and Yilgarn issued a community survey to gather information for the development of their business and strategic plans. The results of the survey are important as they provide direct input from the community in regard to their expectations and service delivery requirements.</p> <p>The survey assessed resident's satisfaction associated with:</p> <ul style="list-style-type: none"> ▪ Quality of life; ▪ Council and non-Council Services; ▪ Council Customer Service; and ▪ Councillors and Senior Management. <p>Additionally, the survey sought residents input on the merger, in terms of:</p> <ul style="list-style-type: none"> ▪ Service/facility prioritisation; ▪ Perceived positive benefits; ▪ Representation reduction; ▪ Anticipated effect on families; and ▪ The Council's ability to assist/respond to concerns. 	
	<p>An analysis of community survey results reveals Medical Services are most important to residents of Yilgarn. Out of 100, Medical Services was ranked 98.4, with a satisfaction rating of 60.2. The difference of 38.2 is the highest of all the 24 services offered by the Shire.</p> <p>The second most important service was Main Roads, ranked 92.3, with a satisfaction rating of 71.3. The difference of 21.1 is the second highest of all 24 services offered by the Shire.</p>	<p>An analysis of community survey results reveals Medical Services are most important to residents of Westonia. Out of 100, Medical Services was ranked 92.9, with a satisfaction rating of 67.7. The difference of 25.2 is the highest of all the 24 services offered by the Shire.</p> <p>The second most important service was Main Roads, ranked 92.5, with a satisfaction rating of 78.2. The difference of 14.3 is the fourth highest of all 24 services offered by the Shire.</p>

	Shire of Yilgarn	Shire of Westonia
	<p>The third most important service was Rural Roads, ranked 87.9, with a satisfaction rating of 76.7. The difference of 11.2 is the fifth highest of all the 24 services offered by the Shire.</p> <p>A communications policy is in place for communicating and engaging the community.</p>	<p>The third most important service was Rural Roads, ranked 91.8, with a satisfaction rating of 74.1. The difference of 17.7 is the third highest of all the 24 services offered by the Shire.</p>

5.4 Local Town Planning Schemes

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Town (Local) Planning Schemes	<p>The Shire of Yilgarn has its own Town Planning Scheme. The TPS determines DA's, building approvals and development guidelines.</p> <p>The Shire of Westonia uses the text from the Shire of Yilgarn's Town Planning Scheme for similar purposes.</p> <p>The sections are titled as follow:</p> <p>5.1 Development of Heritage Precincts;</p> <p>5.2 Buildings on Residential Town site Lots;</p> <p>5.3 TPS No.2– "SA" Advertisements;</p> <p>5.4 Advertising & Directional Signs;</p> <p>5.5 Maintenance of Buildings Under Council Control.</p>		<p>Proposed Town Planning and Building Policies will be located under Section 5 of the New Shire Policy Manual. The proposed sections will be titled as follow:</p> <p>5.1 Development of Heritage Precincts;</p> <p>5.2 Buildings on Residential Town site Lots;</p> <p>5.3 Yilgarn Town Planning Scheme No2 – "SA" Advertisements;</p> <p>5.4 Advertising & Directional Signage;</p> <p>5.5 Maintenance of Buildings under Council Control.</p>

5.5 Strengths and Weaknesses

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Strengths	<ul style="list-style-type: none"> ▪ Strategic Plan provides vision, objectives and strategies. For each strategy the status and future actions are stated with performance measures reflecting the Council's focus; ▪ Representation is consistent across the region as it is on a Shire wide basis; ▪ Council uses web site well to advise of meetings and information; ▪ Organisational structure reflects services delivered; ▪ Comprehensive Delegation Authority and Policy Manual that is linked with other staff and HR policies; ▪ Councillors' participation in the merger process; ▪ Council is engaged with the community; ▪ Effective use of community newspaper to disseminate Council information; ▪ Community engagement: use of survey – good feedback 	<ul style="list-style-type: none"> ▪ Strategic Plan provides vision, objectives and strategies. For each strategy the status and future actions are stated; ▪ Representation is consistent across the region as it is on a Shire wide basis; ▪ Council uses web site well to advise of meetings and information; ▪ Organisational structure reflects services delivered; ▪ Increased population (33%) with negotiation of Shire boundaries; ▪ Councillors' participation in the merger process; ▪ Council is engaged with the community; ▪ Effective use of community newspaper to disseminate Council information; ▪ Community engagement: use of survey – good feedback mechanism, including rating and response questions; ▪ Survey highlighted the importance of key services 	<ul style="list-style-type: none"> ▪ Strategic Plan to guide the working relationship of the Councils; ▪ Joint work to date (e.g. on MoU and submission to the Local Government Advisory Board) reflects good intentions of the parties; ▪ Comprehensive Delegation Authority and Policy Manual that is linked with other staff and HR policies; ▪ Joint CEO in the lead up to the merger process.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>mechanism, including rating and response questions;</p> <ul style="list-style-type: none"> Survey highlighted the importance of key services 		
Weaknesses	<ul style="list-style-type: none"> Strategic planning not yet underpinned by robust assessment or asset management and long term financial planning (this is an assessment against the new integrated planning requirements and doesn't detract from high quality strategic direction in the existing plan and its implementation as noted above); and Small response from the community, 12%. Length of survey (78 questions) may have contributed to this result. 	<ul style="list-style-type: none"> Strategic planning not yet underpinned by robust assessment or asset management and long term financial planning (this is an assessment against the new integrated planning requirements and doesn't detract from high quality strategic direction in the existing plan and its implementation as noted above); Performance indicators are not stated in the Strategic Plan; Small response from the community, 28%. Length of survey (78 questions) may have contributed to this result. 	<ul style="list-style-type: none"> A Strategic Community Plan will be needed Corporate branding is sourced externally – potential for further community ownership through active participation in design of logos; and The Council will need to develop a new Planning scheme for the Shire - potential to review approach instead of simply applying Yilgarn's scheme

6 SERVICES

This section provides a detailed list of the two Shires' current service offerings to the community. These services are broken down into the type of service they provide, the level of service, and associated costs. The costs are approximate annual costs based on 2010/11 expenditure, which provides a snapshot. Note that in some cases the Shire's assign the same service to different categories (e.g. Community Resource Centre in Yilgarn is listed under Education and Welfare whereas in Westonia it is listed under Community Amenities). This section aims to facilitate understanding of the commonality and differences in service provision and whether the current range of services reflect the external drivers such as population and community needs. It is based on a review of services undertaken by the Shires in order to establish a base upon which to determine service levels applicable to the new Local Government. The Councils have reviewed key services as part of an annual budget process, where decisions are made about the level of funding that is available. Generally, decisions on the level of funding have driven the level of service provision. The Councils have not undertaken a formal analysis of the cost and benefits associated with the level of services being delivered, nor have they explicitly defined the service levels provided. However, an analysis of community survey results indicates that both Shires have generally rated well in terms of community satisfaction, relative to ratings of service importance.

Service	Yilgarn	Westonia
Law Order and Public Safety	<ul style="list-style-type: none"> ▪ Animal control; ▪ Fire prevention; and ▪ Crime prevention. 	<ul style="list-style-type: none"> ▪ Animal control; ▪ Fire prevention; and ▪ Crime prevention.
Health	<ul style="list-style-type: none"> ▪ Pest control; ▪ Public health and inspection; ▪ Medical Services. 	<ul style="list-style-type: none"> ▪ Pest control; ▪ Public health and inspection; ▪ Medical services.
Housing	<ul style="list-style-type: none"> ▪ Housing. 	<ul style="list-style-type: none"> ▪ Housing.
Education and Welfare	<ul style="list-style-type: none"> ▪ Aged accommodation; ▪ Care of families and children; ▪ Community Resource Centre; ▪ Senior Citizens Centre; and ▪ Low income housing. 	<ul style="list-style-type: none"> ▪ Aged Accommodation; ▪ Care of families and children; ▪ Low income housing.

Service	Yilgarn	Westonia
Community Amenities	<ul style="list-style-type: none"> ▪ Sanitation/Waste management; ▪ Childcare; ▪ Public Conveniences; ▪ Cemetery; ▪ Education and welfare and ▪ Community Bus and Car. 	<ul style="list-style-type: none"> ▪ Sanitation/Waste management; ▪ Community Resource Centre; ▪ Education and welfare; ▪ Public Conveniences; ▪ Cemetery; and ▪ Community Bus.
Recreation and Culture	<ul style="list-style-type: none"> ▪ Community development; ▪ Halls; ▪ Squash court; ▪ Memorials; ▪ Swimming pool; ▪ Ovals, parks and gardens; ▪ Recreation centres; ▪ Television re-broadcasting ▪ Library; and ▪ History. 	<ul style="list-style-type: none"> ▪ Halls; ▪ Sports Complex; ▪ Stadium; ▪ Museum; ▪ Swimming pool; ▪ Ovals, parks and gardens; ▪ Television re-broadcasting; ▪ Library; and ▪ History.
Economic Services	<ul style="list-style-type: none"> ▪ Rural services. 	<ul style="list-style-type: none"> ▪ Rural services.
Transport	<ul style="list-style-type: none"> ▪ Roads and infrastructure; and ▪ Motor Vehicle Licensing. 	<ul style="list-style-type: none"> ▪ Roads and infrastructure. ▪ Motor Vehicle Licensing
Other	<ul style="list-style-type: none"> ▪ Tourism and caravan park; and ▪ Aerodrome. 	<ul style="list-style-type: none"> ▪ Tourism and caravan park; and ▪ Aerodrome.

6.1 Law Order and Public Safety

6.1.1 Animal Services

Yilgarn:

The Shire employs a part-time Ranger for 25 hours per fortnight with the sole responsibility being that of dog control. The service has a budget expenditure allocation of \$24,000 made up primarily of wages and administration charges, plus a contribution of \$5,000 to the Department of Agriculture for the acquisition of a second “dogger” for the control of wild dogs throughout the Shire. Income from fines fees and registrations is \$2,400.

Westonia

The Shire of Westonia administers the Dog Act within the district through a contracted Ranger from the Central Wheatbelt Ranger Service. The contract provides for a one day per week service at an annual cost of \$5,000 with a nominal income of \$300 from registrations and fines.

6.1.2 Crime Prevention

Yilgarn

A Community Safety Audit was conducted in 2008 utilising grant funds from the State Government, which resulted in the development of a Crime Prevention Strategy for the Shire to address minor incidences of crime. In the 2010/2011 Budget, an expenditure of \$18,000 including a provision of \$11,000 for the installation of CCTV equipment was allocated. The CCTV equipment will be interchangeable to various locations depending on perceived need.

Westonia

The Shire has developed a crime prevention plan, which was partly funded by the State Government and is managed by the Council’s administrative staff. The 2010/2011 Budget provides an amount of \$12,000 for expenditure towards a new key management system for all Council buildings and facilities.

6.1.3 Bush Fire and Emergency Services

Yilgarn

Both the Shires of Yilgarn and Westonia belong to a regional Local Emergency Management Committee (LEMC), which is chaired by Cr Patroni. This committee has developed an emergency management protocol covering both Shires.

The Shire of Yilgarn supports eight volunteer brigades throughout the Shire with fire fighting appliances being located within eight localities as follows:

Location	Vehicle	Appliance
Central	Landcruiser	one 2.4 Appliance
Bodallin	one Landcruiser	one 2.4 Appliance
Bullfinch	one Landcruiser	one 2.7 Appliance
Moorine Rock		one 2.4 Appliance
Miners Settlement		one 2.4 Appliance
Marvel Loch		one 2.4 Appliance
Mt Hampton		one 2.4 Appliance
South Yilgarn		two 2.4 Appliances

For the 2010/2011 Budget, FESA has provided a capital grant and corresponding capital program of \$1,020,000 being for replacement fire units as well as \$50,000 towards the construction of a shed at Bullfinch. Council has a budget for Emergency Services Levy component of \$58,000 and \$12,000 for bush fire reimbursement. The budgeted operating costs are \$100,000 consisting of allocations for administration, depreciation and prevention.

Westonia

Westonia administers four volunteer brigades throughout the Shire and receives a total of \$31,000 from FESA through operating grants and Emergency Services Levy administration fees. Council has established a Memorandum of Understanding with the local mining company, Catalpa Resources, whereby Catalpa contributes \$15,000 towards emergency management services. The cost of bushfire control, insurances, administration and depreciation amounts to \$34,000. Westonia has 3 x light tanker and 1 x 3.4 urban tanker to combat outbreaks of fire.

6.2 Health

6.2.1 Pest Control

Yilgarn

A programmed “fogging” in susceptible areas is conducted on a weekly basis in Southern Cross during the summer months and other town-sites in the Shire on a regular roster. The cost of wages, vehicle and chemicals is budgeted for \$14,000.

Westonia

The Shire of Westonia carries out a mosquito control program for the Westonia town site on an as needs basis and under the guidance of the Environmental Health Officer with a budgeted expenditure of \$2,500.

6.2.2 Public Health and Inspection

Yilgarn

The Shire employs a full time Health Officer who is also contracted to the Shire of Westonia on a one day per week basis to carry out the responsibilities associated with public health, inclusive of food and water sampling from local business where food is prepared for public consumption. This officer is also qualified as a Building Surveyor and undertakes town planning functions on behalf of both Yilgarn and Westonia Shires.

Recently, the upturn in the mining industry in and around Yilgarn and Westonia, plus demand for housing from “tree changers”, has resulted in significant building applications being presented for approval and subsequent inspection.

Administration and salary costs allocation is \$94,000 with revenue of \$26,000 including contributions by way of fee for service from the Shire of Westonia for health and inspection services.

Westonia

The Shire contracts the services of the Shire of Yilgarn Health and Building Officer to oversee the statutory obligations of building and health management. Recently, the upturn in the mining industry in and around Yilgarn and Westonia, plus demand for housing from “tree changers”, has resulted in significant building applications being presented for approval and subsequent inspection.

This officer also conducts random sampling of food premises for analysis and compliance with relevant State Health regulations, and regularly monitors all portable water supply facilities.

Westonia has a budget of \$28,000 to cover the costs of employment of the EHO, inclusive of ancillaries, for a one day per week service under the contract with the Shire of Yilgarn.

6.2.3 Medical Services

Whilst medical services are the responsibility of the State and Commonwealth Governments it is an area that is of critical importance to the liveability of small rural communities. The shortage of doctors in rural and remote areas is a long standing concern for communities outside the metropolitan area. The two Shires have allocated significant resources into the attraction and retention of doctors, chemist and related medical services.

Yilgarn

The Shire has entered into an agreement with the Wheatbelt GP practice to manage the GP clinic in Southern Cross and makes payments for a doctor, operational and maintenance costs to the medical centre, provides a fully maintained motor vehicle, and a rent free executive house. The total budget for this varies year to year, but is approximately \$190,000 annually. Contributions of \$50,000 from mining companies are budgeted.

The Shire also provides heavily subsidised housing rental to retain its local chemist. The Shire also supports the local St John's Ambulance service through the provision of buildings for the local sub-centre and in-kind assistance, as required.

Westonia

The Shire has an agreement with the Royal Flying Doctor Service for the provision of a Doctor for one day each month. A surgery is provided within the administration centre and office staff conduct reception and bookings services on behalf of the doctor. The RFDS pays approximately \$1,500 per year as re-imbursment to the Shire.

The community also benefits from the Shire's support for the ambulance service, which uses volunteers to operate the ambulance. Doctor and ambulance services has a total expenditure of \$2,600 per annum.

6.3 Housing

6.3.1 Housing

Yilgarn

The issue of the attraction and retention of quality staff to rural and remote areas has meant that the Shire is required to provide appropriate accommodation and to heavily subsidise rental and utilities charges for use by staff. While the doctor and the chemist are provided with rent free accommodation (as outlined above), the Shire also provides subsidised housing to three administrative staff and three works department staff.

The costs associated with these eight units of accommodation, inclusive of refurbishment, maintenance, depreciation and loan repayments, have a budgetary allocation of just over \$141,000 and a revenue return of \$16,000.

The Shire also owns five other houses, which it leases to local business and mining companies on a commercial basis. These assets have been used to attract new businesses to the area.

Westonia

The Shire provides some staff housing; two houses in Quartz Street, two houses in Diorite Street, one house in Jasper Street, and a unit in Pyrite Street. There is a longer term intention to sell the house and land at lot 102 Jasper to provide development opportunities to private enterprise.

Catalpa Resources leases a further five properties from the Shire on a commercial basis, which returns \$83,650 income annually. Other rental brings the total housing income to \$95,000 offset by the budgeted expenditure of \$81,000. The Shire of Westonia will be using its allocation from the Royalties for Regions Fund of \$379,900 to complete the “village” project along with funds from the Community Development Fund and reserve transfers.

6.4 Education and Welfare

6.4.1 Aged Accommodation

Yilgarn

The Shire of Yilgarn oversees a joint venture aged housing complex consisting of twelve units in a “village” environment. Government subsidies provide residents of this accommodation with access to quality, low cost housing. The revenue received from these rentals is held in reserve by the Shire for expenditure on maintenance and capital upgrades, including the construction of additional accommodation as the need arises and sufficient funds are available.

The Shire administers the operations of the complex and the budget reflects total annual expenditure of \$57,136 inclusive of administration, depreciation and maintenance with corresponding income from rental of \$51,400.

Westonia

The Shire of Westonia administers three joint venture aged accommodation units returning \$11,500 annual rental income. This income is transferred to a reserve account, which is used for maintenance and future capital works.

6.4.2 Care of families and children

Yilgarn

The Yilgarn Occasional Day Care Centres, located in Southern Cross, operates Tuesday to Friday with an additional kindergarten for three year olds being held on Tuesdays.

The Southern Cross Playgroup is open on Mondays and Tuesdays and, dependant on numbers, will also operate during school holidays. A limited Day Care service operates from the old Mt. Hampton School on a casual basis.

Operational and building maintenance costs total \$22,483 while nominal revenue of \$500 is a budgetary allocation.

Westonia

The Shire of Westonia provides a budgeted expenditure of \$12,000 for a program for services such as chaplaincy support.

6.4.3 Community Resource Centre

Yilgarn

The new Community Resource Centre (CRC) building was constructed in 1999, utilising grants and contributions from the Shire of Yilgarn, Department of Education and the Federal Government. In addition to housing the local Library, the CRC provides 24 hour internet access, secretarial services, printing, photocopying, video conferencing, in-house training courses, and produces the local community directory.

The CRC also produces a local fortnightly publication titled “Crosswords” which is sold for .70c a copy. Revenue is derived from the sale of advertising space.

The Co-ordinator is funded by the CRC Support Branch and other operational and equipment grants, and income from sales and training provides total revenue of almost \$156,000 with annual expenditure being almost \$190,000.

Westonia

The Community Resource Centre provides wide ranging fee for service initiatives to the community including, secretarial, administrative, tele-conferencing and internet access. The total Shire costs of the Community Resource Centre is \$18,750, which provides a comprehensive and valuable service to the community.

6.5 Senior Citizens Centre

Yilgarn

The Senior Citizens Centre offers the senior members of the community a broad range of activities and services including; meditation, yoga, morning teas, carpet bowls, exercise classes, patchwork, scrapbooking, movie days, social functions and get-togethers.

Total expenditure of \$117,793 includes admin allocation, salaries, building maintenance and depreciation, while income from donations and program fees results in revenue of \$8,500.

6.6 Community Amenities

6.6.1 Sanitation/Waste Management

Yilgarn

The Shire of Yilgarn remains committed to the principle of the reduction of waste going into landfill and has budgeted \$20,000 for the conversion of the Southern Cross Tip into a Transfer Station in 2010/2011.

The Shire continues to encourage additional recycling through the provision of a waste oil facility and drum muster.

The Shire contracts its roadside domestic waste and recycling pick-up service to private enterprise. There are 433 domestic and 227 commercial collections each month, which sees waste removal occur on;

- On Fridays in Southern Cross and Marvel Loch;
- On Thursdays in Bodallin and Moorine Rock.; and
- 2nd and 4th Friday of the month in all centres a recycling collection service.

In addition to the landfill site in Southern Cross, refuse sites are also operated in Marvel Loch, Bullfinch, Moorine Rock and Bodallin.

The expenditure for the collection of both domestic and commercial waste and the management of the tip sites within the Shire is \$279,000 against charges levied of \$150,000.

Westonia

The Shire contracts a weekly curb-side collection for domestic waste for which a levy of \$120 per bin is charged.

The Shire also supports Drum Muster and waste oil collection and removal.

Income from levies and recycling totals \$6,000 while all costs associated with waste management is \$30,000.

6.6.2 Public Conveniences

Yilgarn

The Shire provides public toilet facilities at Rotary Park, CBD, Old Shire Depot and the Cemetery in Southern Cross, also public toilets in Bodallin, Marvel Loch, Bullfinch and Moorine Rock. These facilities cost a total of \$45,000 to maintain with a contribution of \$11,000

Westonia

The Shire provides three public conveniences which require maintenance and cleaning expenditure of \$11,700.

6.6.3 Cemetery

Yilgarn

The old Southern Cross Pioneer Cemetery on the Highway east of town has become a popular tourist attraction and has been developed, via interpretive signage, into a historical reminder of the difficult times faced by early settlers.

The new Cemetery off Beaton Road is managed by the Shire with annual costs of around \$4,000 being offset by similar revenue from burials. It caters for burials and interment in the niche wall and has a rotunda.

Westonia

The Westonia cemetery is somewhat of a tourist attraction as it provides an insight into life and death in and around. It caters for burials and interment in the Niche Wall and is budgeted to cost \$5,000 to maintain with projected income of \$500.

6.6.4 Community Vehicles

Yilgarn

The community bus allows local groups, organisations and clubs access to relatively cheap transport when travelling is required to attend competitions and events outside the Shire. Users pay a nominal hire charge and replace fuel used to produce to a level of \$8,000. Additionally, the Shire provides a sedan vehicle for people to hire to attend meetings or doctors/medical appointments.

The Shire provides an annual budgetary allocation of \$17,000 including \$9,600 for depreciation and will replace the bus at the end of its useful life using, substantially, grant funding from outside sources.

Westonia

The Community Bus is funded through the Shire and is hired to local groups and organisations at a charge of \$0.88c per kilometre.

6.6.5 Sewerage Schemes

Yilgarn

The Shire provides two sewerage schemes; Southern Cross is budgeted to generate \$194,000 in fees and charges with an expenditure of \$100,000 and Marvel Loch, which is budgeted to generate \$61,000 in fees and charges with an expenditure of \$72,000. Reuse water from the sewerage system in Southern Cross is used to water the sports oval and Constellation Park whilst reuse water from Marvel Loch sewerage is used to water the sports oval.

Westonia

Westonia has recently installed a sewerage system to service the new lifestyle village. This is treated through the mines treatment plant attached to Catalpa's staff village, at no cost to the Shire. There is an informal agreement between Catalpa and Westonia that will transfer control to the Shire in the event of mine closure.

6.6.6 Town Planning

Yilgarn

The Shire has budgeted for \$59,000 for the development of the town planning scheme, which is offset by nominal revenue of \$2,000.

6.6.7 Urban Stormwater

Yilgarn

The Shire has budgeted for \$6,000 for the urban stormwater.

6.7 Recreation and Culture

6.7.1 Halls

Yilgarn

The Shire provides seven hall facilities throughout the municipality:

- Community Centre and Masonic Lodge in Southern Cross,
- Public Halls in Marvel Loch, Bullfinch, Bodallin, Moorine Rock and Mt. Hampton.

Budgeted expenditure of \$190,000 relates predominantly to operations and maintenance across all halls with a grant from Community Arts of \$10,000 will provide new stage curtains for the Southern Cross Community Centre and a \$15,000 will be spent on waterproofing the shed at the Masonic Lodge in preparation for the installation of telescopes. The budgeted revenue of \$15,000 includes the Community Arts grant and fees and charges.

Westonia

The Shire maintains three halls in Westonia and one in Warralakin. The annual cost of cleaning, maintaining and utility upkeep amounts to \$13,000 per annum. Catalpa Resources contributes \$10,000 towards these community facilities.

Catalpa contributes \$10,000 towards the management and maintenance of the stadium while expenditure of \$64,000 is required to pay for maintenance, depreciation, cleaning and the cost of utilities. A Lotteries grant of \$80,000 will fund capital projects on the hall and stadium.

6.7.2 Swimming Pool

Yilgarn

The swimming pool provides the opportunity for children and adults to be taught how to swim, as well as a venue for social recreation and exercise. Budgeted expenditure is over \$157,000 and revenue is \$17,000.

Westonia

Council recently resolved that it would provide free entry to the pool for all residents and ratepayers as a service to the community rather than administer the taking of a little over \$600 per year in entrance fees. The Westonia Youth Group has also

donated \$3,500 towards kid's activities within the pool and the State Government provides a pool subsidy of \$3,000 annually. Total operating costs are in the order of \$88,500.

6.7.3 Library

Yilgarn

The Southern Cross Library is located within the Community Resource Centre and is managed by CRC staff. It is open on Mondays, Tuesdays, Thursdays and Fridays throughout the year. This service requires funding of over \$33,000 annually.

Westonia

The library operates from within the administration centre and is managed by office staff at all times that the office is open to the public. Staff salaries are allocated at an amount of \$18,000.

6.7.4 Community Development

Yilgarn

The community development program provides funding for:

- Performances by the local theatre group;
- Seniors Christmas Luncheon;
- Australia Day celebration;
- Anzac Day ceremony;
- Local Government Week banner production;
- Travel assistance to sporting clubs; and
- Community Funding Program whereby the Shire provides up to \$2,000 per organisation.

This support commits the Shire to over \$37,000 in funding for 2010/2011.

Westonia

The community development program provides funding for:

- Seniors Christmas luncheon;
- Seniors bus tours;
- Local government week banner production (in conjunction with the local school);
- Publishes history books (in conjunction with community groups);
- Provides financial support to regional activities such as Merredin High School Chaplaincy and Wheatbelt AgCare; and
- Metal Art competition and exhibition.

This support commits the Shire to over \$12,000 in funding for 2010/2011.

6.7.5 Squash Court

Yilgarn

The squash courts located in Marvel Loch are maintained by the Shire with the assistance of the Marvel Loch Progress Association.

6.7.6 Memorials

Yilgarn

The Shire provides maintenance services to both the War Memorial and the Wimmera Monument in the order of \$1,000 as well as the provision of funding for the annual Anzac Day function.

Westonia

The Shire provides a memorial room in the Miners Hall for memorial services.

6.7.7 Recreation Centres

Yilgarn

The Shire provides the main recreation centre for the district in Southern Cross, which has a budgetary allocation of \$55,000 for maintenance. A playground and other minor facilities are provided in Marvel Loch, which requires maintenance expenditure of \$6,000. While the Southern Cross centre provides a lounge, bar kitchen and an indoor multipurpose (basketball, netball and badminton) court, capital expenditure of \$656,500 is budgeted to design and construct stage 1 of the total redevelopment of the recreation precinct over future years. Also within Southern Cross there are facilities for golf, tennis and lawn bowls.

6.7.8 Complex

Westonia

Catalpa Resources has contributed \$19,745 towards the cost of establishing a fully equipped gymnasium, primarily for use by mine workers. The costs of maintaining the complex is \$23,000.

6.7.9 Ovals, parks and gardens

Yilgarn

The Council is a member of the Be-active Recreation Scheme, at a cost of \$7,500 per annum and this provides an opportunity for local sporting groups and youth to have access to visiting specialist sportsmen and activities.

Budgeted expenditure for the maintenance of the Shire's parks is \$394,000.

Westonia

A new waste water re-use system is to be installed at the oval at a cost of \$20,000 and maintenance of the oval, playgrounds, bowling club and tennis courts amounts to \$121,000.

The Council is a member of the Be-active Recreation Scheme, at a cost of \$7,500 per annum and this provides an opportunity for local sporting groups and youth to have access to visiting specialist sportsmen and activities.

6.7.10 Television re-broadcasting

The Shire supports the Westonia town site and surrounding area through the provision of four television and two radio stations re-broadcasting facilities. A charge of \$110 per service results in income of \$7,500 while maintenance cost total \$3,000.

6.7.11 History

Yilgarn

The Yilgarn Historical Museum started life in 1892 as the town courthouse and mining registry office. Following renovations it is now open to the public Monday to Saturday - 9:30am to 12 noon and 1:30pm to 4:00pm, and on Sundays from 1:30pm to 4:00pm. The Museum is manned by volunteers who coordinate their own rosters. A small admission fee provides an opportunity for visitors to sample life at the turn of the century with permanent static displays. The Museum raises almost \$4,000 from admission fees, with expenditure of \$74,000.

The Shire contributed \$5,000 towards the compilation of the Koolyanobbing History Book in 2010/2011. The “Vultee Vengeance” history book has also been reprinted with funding from the Council and is being sold through a number of outlets

Westonia

The Old Club Hotel Museum project will be completed in the 2010/2011 financial year using a Lotteries Commission grant of \$60,000 which will provide a valuable tourist attraction for Westonia.

Donations of \$10,000 and a Lotteries Commission grant of \$12,000 went towards the cost of \$30,000 in producing the Walgoolan History Book and Information project.

Catalpa Resources has contributed \$25,000 towards the completion of the Poppet Head in the main street, which reflects the early mining activities in Westonia. 2010 was the 100 year anniversary of mining in the district and approximately \$15,000 was allocated to the centenary celebrations in August 2010.

6.8 Economic Services

6.8.1 Rural Services

Yilgarn

The Shire of Yilgarn supports the region's farming community through attention to the threats of noxious weeds, vermin control and in the protection of the environment. The Shire employs an Environmental Officer to coordinate and manage the skeleton weed and NRM functions.

The State Skeleton Weed Fund provides local property owners access to funding for treatment and chemical to eradicate skeleton weed, and this program attracts funding of \$271,000 per year. This contributes to the salary of the Environmental Officer and fully funds a coordinator. The Shire provides administrative and secretarial support to the committee and the committee chair is an elected member of the Shire of Yilgarn. The budgeted expenditure is \$221,000.

Westonia

The Shire of Westonia employs its own Natural Resource Officer through the Natural Resource Management program. This program delivers rural strategies and services across the Shire in the areas of Noxious weed control, wild dog project, Tidy Towns, promotional material and the development of a Shire nursery in Westonia. The budgeted expenditure of \$117,000 is offset by revenue of \$30,000.

6.8.2 Building Control

Yilgarn

Council employs a full time Environmental Health Officer who also has responsibility for health, building and planning control. A proportion of the officer's salary is attributed to this function. The budgeted cost of providing building inspection is \$29,000 offset by fee revenue received from building license fees.

Westonia

Council does not employ an officer and has contracted the services of the Yilgarn Shire to provide this service on an as needed basis. The budgeted cost of providing building inspection is \$12,000 offset by fee revenue received from building license fees.

6.8.3 Tourism and Caravan Parks

Yilgarn

The Shire is a contributor to the both the Wheatbelt Tourism and the Golden Outback Tourism marketing campaigns and provides parks amenities and information for visitors to the area. The Shire is also responsible for free camping areas as well as the the Southern Cross caravan park. The number of powered sites has been increased, and the next budget provides for an expenditure of \$86,000 and revenue from leases and rental of \$38,000.

Westonia

The Shire of Westonia has developed a tourism strategy which has seen the townscape reflect the original building lines and features to create a unique environment to tourists.

Westonia was awarded Western Australia Tidiest Town for 2010. The Shire has budgetary allocations for area promotion through the Wheatbelt Visitor Centre and Newstravel. The travelling public plays a significant role in generating development in the Shire, which is greatly valued by members of the community.

Income from the Caravan Park is approximately \$6,500, while expenditure of \$52,000 includes \$15,000 for the refurbishment of bays and camping areas to meet the growing needs of the incoming workforce and the travelling public.

6.8.4 Aerodrome

Yilgarn

The Shire has a long term program to upgrade the aerodrome which has become particularly popular in the recent past due to the increased presence of mining expansion and the Fly-in, Fly-out method of employment. A transportable terminal building was constructed in 2010 for the use of aerodrome patrons and the Southern Cross Aero Club. An ambulance shelter has also been constructed by the Council for use by St John's Ambulance and the Royal Flying Doctor Service.

The aerodrome is also used extensively by the Southern Cross Aero Club and is seen as an important facility for the Royal Flying Doctor Service.

The Aero club has contributed \$20,000 and has undertaken a self-supporting loan of \$60,000 through the Shire to construct 5 hangers on-site and this will be completed in mid-2011. The Shire has also undertaken to carry out capital works to seal the turning nodes and provide security fencing.

The landing strip is an all-weather facility with (PAL) Pilot Activated Lighting for night operations.

Westonia

The Westonia Airfield is seen as an important economic generator as it provides mining companies with the option of employing fly-in/fly-out workers. There is currently a proposal to develop a commercial enterprise based on “drone” type aircraft, which will attract private funding to airstrip development and subsequent lease/rental income.

The airfield is also currently under discussion for use as a training facility with the potential of attracting business opportunities to the Shire. While current maintenance costs are \$2,000 annually, future upgrades and additional facilities may result in significant capital expenditure in future years.

6.9 Transport

6.9.1 Roothing

Yilgarn

The Shire of Yilgarn occupies an area of almost 31,000 square kilometres which is traversed by 260 kilometres of sealed and 2,771 kilometres of unsealed roads. The State provides funds through its Regional Road Groups and the Main Roads Department, and the Federal Government provides additional funding directly to Local Governments through the Roads to Recovery program.

These three programs provided grant revenue of \$1,235,122 for 2010/2011.

Grants Commission funding for roads is \$789,477, resulting in a total of just over \$2,000,000 income to be used specifically on roads.

The program for 2010/2011 requires expenditure of \$2,139,667 for “construction” and a further \$3,243,908 for “maintenance”, which includes an allocation of \$1,800,000 to depreciation. The plant replacement program provides for an income of \$170,000 from the sale of assets (trade-ins) and an expenditure of \$890,000 on new plant which includes a new grader, 2 x semi-tippers, a light tipper, 3 x trucks, 2 x personnel carriers, a car trailer, water tank and an asphalt plane.

The Shire of Yilgarn also supports the operation of a “driver reviver” service which sees volunteers providing the travelling public with coffee from a caravan on the highway at Christmas and Easter. While grant funding was received for the purchase and fit-out of the caravan, the Shire maintains and manages the program at a cost of approximately \$2,000 per year.

Westonia

The Shire of Westonia occupies over 3,200 square kilometres traversed by 121 kilometres of sealed and 764 kilometres of unsealed roads. In 2010/2011, the Shire of Westonia allocated over \$2,356,000 to the maintenance and construction of its road network.

Grants from the State Government through the Regional Road Group and the Main Roads Department total \$244,000 while the Federal Government contributed \$241,000 through its Roads to Recovery program.

The plant replacement program for 2010/2011 provided for expenditure of \$270,000 for the purchase of a new front end loader with income of \$120,000 to be received from the trade-in of the existing loader.

6.9.2 Motor Vehicle Licensing

Motor Vehicle Licensing function used to be undertaken by Police in rural communities but this service was moved to a centralised regional centre. The inconvenience to local residents has led to the Local Governments taking on this responsibility and being paid a small commission by the State.

Yilgarn

The Shire of Yilgarn allocates costing of \$110,000 per year and receives \$35,000 in commissions per annum.

Westonia

The service is administered by the administrative staff from the Shire office and commissions received from the Department of Transport totals \$5,000 per annum.

6.10 Strengths and Weaknesses

	Shire of Yilgarn	Shire of Westonia
Strengths	<ul style="list-style-type: none"> ▪ The Shire delivers a range of services across various areas to the community and make use of external contracts to support capacity; ▪ Focus primarily on providing core services to community; ▪ Have been able to provide community services through the use of partnerships – e.g. Aged Care Facilities, GP clinic; ▪ Have established share delivery arrangements with other Councils, e.g. Health and Building Officer; ▪ Service reviews have generated strategic plans, e.g. Crime Prevention Plan; ▪ Sustainable approach to waste; ▪ Shire management of local services keeps the community in control; and ▪ Whilst it is not a core Local Government function, the Council has developed a strategy to provide medical services to the community through an arrangement with Wheatbelt GP Practice. 	<ul style="list-style-type: none"> ▪ The Shire delivers a range of services across various areas to the community and make use of external contracts to support capacity; ▪ Focus primarily on providing core services to community; ▪ Have been able to provide community services through the use of partnerships – e.g. Royal Flying Doctor Service; ▪ Service reviews have generated strategic plans, e.g. Crime Prevention Plan; ▪ Council subsidises a volunteer ambulance service; ▪ Leasing agreement with Catalpa Resources, as well as other financial service contributions; ▪ Shire management of local services keeps the community in control; and ▪ Whilst it is not a core Local Government function, the Council has developed a strategy to provide medical services to the community one day per month.
Weaknesses	<ul style="list-style-type: none"> ▪ Council has not formally defined its service levels or undertaken an analysis of the cost and benefits associated with the level of services being delivered in all areas of Council activity. However, an analysis of community survey results indicates that the Shire of Yilgarn generally rates well in terms of community 	<ul style="list-style-type: none"> ▪ Council has not formally defined its service levels or undertaken an analysis of the cost and benefits associated with the level of services being delivered in all areas of Council activity. However, an analysis of community survey results indicates that the Shire of Westonia generally rates well in

	Shire of Yilgarn	Shire of Westonia
	<p>satisfaction, relative to ratings of service importance.</p> <ul style="list-style-type: none"> ▪ Lack of definition and management on outsourced contracts; ▪ Lack of detailed assignment of assets to service areas; and ▪ Poor KPI measures, lack of ability to determine how effectively services are being delivered 	<p>terms of community satisfaction, relative to ratings of service importance.</p> <ul style="list-style-type: none"> ▪ Lack of definition and management on outsourced contracts; ▪ Lack of detailed assignment of assets to service areas; ▪ Poor KPI measures, lack of ability to determine how effectively services are being delivered; and ▪ Dependence on other Councils for key services

7 SYSTEMS

Local governments use various Information Technology (IT) systems to record, manage and support their business activities. The type and level of such systems is dependent on the specific needs of the local government. This section includes key issues that are important to consider in the maintenance and management of local government's various technology systems under current organisational structures.

	Shire of Yilgarn	Shire of Westonia
IT Systems and hardware	<p>The Shire of Yilgarn uses Synergy by IT Vision for its business activities. The Shire uses Microsoft Office for its day-to-day activities.</p> <p>For on-going management of software and hardware, Yilgarn uses PCS.</p> <p>All licences are current.</p>	<p>The Shire of Westonia uses QuickBooks for its basic bookkeeping and Haines Norton financial management and asset management systems and reporting. The Shire uses Microsoft Office for its day-to-day activities.</p> <p>The Shire of Westonia has some in-house IT support capability.</p> <p>All licences are current.</p>
Internet	<p>The Shire of Yilgarn uses <i>Westnet</i> (ADSL connection) for its internet needs.</p>	<p>The Shire of Westonia uses three separate companies for its internet provision:</p> <ol style="list-style-type: none"> 1. <i>Intelligent IP Broadband</i> – provides wireless broadband internet service, for \$39.95 per month 2. <i>Westnet</i> – provides dial up internet when broadband drops out, for \$66 per month; and 3. <i>WALGA Linking Councils</i> – provides the Council with an email gateway server, and maintain and host Council's website, for \$192.50 per month.

	Shire of Yilgarn	Shire of Westonia
Road Maintenance System	Both Councils have upgraded to ROMAN II for their road maintenance systems.	

7.1 Strengths and weaknesses

	Shire of Yilgarn	Shire of Westonia
Strengths	<ul style="list-style-type: none"> Overall systems appropriate for the size and needs of the Shire; and User licenses are up to date and valid. 	<ul style="list-style-type: none"> User licenses are up to date and valid.
Weaknesses		<ul style="list-style-type: none"> Bookkeeping and financial management systems are not integrated and require ongoing management and reporting by an external accounting firm; Double posting and subsequent reconciliation of rates and asset data on two different accounting systems; and Shire has three separate internet providers.

8 OPERATING MATTERS

This section covers those internal functions that support the local government's service delivery operations. This includes the financial framework, legal issues, and other key operational issues such as Occupational Health and Safety (OHS) and access to information.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Plan for the Future	<p>The Shire of Yilgarn's <i>Plan for the Future of the District: 2010 and into the Future</i> is a long term strategic plan reviewed every two years via a public consultation process.</p> <p>The Plan is structured into six strategic directions that seek to achieve the community's vision for the town. For each strategy, the aim, required action, coordination and timeframe are stated.</p> <p>Additionally, rationale for the strategy, restraints to success and performance measures are also included in Yilgarn's Strategic Plan.</p> <p>Actions that require a significant allotment of funding are marked under a financial planning section, where expected ongoing costs are noted.</p>	<p>The Shire of Westonia's <i>Future Directions Plan</i> covers a ten year period between 2009 and 2019. The Plan is structured into five strategic directions that seek to achieve the community's vision for the town. For each strategy, the aim, required action and timeframe are clearly stated.</p> <p>The Council has developed a Forward Capital Works Plan from 2010/11 to 2014/15 with assistance from HOWSON Management. The Plan identifies infrastructure items and provides information on capital works expenditure by Council in 2009/10. It provides a risk assessment of upcoming projects and details how each project relates to the Council's Strategic Plan.</p>	<p>The Westonia-Yilgarn <i>Plan for the Future of the Districts</i> was adopted in October 2008. A review of achievements is conducted annually and a total review of the Plan is planned for 2013. This will be superseded by a different process if the merger proceeds.</p> <p>The Plan is structured into four strategic directions that seek to maximise the benefits of the two Shires working together. For each strategy, the aim, required action, coordination and timeframe are stated.</p>

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>The Council has developed a Forward Capital Works Plan from 2010/11 to 2014/15 with assistance from HOWSON Management. The Plan identifies infrastructure items and provides information on capital works expenditure by Council in 2009/10. It provides a risk assessment of upcoming projects and details how each project relates to the Council's Strategic Plan.</p>		

	Shire of Yilgarn	Shire of Westonia
Annual Budget	<p>The Annual Budget is developed each year in advance of the commencement of the financial year and is adopted in the month of July.</p> <p>The budget document contains an introduction and overview that provides a written summary of the budget. Within this section, specific strategic objectives stated in the Future Directions are identified.</p> <p>Council does not define specific service levels (see section on services) and the budget is prepared on the basis of continued service delivery within the</p>	<p>Council does not define specific service levels (see section on services) and the budget is prepared on the basis of continued service delivery within the same parameters.</p> <p>However as part of the budget process, new operating expenditure requirements are identified, detailing expenditure and funding amounts plus the underlying "source" for the request for additional resources.</p> <p>The Budget is published online and available for download.</p>

	Shire of Yilgarn	Shire of Westonia
	<p>same parameters.</p> <p>However as part of the budget process, new operating expenditure requirements are identified, detailing expenditure and funding amounts plus the underlying “source” for the request for additional resources.</p> <p>The current Budget is published online and available for download.</p>	
Budget Review	<p>Regulations require at least one annual review of budget between 01 January and 31 March. Reg. 33A Local Government (Financial Management) Regulations 1996.</p> <p>Both Shires comply with this regulation, usually conducting their reviews around December/January each year.</p> <p>This annual process is in addition to the monthly presentation of accounts to each Council meeting, which identifies variances as they arise.</p> <p>Both Shires use UHY Haines Norton as auditors, which see an interim audit conducted around March/April each year and a full audit in October/November each year. The external accounting provider prepares the financial management statements as part of the annual report of the Shire of Westonia, whereas at Yilgarn financial statements are prepared by current staff using IT Vision software. Both Shire Presidents and the joint CEO prepare separate statements and an overview of the year’s operations within the Annual Report to the community.</p>	
Annual and Monthly Financial Reporting	<p>The Shires of Westonia and Yilgarn use contemporary accounting policies and practices as required by Local Government regulations. These are summarised in Note 1 (a) of the Financial Statements in the 2009-2010 Annual Report:</p> <p>“The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), other</p>	

	Shire of Yilgarn	Shire of Westonia
	<p>mandatory professional reporting requirements and the Local Government Act 1995 (as amended) and accompanying regulations (as amended).”</p> <p>“The report has also been prepared on the accrual basis under the convention of historical cost accounting as modified by the accounting treatment relating to the revaluation of financial assets and liabilities at fair value through profit and loss and certain classes of non-current assets.”</p> <p>All significant accounting policies are outlined in Note 1 to the Financial Statements in the 2009-2010 Annual Report.</p> <p>Councillors at each Council meeting are provided a Statement of Financial Activity for the month (as required by Department of Local Government from 1 July 2005). The format of the monthly report is compliant with the regulation showing:</p> <ul style="list-style-type: none"> ▪ Annual budget estimates; ▪ Budget estimates to end of month; ▪ Actual expenditure, revenue and income to end of month; ▪ Material variances between budget and actual expenditure and revenue; and ▪ Net current assets at the end of the month. <p>Annual Financial Report:</p> <p>The format of both annual financial reports for 2009/10 is the following:</p> <ol style="list-style-type: none"> 1. Statement by Chief Executive Officer 2. Statement of Comprehensive Income by Nature or Type 3. Statement of Comprehensive Income by Program 4. Statement of Financial Position 	

	Shire of Yilgarn	Shire of Westonia
	<p>5. Statement of Changes in Equity</p> <p>6. Statement of Cash Flows</p> <p>7. Rate Setting Statement</p> <p>8. Notes to and forming part of the Financial Report</p> <p>9. Independent Audit Report</p> <p>Notes include the following:</p> <ul style="list-style-type: none"> ▪ Significant accounting policies ▪ Revenue and expenses ▪ Cash and cash equivalents ▪ Trade and other receivables ▪ Inventories ▪ Property, plant and equipment ▪ Infrastructure ▪ Trade and other payables ▪ Long term borrowings ▪ Provisions ▪ Reserves – cash backed ▪ Notes to the statement of cash flows ▪ Contingent liabilities ▪ Capital and leasing commitments ▪ Joint venture ▪ Total assets classified by function and activity ▪ Financial Ratios ▪ Trust fund ▪ Disposal of assets 	

	Shire of Yilgarn	Shire of Westonia
	<ul style="list-style-type: none"> ▪ Information on borrowings ▪ Rating information ▪ Specific area rates ▪ Service charges ▪ Discounts, incentives, concessions and write-offs ▪ Interest charges and instalments ▪ Fees and charges ▪ Grant revenue ▪ Councillors remuneration ▪ Employee numbers ▪ Major land transactions ▪ Trading undertakings and major trading undertakings ▪ Financial risk management <p>The format complies with Australian Accounting Standards and the content covers the requirements of the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996.</p> <p>The reports have been signed off by the CEO and an audit statement by the auditor is attached confirming compliance.</p>	
Annual Report	<p>The Annual Report is developed each year and is reviewed for the year ending 30 June. The Annual report incorporates the following:</p> <p>Minutes of the Annual Meeting of Electors; Shire President's Report; CEO's report; Manager for Works Report;</p>	<p>The Annual Report is developed each year and is reviewed for the year ending 30 June. The Annual report incorporates the following:</p> <p>Shire of Westonia Statistics; Council and staff; President's Report; CEO's report;</p>

	Shire of Yilgarn	Shire of Westonia
	<p>Manager for Environmental Health and Building Services Report;</p> <p>Annual Financial Report; and</p> <p>Independent Auditors Report.</p> <p>Annual Reports are prepared in-house.</p>	<p>Payments to employees;</p> <p>National Competition Policy Statement;</p> <p>Freedom of Information Statement;</p> <p>Disability services statement;</p> <p>State Records Act 2000;</p> <p>2009-2010 Financial Statements; and</p> <p>Independent Audit Report.</p> <p>Annual Reports are prepared in-house, except for the financial management statements, which are prepared by UHY Haines Norton.</p>
Legal proceedings	<p>There are no current or foreseeable legal proceedings existing against the Shire of Yilgarn, and there have been no significant legal issues over the last ten years.</p>	<p>There are no current or foreseeable legal proceedings existing against the Shire of Westonia, and there have been no significant legal issues over the last ten years.</p>
Freedom of Information	<p>The Shire has no Freedom of Information Policy in the Policy Manual. All Freedom of Information requests are directed to the Chief Executive Officer.</p>	<p>The Shire of Westonia's Freedom of Information Statement is located in the Annual Report. It states that:</p> <p>“The Shire of Westonia is responsible for the good governance of the district and carries out its functions as required including statutory compliance and provision of facilities and services.”</p> <p>“Council maintains records relating to each property within the Shire and also records</p>

	Shire of Yilgarn	Shire of Westonia
		<p>relating to the function and administration of the Shire including minutes of meetings, financial interests register, register of delegations, rates book, electoral roll, financial statements and local laws.”</p> <p>“These documents can be inspected at the Shire Office, Wolfram St, Westonia, Monday to Friday between the hours of 8:30am and 5:00pm.”</p> <p>“Requests for information under the Freedom of Information Act can be sent to the Chief Executive Officer, Shire of Westonia, Wolfram St, Westonia WA 6423.”</p> <p>All requests are directed to the Chief Executive Officer.</p>

	Shire of Yilgarn			Shire of Westonia			Shire of Westonia-Yilgarn		
Delegations	Delegation No.	Subject	Person Delegated to	Delegation No.	Subject	Person Delegated to	Delegation No.	Subject	Person Delegated to
	1	Temporary Closure of Street	CEO	1	Payments from the Municipal and Trust Fund	CEO	1	Temporary Closure of Street	CEO
	2	Development Proposals – Advertising	Manager Environmental Health and Building Services	2	Investments	CEO	2	Development Proposals – Advertising	Manager Environmental Health and Building Services
	3	Applications of Operation of Road Trains	Manager of Works	3	Payments to Council Employees	CEO	3	Applications of Operation of Road Trains	Manager of Works
	4	Building, Issue of Licenses	Manager Environmental Health and Building Services	4	Concession on Fees and Charges	CEO	4	Building, Issue of Licenses	Manager Environmental Health and Building Services
	5	Works, Unlawful	CEO	5	Writing Off Debts	CEO	5	Works, Unlawful	CEO
	6	Liquor, Sale from Council Property	Deputy CEO	6	Donations	CEO	6	Liquor, Sale from Council Property	Deputy CEO
	7	Street Appeals	Deputy CEO	7	Donations of Plant and Equipment	CEO	7	Street Appeals	Deputy CEO
	8	Demolition Licenses	Manager Environm	8	Agreements for Payment of Debts to Council	CEO	8	Demolition Licenses	Manager Environmental Health and Building
				9	Building Licenses	Building Surveyors			
			10	Demolition Licenses	CEO				
			11	Buildings – Issuing Notices Requiring Alterations	CEO				

	Shire of Yilgarn			Shire of Westonia			Shire of Westonia-Yilgarn		
			ental Health and Building Services	12	Buildings – Unlawful Works	CEO			Services
				13	Dangerous Buildings	CEO			Manager Environmental Health and Building Services
	9	Notices, Issue of Section 401	Manager Environmental Health and Building Services	14	Temporary Road Closures	CEO	9	Notices, Issue of Section 401	Manager Environmental Health and Building Services
				15	Events on Roads	CEO			
				16	Legal Advice	CEO			
				17	Impounding of Goods	CEO	10	Building, Removal or Neglected and Dilapidated	Manager Environmental Health and Building Services
	10	Building, Removal or Neglected and Dilapidated	Manager Environmental Health and Building Services	18	Disposing of Confiscated or Uncollected Goods	CEO			
				19	Sale and/or Consumption of Liquor – Council Property	CEO	11	Building, Dangerous	Manager Environmental Health and Building Services
				20	Health Act Provisions	CEO and Environmental Health Officer			
	11	Building, Dangerous	Manager Environmental Health and Building Services	21	Legal Proceedings - Bush Fires Act	CEO	12	Rate Book	Deputy CEO
							13	Discounted Hire of Council Facilities	Deputy CEO
	12	Rate Book	Deputy CEO				14	Legal Advice	CEO
	13	Discounted Hire of Council Facilities	Deputy CEO	22	Variation of Prohibited Burning Times, Restricted Burning Times and/or Prescribed Conditions	Shire President and the Chief Bush Fire Control Officer	15	Burning, Prohibited Times (Variations)	Shire President Chief Bushfire Control Officer
	14	Legal Advice	CEO						

	Shire of Yilgarn			Shire of Westonia			Shire of Westonia-Yilgarn		
	15	Burning, Prohibited Times (Variations)	Shire President and Chief Fire Control Officer	23	Legal Proceedings - Dog Act	CEO	16	Conferences – Seminars, Professional	CEO
	16	Conferences – Seminars, Professional	CEO	The Delegations Register was last reviewed on 23 July 2009.			17	Contract Variations	CEO
	17	Contract Variations	CEO				The Delegations Register is managed by CEO, and is updated annually.		
	18	Insurance	Deputy CEO	19	Enforcement & Legal Proceedings	CEO			
	19	Enforcement & Legal Proceedings	CEO	20	Treatment of Sewage & Disposal of Liquid Waste	Manager Environmental Health and Building Services	20	Treatment of Sewage & Disposal of Liquid Waste	Manager Environmental Health and Building Services
	20	Treatment of Sewage & Disposal of Liquid Waste	Manager Environmental Health and Building Services	21	Authorised Persons	Manager Environmental Health and Building Services	21	Authorised Persons	Manager Environmental Health and Building Services
	21	Authorised Persons	Manager Environmental Health and Building Services	22	Signing of Council's Bank Accounts	Deputy CEO, Manager Environmental Health and Building Services and/or Manager of Works	22	Signing of Council's Bank Accounts	Deputy CEO, Manager Environmental Health and Building Services and/or Manager of Works
	22	Signing of Council's Bank Accounts	Deputy CEO, Manager Environmental Health and Building Services						

	Shire of Yilgarn			Shire of Westonia			Shire of Westonia-Yilgarn		
			ental Health and Building Services, and/or Manager of Works				23	Write Off of Small Amounts	Deputy CEO
	23	Write Off of Small Accounts	Deputy CEO				24	Investments	CEO
	24	Investments	CEO				25	Donations	CEO
	25	Donations	CEO				26	Donations of Plant and Equipment	CEO
	26	Donations of Plant and Equipment	CEO				27	Agreements for Payments of Debts to Council	CEO
	27	Agreements for Payments of Debts to Council	CEO				28	Events on Roads	CEO
	28	Events on Roads	CEO				30	Disposing of Confiscated or Uncollected Goods	CEO
	29	Impounding of Goods	CEO				31	Health Act Provisions	CEO and Manager Environmental Health and Building
	30	Disposing of Confiscated or Uncollected Goods	CEO				32	Legal Proceedings – Bush Fires Act	CEO
	31	Health Act Provisions	Manager Environmental Health and Building Services				33	Legal Proceedings – Dog Act	CEO
							The Delegations Register will be managed by CEO, and is updated annually.		

	Shire of Yilgarn			Shire of Westonia	Shire of Westonia-Yilgarn
	32	Legal Proceedings – Bush Fires Act	CEO		
	33	Legal Proceedings – Dog Act	CEO		
	The delegations Register is managed by CEO, and is updated annually.				
Occupational Health and Safety	<p>The Shire of Yilgarn has an OHS Policy, in Section 1.5 of the Council Policy Manual, that states:</p> <p>The Shire of Yilgarn regards the promotion of sound and effective Occupational Safety and Health practices as a common objective for the Chief Executive Officer, Senior Staff, Employees and Contractors.</p> <p>The Policy of the Shire is to ensure that every employee works in an environment where direct efforts are made to prevent accidents, injury and disruption to employees' health from foreseeable work hazards.</p>			<p>The Shire of Westonia has an OHS Policy that states:</p> <p>The Shire of Westonia regards the promotion of sound and effective Occupational Safety and Health practices as a common objective for the CEO, Managers, Supervisors, Employees and Contractors.</p> <p>The Policy of the Shire of Westonia is to ensure that every employee works in an environment where direct efforts are made to prevent accidents, injury and disruption to employees' health from foreseeable work hazards.</p>	<p>The Shire of Westonia-Yilgarn has an OHS Policy that states:</p> <p>The New Shire regards the promotion of sound and effective Occupational Safety and Health practices as a common objective for the Chief Executive Officer, Senior Staff, Employees and Contractors.</p> <p>The Policy of the New Shire is to ensure that every employee works in an environment where direct efforts are made to prevent accidents, injury and disruption to employees' health from foreseeable work hazards.</p>

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>The Shire of Yilgarn acknowledges a duty to achieve their objectives by:</p> <ul style="list-style-type: none"> ▪ Providing and maintaining a safe working environment. ▪ Providing adequate training and instruction to enable employees to perform their work safely and effectively. ▪ Investigating all actual and potentially injurious occurrences in order to eliminate the cause, and reduce the level of risk. ▪ Comply with AS/NZS 4801 Occupational Health and Safety Management Systems audit tool. ▪ Compliance with <i>Occupational Safety and Health Act 1984</i> and Regulations, relevant OSH Australian Standards, Codes of Practice and Guidance Notes. 	<p>The Shire of Westonia acknowledges a duty to achieve their objectives by:</p> <ul style="list-style-type: none"> ▪ Providing and maintaining a safe working environment. ▪ Providing adequate training and instruction to enable employees to perform their work safely and effectively. ▪ Investigating all actual and potentially injurious occurrences in order to eliminate the cause, and reduce the level of risk. ▪ Comply with AS/NZS 4801 Occupational Health and Safety Management Systems audit tool. ▪ Compliance with <i>Occupational Safety and Health (OSH) Act 1984</i>, 2005 amendments, and Regulations 1996, relevant OSH Australian Standards, Codes of Practice and Guidance Notes. 	<p>The New Shire acknowledges a duty to achieve their objectives by:</p> <ul style="list-style-type: none"> ▪ Providing and maintaining a safe working environment. ▪ Providing adequate training and instruction to enable employees to perform their work safely and effectively. ▪ Investigating all actual and potentially injurious occurrences in order to eliminate the cause, and reduce the level of risk. ▪ Comply with AS/NZS 4801 Occupational Health and Safety Management Systems audit tool. ▪ Compliance with <i>Occupational Safety and Health Act 1984</i> and Regulations, relevant OSH Australian Standards, Codes of Practice and Guidance Notes.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>Employees have a duty of co-operation in the attainment of these objectives by:</p> <ul style="list-style-type: none"> Working with care for their own safety and that of other employees, contractors and public who may be affected by their acts or omissions. Reporting conditions which appear to be unsafe to their supervisor. Co-operating in the fulfilment of the obligations placed on their employer. Assisting in the investigation and the reporting of any accidents with the objective of introducing measures to prevent re-occurrence. <p>A safe and efficient place of work is our goal, and we must all be committed to reach this outcome.</p>	<p>Employees have a duty of co-operation in the attainment of these objectives by:</p> <ul style="list-style-type: none"> Working with care for their own safety and that of other employees, contractors and public who may be affected by their acts or omissions. Reporting conditions which appear to be unsafe to their supervisor. Co-operating in the fulfilment of the obligations placed on their employer. Assisting in the investigation and the reporting of any accidents with the objective of introducing measures to prevent re-occurrence. <p>A safe and efficient place of work is our goal, and we must all be committed to reach this outcome.</p> <p>The OHS Policy was implemented on 22 March 2006. The Shire has an Occupational Safety & Health Co-ordinator, who has the responsibility</p>	<p>Employees have a duty of co-operation in the attainment of these objectives by:</p> <ul style="list-style-type: none"> Working with care for their own safety and that of other employees, contractors and public who may be affected by their acts or omissions. Reporting conditions which appear to be unsafe to their supervisor. Co-operating in the fulfilment of the obligations placed on their employer. Assisting in the investigation and the reporting of any accidents with the objective of introducing measures to prevent re-occurrence. <p>A safe and efficient place of work is our goal, and we must all be committed to reach this outcome.</p> <p>It is proposed there will be an OHS Committee and Officer, which will</p>

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	The Shire has a formal OHS Committee and an OHS Officer. The Committee holds “Toolbox Meetings” on a monthly basis.	of co-ordinating the efforts related to the minimisation of risk and accident prevention.	meet on a monthly basis.
Disability Services Statement	<p>The Shire of Yilgarn has a Disability Access and Inclusion Plan. The Plan has 6 outcomes aimed at improving access and inclusion for people with disabilities:</p> <ol style="list-style-type: none"> 1. People with disabilities have the same opportunities as other people to access the services of, and any events organized or sponsored by Council; 2. People with disabilities have the same opportunities as other people to access the buildings and other facilities provided by Council; 3. People with disabilities receive information from Council in a format that will enable them to access the information as readily as other people are able to access it; 4. People with disabilities 	<p>The Shire has a Disability Services Statement listed in its Annual Report. The statement includes:</p> <p>“The Shire of Westonia is committed to ensuring that the community is accessible for people with disabilities, their families and their carers.”</p> <p>“People with disabilities who live in country areas should be given support to remain in the community of their own choice. The Shire of Westonia is committed to consulting with people with disabilities, their families and their carers to ensure that the barriers to access are addressed properly.”</p> <p>There is no Disability Committee and/or Officer at the Shire of Westonia.</p>	There is no proposal of a Disability Committee and/or Officer at the Shire of Westonia-Yilgarn.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>receive the same level and quality of service from Council staff as other people receive from the staff of Council;</p> <p>5. People with disabilities have the same opportunities as other people to make complaints to Council; and</p> <p>6. People with disabilities have the same opportunities as other people to participate in any public consultation by Council.</p> <p>There is no Disability Officer at the Shire of Yilgarn.</p>		

8.1 Strengths and Weaknesses

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Strengths	<ul style="list-style-type: none"> ▪ Plan for the Future of the District is linked with the Shire's Forward Capital Works Plan; ▪ Policy Manual is up to date and linked with Staff Manual. HR Policies linked with Code of Conduct Policy, OH&S Policy, and Equal Opportunity Policy; ▪ Annual Budget prepared in detail and on timely basis; ▪ Good budget expenditure management; ▪ Annual Financial reports compliance and prepared within timeframes; and ▪ Well established internal controls and delegations. 	<ul style="list-style-type: none"> ▪ Annual Budget prepared in detail and on timely basis; ▪ Annual Financial reports compliance and prepared within timeframes; ▪ Sufficient internal controls and delegations; and ▪ Well documented Purchasing Policy based on state guidelines. 	<ul style="list-style-type: none"> ▪ Proposed Policy Manual is up to date and linked with proposed Staff Manual and HR Policies – linked with Code of Conduct Policy, OH&S Policy, and Equal Opportunity Policy
Weaknesses	<ul style="list-style-type: none"> ▪ Council does not define specific levels of service – budget is prepared on the basis of continued service delivery; ▪ Lack of long term financial plan; and ▪ Lack of asset management plans. 	<ul style="list-style-type: none"> ▪ Council Policy Manual is reviewed annually but not linked with Staff Manual or HR policies; ▪ Lack of long term financial plan; and ▪ Lack of asset management plans. 	<ul style="list-style-type: none"> ▪ No financial planning section in the Future Directions Plan; ▪ Lack of long term financial planning; and ▪ Lack of asset management plans.

9 PEOPLE

Those issues pertaining to how staff are organised and managed are classified as ‘people’. This includes policies, procedures, plans, and human resource functions.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Policy	<p>There is a comprehensive Policy Manual that is up to date and reviewed annually that addresses the key functions and responsibilities of a local government of this size. While there are some procedures in place across the organisation it is unclear as to how comprehensive or effective they are and there is not a procedure manual in place that links to the policy manual for staff to access. Its policies are current and have been reviewed in the past 12 months.</p> <p>There is a good risk management framework in place, prepared by Greg Cook.</p> <p>OHS policy and procedure is in place, and there is a demonstrated commitment to safe work practices. The Local Government <i>Code of Conduct</i> is in place. The Policy</p>	<p>There is a simple Council Policy that is not up to date and is supposed to be reviewed annually. The Policy Manual addresses key functions and responsibilities of the Council. The Policy Manual is simple in its presentation and would be easily understood by staff and Elected Members who need to follow specific policy and procedure guidelines. The Manual addresses potential issues that may be found in a small rural Local Government. While there are some procedures in place across the organisation, it is unclear as to how comprehensive or effective they are.</p> <p>There is not a procedure manual in place that links to the Policy Manual for staff to access. Its policies are not current and have not been reviewed in the last 12 months.</p> <p>In relation to the Governance framework, there are elements of this</p>	<p>The proposed Policy Manual is comprehensive and is scheduled to be reviewed annually. Policies are current, and address the key functions and responsibilities of a Local Government of this size. While there are several comprehensive procedures in place across the organisation it is unclear as how effective they will be.</p> <p>A proposed OHS Policy and procedure is in place, as well as the Local Government <i>Code of Conduct</i>. The Policy Manual is enhanced by a code of behaviour including ethics policy and guidelines built into an HR manual and reflected in a robust performance management system.</p> <p>A proposed Equal Opportunity Policy exists, which recognises the Shire’s legal obligation under <i>the Equal Opportunity Act 1984</i>, and</p>

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<p>Manual is enhanced by a code of behaviour including ethics policy and guidelines built into an HR manual and reflected in a robust performance management system.</p> <p>Appropriate controls in place are for financial functions and a four year review is carried out.</p>	<p>in the Policy Manual that needs to be strengthened and systemised. There is a good risk management framework in place, prepared by Greg Cook.</p> <p>There is a comprehensive OHS Policy, however it is not found in the Council Policy Manual. The OHS Policy is not up to date, nor is a Code of Conduct included in the Manual. The Policy Manual would be enhanced by a systematic review, with priority focus on inclusion of a code of behaviour including an ethics policy and guidelines that is built into an HR manual and reflected in a robust performance management system.</p>	<p>will actively promote equal employment opportunity based solely on merit to ensure that discrimination does not occur on the grounds of sex, marital status, pregnancy, race, impairment, age, religious or political convictions, family responsibilities and family status or gender history and sexual orientation.</p> <p>Proposed controls are in place for Council's financial functions and a review is proposed to be carried out every four years.</p>
Plans	<p>The Shire of Yilgarn currently has the following plans in place:</p> <ul style="list-style-type: none"> ▪ Plan for the Future of the District 2010 and into the Future; ▪ Forward Capital Works Plan; ▪ Disability Services Plan; ▪ Community Safety and Crime Prevention Plan; and 	<p>The Shire of Westonia currently has the following plans in place:</p> <ul style="list-style-type: none"> ▪ Future Directions Plan 2009-2019; ▪ Forward Capital Works Plan; ▪ Crime Prevention Plan; ▪ Safety Management Plan; ▪ Training Management Plan; and ▪ Risk Management Action Plan. 	<p>The Shire of Westonia-Yilgarn currently has the following plans in place:</p> <ul style="list-style-type: none"> ▪ Future Directions Plan

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
	<ul style="list-style-type: none"> Land Water Response Plan. <p>Waste Management plans are not completed. The Equal Opportunity Management Plan to meet the Legislative requirements is incorporated in the human resource induction material.</p>	<p>Council has not undertaken an extensive review of Disability Access and Waste Management plans are not completed. The Equal Opportunity Management Plan to meet the Legislative requirements is incorporated in the human resource induction material.</p>	
Human Resources	<p>The Shire of Yilgarn currently has a comprehensive recruitment process with the following material provided to prospective applicants:</p> <ul style="list-style-type: none"> Information for prospective applicants; Application for Employment Form; Application Package: Conditions, Benefits and Remuneration; Profile of Yilgarn and Westonia; Comprehensive position descriptions; Induction manual; HR policies; and New Applicant Checklist. 	<p>An Induction Guide for Persons Conducting Inductions of New Employees has been developed by Council. The Induction Manual provides guidelines to ensure new employees of the Council have been properly introduced to the organisation, have been made aware of the basic safety related aspects of their job, and have been introduced to the people to whom they are going to come in regular contact with on a daily or weekly basis.</p> <p>It is Council Policy that any new Council employee, whether full time, part time or contracted labours, and prior to the commencement of work, is exposed to a formal induction process which includes OHS requirements.</p>	<p>A comprehensive recruitment process has been prepared with the following material available to be provided to prospective applicants:</p> <ul style="list-style-type: none"> Information for prospective applicants; Application for Employment Form; Application Package: Conditions, Benefits and Remuneration; Profile of Yilgarn and Westonia; Comprehensive position descriptions; Induction manual; HR policies; and New Applicant Checklist.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
		It will be the responsibility of Management to ensure that this occurs. All inductions are documented, and where appropriate, new staff will be assessed to confirm that certain key information has been learnt. Council's Safety Handbook serves as a key element in the induction program and is seen as an on-going resource for staff.	
Workforce needs	Both Shires are facing the challenges of an aging workforce and a highly competitive labour market. The difficulty in attracting and retaining appropriately skilled and qualified staff is a significant issue. This is exacerbated for the Shire of Westonia by a substantial wage and salary differential with the Shire of Yilgarn. Westonia's 2011/12 budget is beginning to address that gap.		

9.1 Strengths and Weaknesses

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Strengths	<ul style="list-style-type: none"> Unique methods of attracting quality staff to the Shire, e.g. rent/utility free housing; Comprehensive OHS and recruitment policies; Framework for a competitive recruitment process is in place 	<ul style="list-style-type: none"> Unique methods of attracting quality staff to the Shire, e.g. rent/utility free housing; Comprehensive OHS and recruitment policies; Range of management plans have been implemented that tie into Future Directions Plan 	<ul style="list-style-type: none"> Comprehensive OHS and recruitment policies; Proposed Equal Opportunity and Code of Conduct policies fulfil legislative requirements; Framework for a competitive recruitment process is in place.
Weaknesses	<ul style="list-style-type: none"> Very few applicants are attracted to apply for positions in the Shire; Mining industry poses a large threat to employment opportunities within the Shire; Likelihood of attracting quality staff to the Shire 	<ul style="list-style-type: none"> Very few applicants are attracted to apply for positions in the Shire; Mining industry poses a large threat to employment opportunities within the Shire; Relative to Western Australia, staff wages are low; Likelihood of attracting quality staff to the Shire 	

10 FINANCIAL SUSTAINABILITY

The financial sustainability of each Shire has been modelled in a Long Term Financial Model. Financial sustainability is assessed by the following definition:

A financially sustainable Council is one that has the ability to fund ongoing service delivery, and the renewal and replacement of assets without imposing excessive debt or rate increases on future generations.

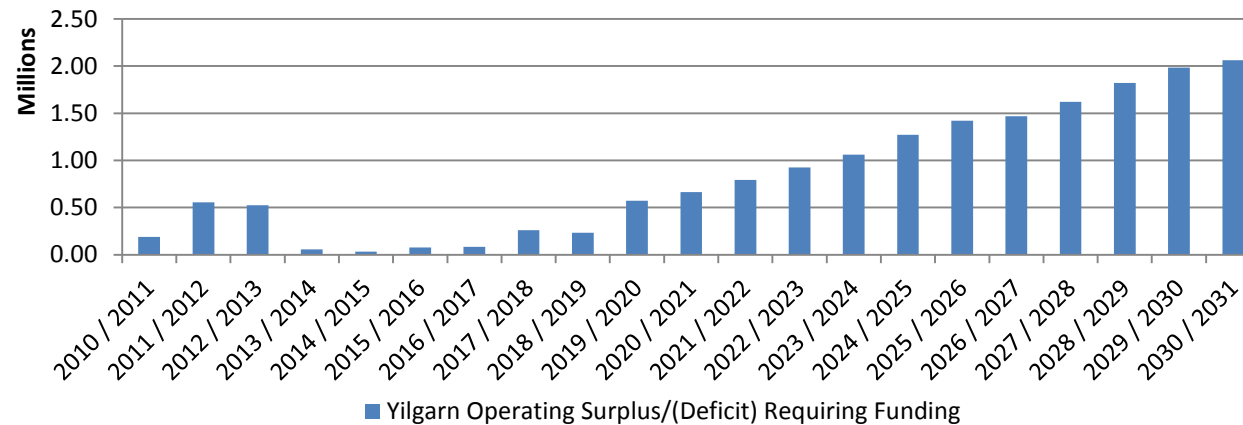
This definition has been translated into four key financial sustainability principles:

1. Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation;
2. Council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements;
3. Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works; and
4. Council must **maintain its asset base**, by renewing ageing infrastructure which is identified, and by ensuring cash reserves are set asides for those works which are yet to be identified.

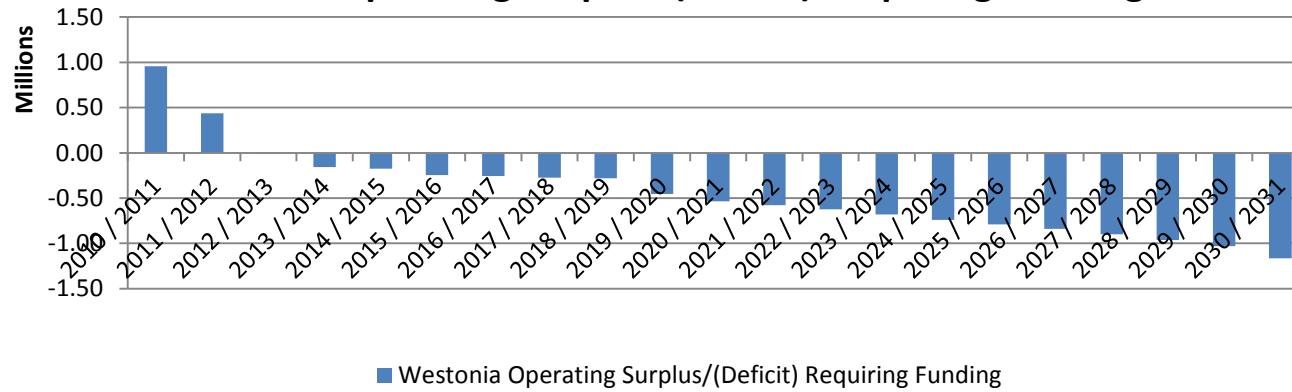
	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Long Term financial modelling	No long term financial modelling has previously been undertaken	No long term financial modelling has previously been undertaken	First cut Long Term Financial Model prepared; based on the provision of services at current service levels and the proposed transitional rating scheme.
Funded operating position excluding depreciation	The long term financial forecasts based on the per annum assumptions of rate increases of 4% and revenue increases of 3.5%, salary and wages increases as per award of 4% and other expenditure increases at LGCI of 3.5%, indicates that Council will be able to maintain the current operating surplus over the term of the plan. This position includes capital revenue but does not include depreciation.	The long term financial forecasts based on the per annum assumptions of rate increases of 4% and revenue increases of 3.5%, salary and wages increase of 4% and other expenditure increases at LGCI of 3.5%, indicates that Councils current limited operating surplus is maintained until 2012/13 when Councils growing expenditure costs are not matched by rate and other revenue growth.	<p>Operating Position has been managed by aligning expenditure and funding streams. The expenditure assumptions of a per annum increase of 4% for salary and wages and 3.5% increase for other expenditure. The additional expenditure forecast includes one off adjustment items.</p> <p>The rate income has been entered in accordance with the proposed option 3 of DCA and DL Consulting (April 2011) recommendations. Note that it is proposed to increase rates in the Western Ward over a four year period to equalise rates over the new District as a whole. This has not been included in the model as the associated revenue will be quarantined over the transitional period for expenditure to be determined by the Westonia</p>

community, with a neutral impact on the short term financial situation. The ongoing impact on operating costs is unknown.

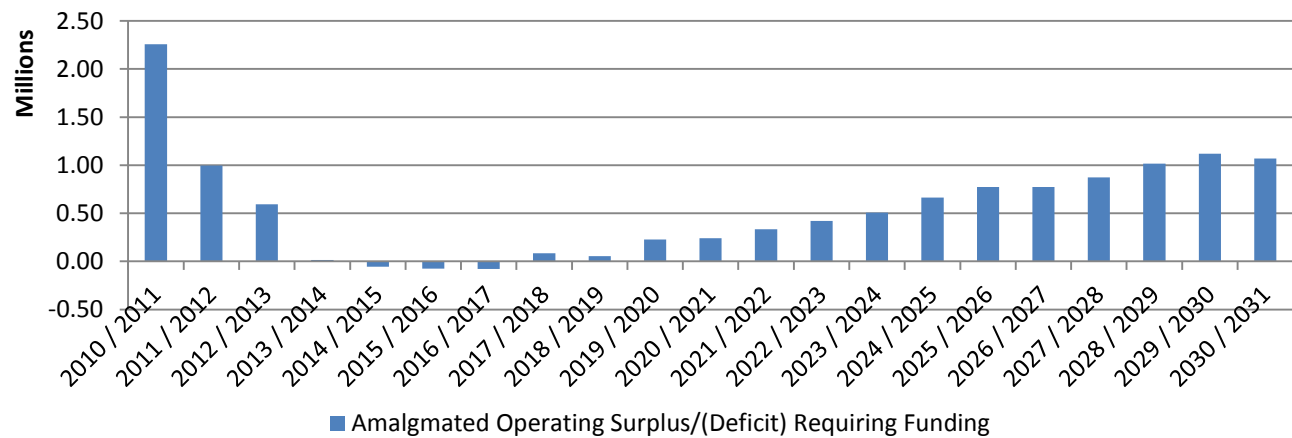
Yilgarn Operating Surplus/(Deficit) Requiring Funding

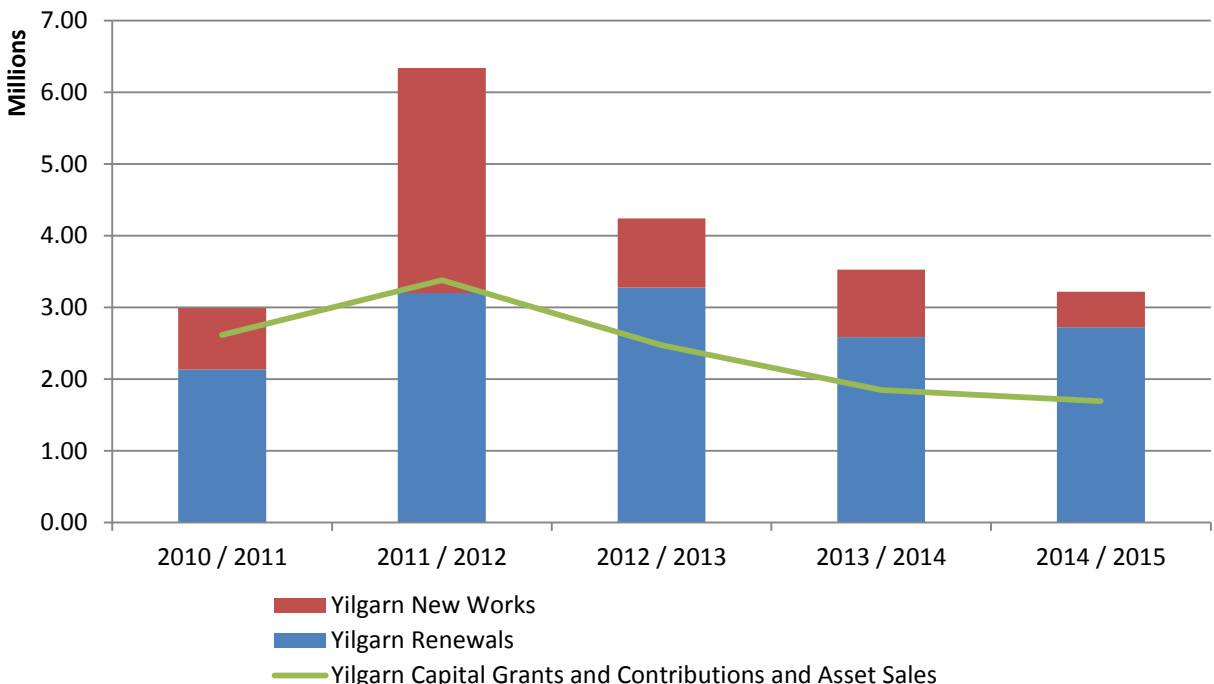


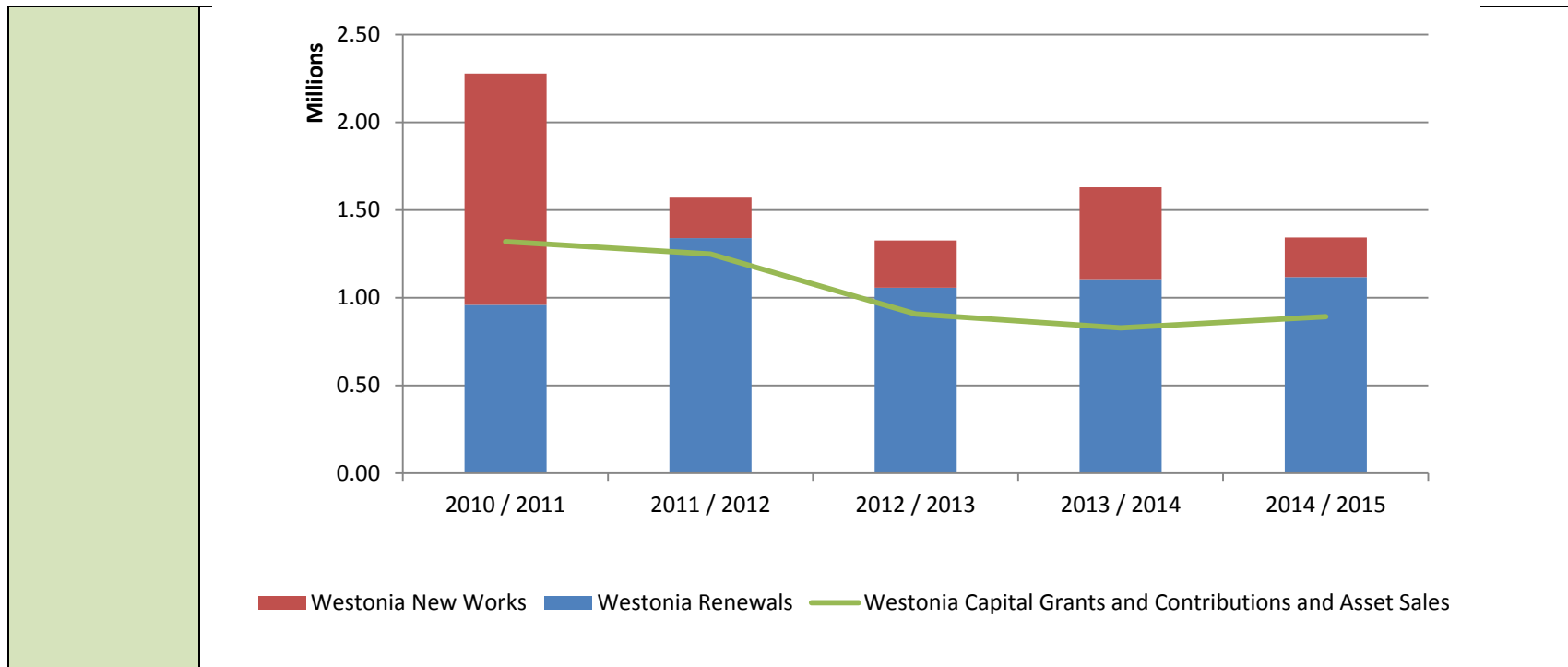
Westonia Operating Surplus/(Deficit) Requiring Funding

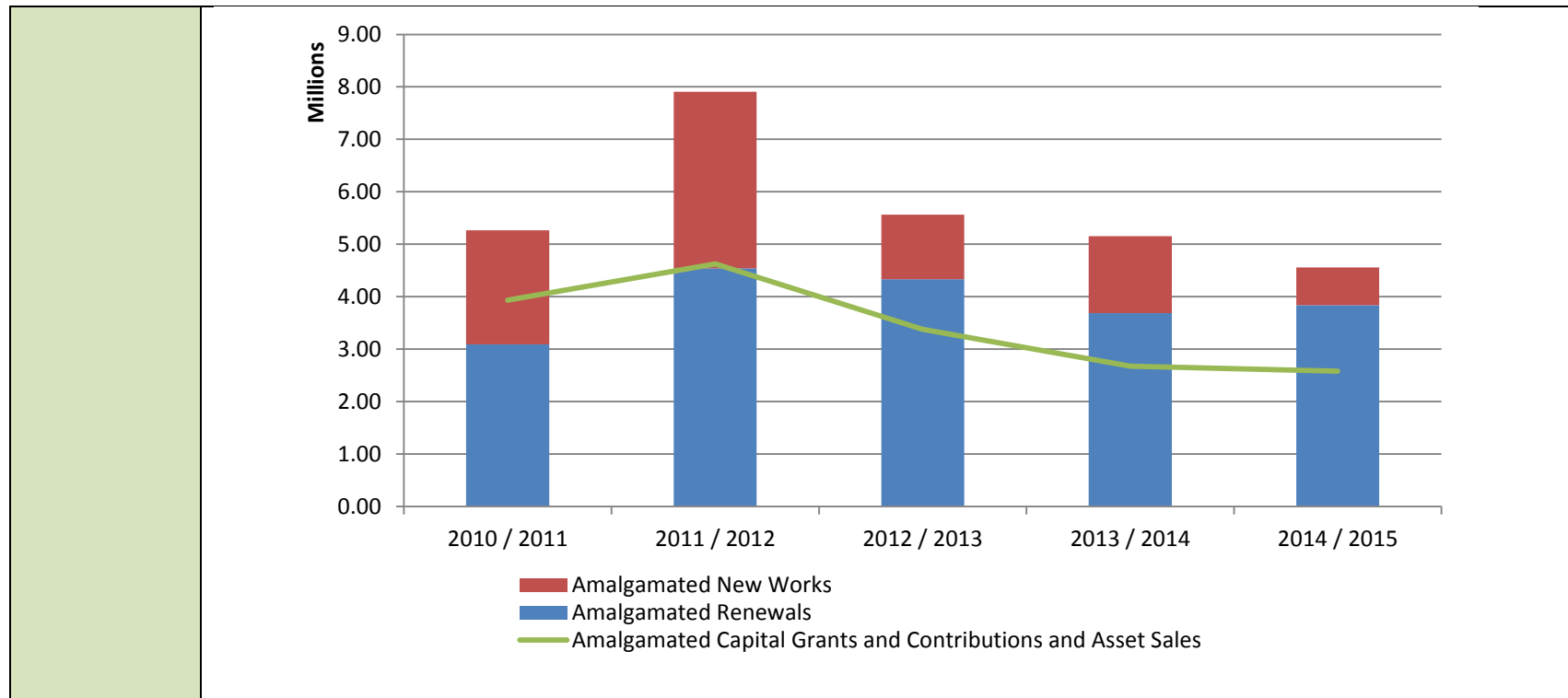


Amalgamated Operating Surplus/(Deficit) Requiring Funding



<p>Funded capital program</p>	<p>Council is funding its capital program by external grants, reserves, and general revenue.</p>	<p>Council is funding the capital program by external grants and reserves. The capital program includes a number future projects that have no identified funding sources, it is assumed if no funding is identified that Council will not proceed with these projects.</p>	<p>Capital program with funding sources identified as part of the Long Term Financial Model these include external grants, reserves and general revenue.</p>																							
	 <table border="1"> <caption>Yilgarn Capital Grants and Contributions and Asset Sales (Millions)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Yilgarn Renewals</th> <th>Yilgarn New Works</th> <th>Yilgarn Capital Grants and Contributions and Asset Sales</th> </tr> </thead> <tbody> <tr> <td>2010 / 2011</td> <td>2.1</td> <td>0.9</td> <td>2.6</td> </tr> <tr> <td>2011 / 2012</td> <td>3.2</td> <td>3.1</td> <td>3.4</td> </tr> <tr> <td>2012 / 2013</td> <td>3.3</td> <td>0.9</td> <td>2.6</td> </tr> <tr> <td>2013 / 2014</td> <td>2.6</td> <td>0.9</td> <td>1.9</td> </tr> <tr> <td>2014 / 2015</td> <td>2.7</td> <td>0.5</td> <td>1.7</td> </tr> </tbody> </table>			Fiscal Year	Yilgarn Renewals	Yilgarn New Works	Yilgarn Capital Grants and Contributions and Asset Sales	2010 / 2011	2.1	0.9	2.6	2011 / 2012	3.2	3.1	3.4	2012 / 2013	3.3	0.9	2.6	2013 / 2014	2.6	0.9	1.9	2014 / 2015	2.7	0.5
Fiscal Year	Yilgarn Renewals	Yilgarn New Works	Yilgarn Capital Grants and Contributions and Asset Sales																							
2010 / 2011	2.1	0.9	2.6																							
2011 / 2012	3.2	3.1	3.4																							
2012 / 2013	3.3	0.9	2.6																							
2013 / 2014	2.6	0.9	1.9																							
2014 / 2015	2.7	0.5	1.7																							

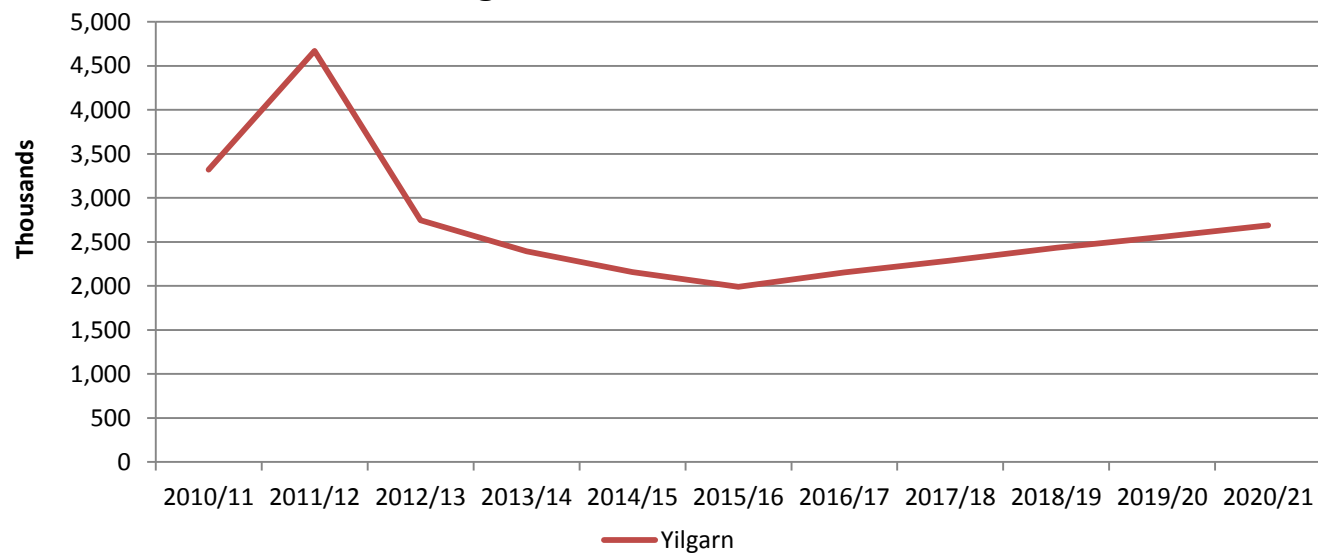


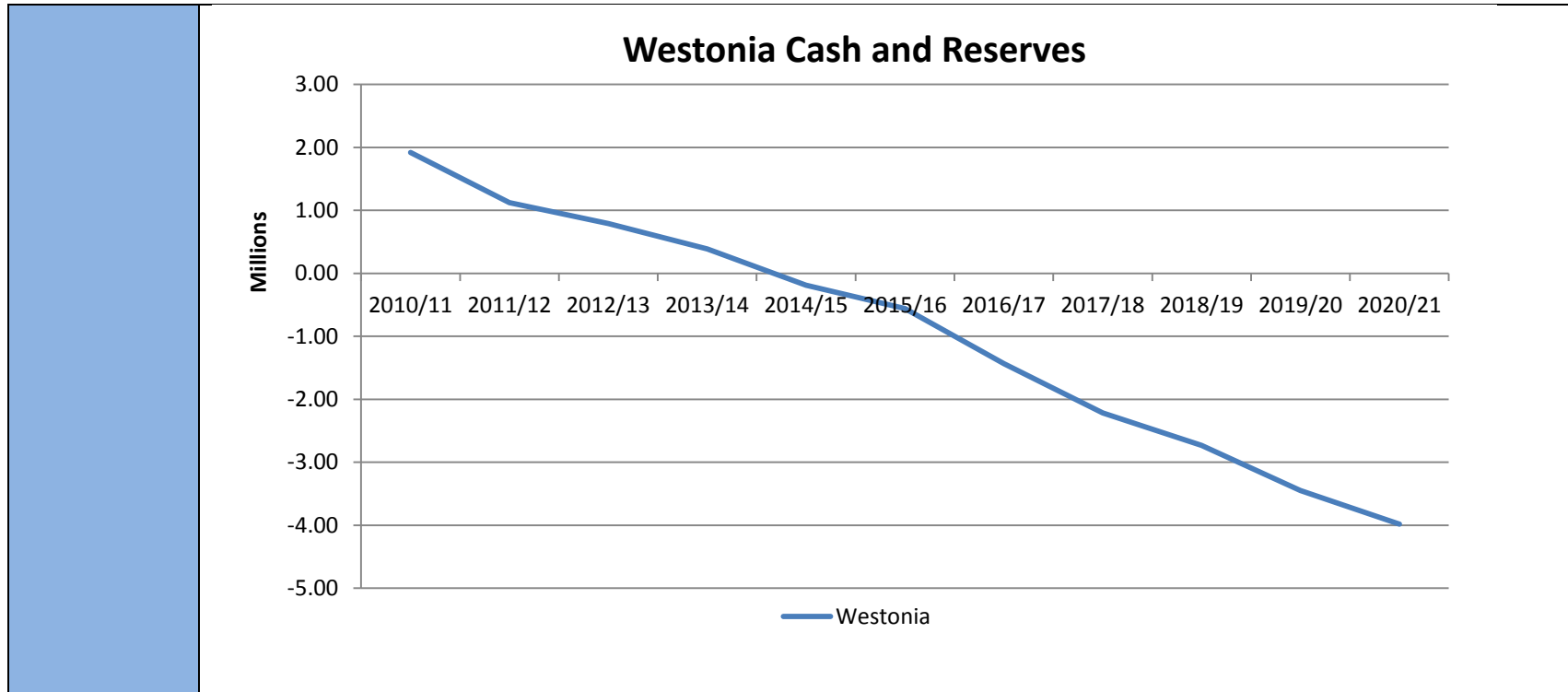


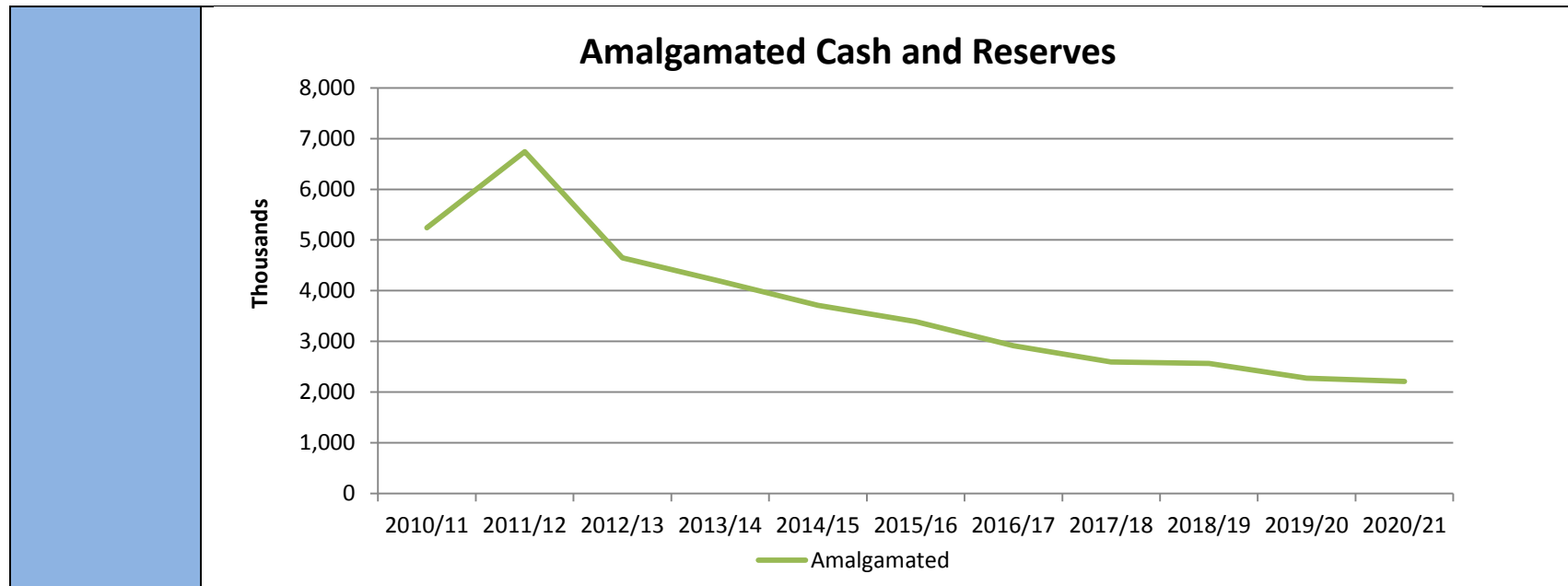
<p>Reserves cash backed</p>	<p>The Long Term Financial Plan indicates that Yilgarn continues to maintain positive cash reserves over the term of the plan.</p>	<p>The Long Term Financial Plan indicates that Westonia will have a cash and reserves shortfall from 2014/15 and this shortfall will continue until the end of the plan. This is due in part to the impact of additional wage costs, the need to meet the cost of strategic, asset management and long term financial</p>	<p>Developed as part of Long Term Financial model, which indicates cash reserves can be managed and maintained over the term of the plan.</p>
------------------------------------	--	---	---

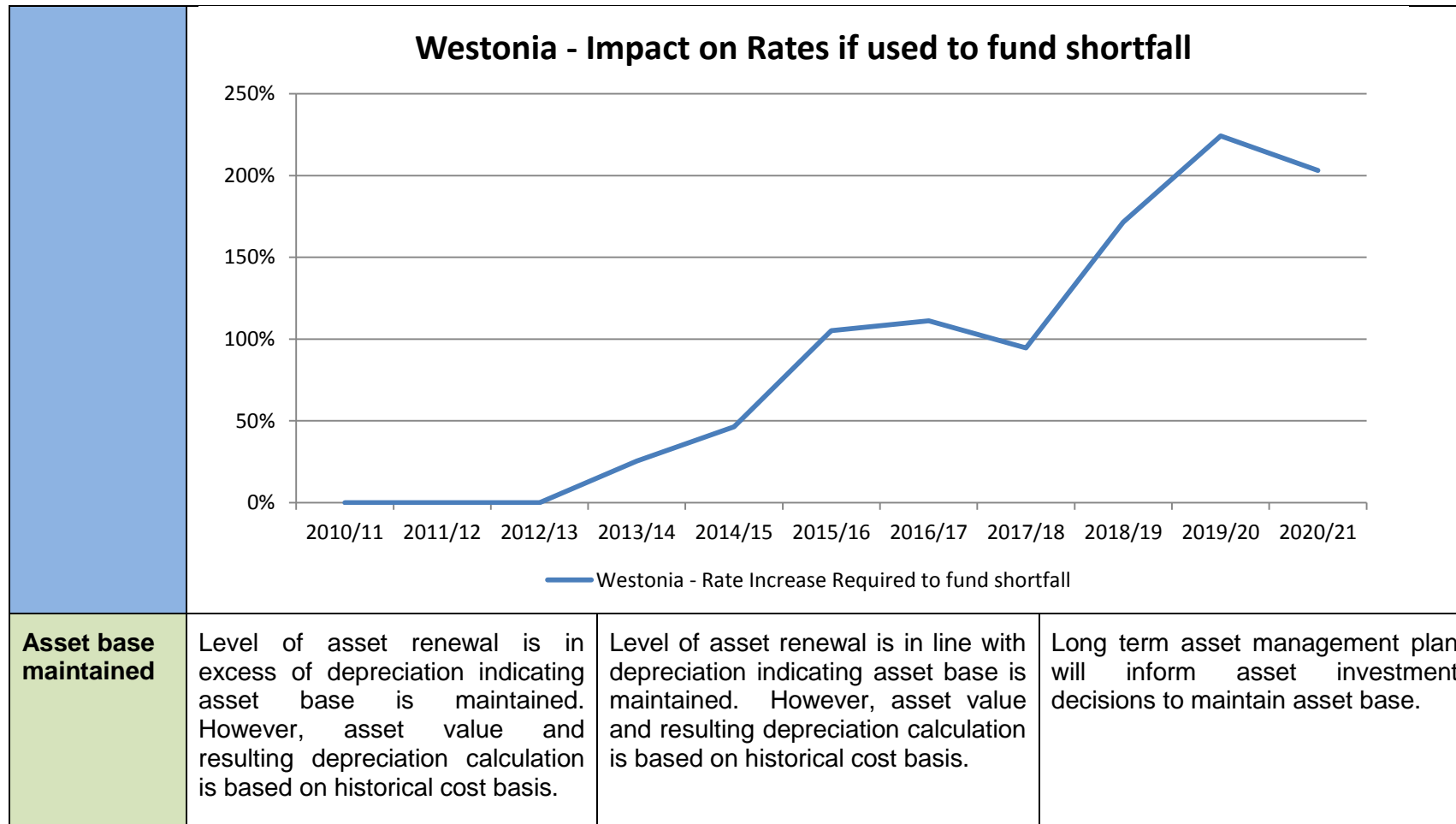
planning as well as increased asset maintenance and costs related to service delivery. The anticipated closure of the Edna May mine in approximately nine years is also factored into the model. In order to fund this shortfall substantial rate increases for Westonia shire would be required.

Yilgarn Cash and Reserves









11 FINANCIAL

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
Rate Setting	2010/11:	2010/11:	Rating Analysis study (DCA and DL Consulting April 2011) recommends:
<ul style="list-style-type: none"> • Differential Basis 	Differential General Rate set on basis of: <ul style="list-style-type: none"> ▪ Gross Rental Value for categories of: <ul style="list-style-type: none"> - Townsite; - Commercial; - Minesite; and - Single Persons Quarters. ▪ Unimproved Value for the categories of: <ul style="list-style-type: none"> - Rural; and - Mining. 	Non differential General Rate set on basis of: <ul style="list-style-type: none"> ▪ Unimproved Value for properties used for rural or mining⁷ purposes ▪ Gross Rental Value for properties used for non-rural purposes 	Differential General Rate set on basis of: <ul style="list-style-type: none"> ▪ Gross Rental Value for: <ul style="list-style-type: none"> - Yilgarn Townsite; - Westonia Townsite; - Yilgarn Commercial; - Yilgarn Minesite; - Westonia Minesite; - Yilgarn Single Persons Quarters; and - Westonia Single Persons Quarters. ▪ Unimproved Value for: <ul style="list-style-type: none"> - Yilgarn Rural; - Westonia Rural; - Yilgarn Mining; and - Westonia Mining.

⁷ Note that this is a differential rate from 2011/12

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
<ul style="list-style-type: none"> Minimum Rate 	Minimum rate set at \$345	Minimum rate set at \$200	Set for all rate categories at \$345
<ul style="list-style-type: none"> Specific Area Rates 	Southern Cross Sewerage on differential basis: <ul style="list-style-type: none"> Residential; Commercial; Industrial; and Non Rateable. Marvel Loch Sewerage on differential basis: <ul style="list-style-type: none"> Marvel Loch; and Non-Rateable. 	None	Specific area rates on basis of: Southern Cross Sewerage on differential basis: <ul style="list-style-type: none"> Residential; Commercial; Industrial; and Non Rateable. Marvel Loch Sewerage on differential basis: <ul style="list-style-type: none"> Marvel Loch; and Non-Rateable.
<ul style="list-style-type: none"> Service Charge 	None	Service charge for television rebroadcasting of \$110 per property levied on all users in Westonia townsite	Service charge for television rebroadcasting of \$110 per property levied on all users in Westonia townsite
<ul style="list-style-type: none"> Discount 	Discount of 5%	No discount.	No discount.

	Shire of Yilgarn	Shire of Westonia	Shire of Westonia-Yilgarn
<ul style="list-style-type: none"> Financial Contributions 	None	Agreement with Catalpa Resources for: <ul style="list-style-type: none"> Fixed fee for use and access to Shires emergency response facilities; and Variable social contribution per employee per quarter, accommodated and messed within the village. 	Transition period with concession granted to Catalpa Resources for four years to recognise the financial contribution and phase out disparity in rates for GRV Minesite and Single Persons Quarters categories.
<ul style="list-style-type: none"> Implementation 			Phased in with concession period over four years.

11.1 Revenue/Income

	Shire of Yilgarn	Shire of Westonia
Rates	<p>For the Financial Year 2010/2011, the rates were set as follows:</p> <p>Differential General Rate: UV – Rural = \$0.0154 per dollar UV – Mining = \$0.16 per dollar</p> <p>GRV – Town site (Residential/Industrial) = \$0.088 per dollar GRV – Commercial = \$0.06 per dollar GRV – Mine site = \$0.32 per dollar GRV – Single person quarter = \$0.32 per dollar</p> <p>Minimum Rates: UV – Rural = \$345 UV – Mining = \$345</p> <p>GRV – Town site (Residential/Industrial) = \$345 GRV – Commercial = \$345 GRV – Mine site = \$345 GRV – Single person quarter = \$345</p>	<p>For the Financial Year 2010/2011, the rates were set as follows:</p> <p>General Rate: UV – Rural or mining = \$0.0104 per dollar</p> <p>GRV – non-rural purpose= \$0.1 per dollar</p> <p>Minimum Rates: UV = \$200 GRV = \$200</p>

	Shire of Yilgarn	Shire of Westonia																																				
	<p>The Rates Revenue for Yilgarn is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>2010/2011 Budget</th> <th>2009/2010 Actual</th> </tr> </thead> <tbody> <tr> <td>Differential General Rate</td> <td>\$3,369,096</td> <td>\$3,159,032</td> </tr> <tr> <td>Minimum Rates</td> <td>\$211,485</td> <td>\$205,590</td> </tr> <tr> <td>Ex-Gratia Rates</td> <td>\$21,080</td> <td>\$20,522</td> </tr> <tr> <td>Discount/Rebates</td> <td>(\$122,000)</td> <td>(\$121,069)</td> </tr> <tr> <td>Total</td> <td>\$3,479,911</td> <td>\$3,264,075</td> </tr> </tbody> </table>		2010/2011 Budget	2009/2010 Actual	Differential General Rate	\$3,369,096	\$3,159,032	Minimum Rates	\$211,485	\$205,590	Ex-Gratia Rates	\$21,080	\$20,522	Discount/Rebates	(\$122,000)	(\$121,069)	Total	\$3,479,911	\$3,264,075	<p>The Rates Revenue for Westonia is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>2010/2011 Budget</th> <th>2009/2010 Actual</th> </tr> </thead> <tbody> <tr> <td>General Rate</td> <td>\$490,284</td> <td>\$419,069</td> </tr> <tr> <td>Minimum Rates</td> <td>\$12,200</td> <td>\$11,000</td> </tr> <tr> <td>Ex-Gratia Rates</td> <td>\$3,000</td> <td>\$4,066</td> </tr> <tr> <td>Discount/Rebates</td> <td>-</td> <td>-</td> </tr> <tr> <td>Total</td> <td>\$505,484</td> <td>\$434,135</td> </tr> </tbody> </table>		2010/2011 Budget	2009/2010 Actual	General Rate	\$490,284	\$419,069	Minimum Rates	\$12,200	\$11,000	Ex-Gratia Rates	\$3,000	\$4,066	Discount/Rebates	-	-	Total	\$505,484	\$434,135
	2010/2011 Budget	2009/2010 Actual																																				
Differential General Rate	\$3,369,096	\$3,159,032																																				
Minimum Rates	\$211,485	\$205,590																																				
Ex-Gratia Rates	\$21,080	\$20,522																																				
Discount/Rebates	(\$122,000)	(\$121,069)																																				
Total	\$3,479,911	\$3,264,075																																				
	2010/2011 Budget	2009/2010 Actual																																				
General Rate	\$490,284	\$419,069																																				
Minimum Rates	\$12,200	\$11,000																																				
Ex-Gratia Rates	\$3,000	\$4,066																																				
Discount/Rebates	-	-																																				
Total	\$505,484	\$434,135																																				
Financial Assistance Grant	<p>The Financial Assistance Grant for the Shire of Yilgarn are:</p> <table border="1"> <thead> <tr> <th></th> <th>2010/2011 Budget</th> <th>2009/2010 Actual</th> </tr> </thead> <tbody> <tr> <td>General Purpose</td> <td>313,654</td> <td>525,156</td> </tr> <tr> <td>Local Roding</td> <td>706,610</td> <td>887,105</td> </tr> <tr> <td>Special Projects</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>1,020,264</td> <td>1,412,261</td> </tr> </tbody> </table>		2010/2011 Budget	2009/2010 Actual	General Purpose	313,654	525,156	Local Roding	706,610	887,105	Special Projects	0	0	Total	1,020,264	1,412,261	<p>The Financial Assistance Grant for the Shire of Westonia are:</p> <table border="1"> <thead> <tr> <th></th> <th>2010/2011 Budget</th> <th>2009/2010 Actual</th> </tr> </thead> <tbody> <tr> <td>General Purpose</td> <td>375,939</td> <td>471,830</td> </tr> <tr> <td>Local Roding</td> <td>329,080</td> <td>418,416</td> </tr> <tr> <td>Special Projects</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>705,019</td> <td>890,246</td> </tr> </tbody> </table>		2010/2011 Budget	2009/2010 Actual	General Purpose	375,939	471,830	Local Roding	329,080	418,416	Special Projects	0	0	Total	705,019	890,246						
	2010/2011 Budget	2009/2010 Actual																																				
General Purpose	313,654	525,156																																				
Local Roding	706,610	887,105																																				
Special Projects	0	0																																				
Total	1,020,264	1,412,261																																				
	2010/2011 Budget	2009/2010 Actual																																				
General Purpose	375,939	471,830																																				
Local Roding	329,080	418,416																																				
Special Projects	0	0																																				
Total	705,019	890,246																																				
Other Grants	Total Grants Received by the Shire of Yilgarn for 2009 were:	Total Grants Received by the Shire of Westonia for 2009 were:																																				

	Shire of Yilgarn		Shire of Westonia		
		Actual 2009/2010		Actual 2009/2010	
	General Purpose Funding	1,447,262	General Purpose Funding	890,246	
	Governance	65,000	Governance	43,173	
	Law, Order, Public Safety	59,390	Law, Order, Public Safety	30,740	
	Health	10,000	Health	450	
	Education and Welfare	75,553	Education and Welfare	0	
	Community Amenities	0	Community Amenities	0	
	Recreation and Culture	3,000	Recreation and Culture	97,827	
	Transport	1,392,927	Transport	677,365	
	Economic Services	217,886	Economic Services	15,000	
	Other Property and Services	0	Other Property and Services	0	
	Total	3,271,018	Total	1,754,801	
Fees and Charges	The following tables summarises the fees and charges levied by the Shire of Yilgarn:		The following tables summarises the fees and charges levied by the Shire of Westonia:		
		Actual 2010/2011	Actual 2009/2010		
	Governance	1,700	0	Governance	43
	General Purpose Funding	6,190	5,510	General Purpose Funding	3,795
	Law, Order, Public Safety	4,324	3,322	Law, Order, Public Safety	3,100

	Shire of Yilgarn			Shire of Westonia			
	Health	31,661	13,280	Health	0	150	
	Education and Welfare	87,350	77,096	Education and Welfare	0	0	
	Housing	48,339	50,001	Housing	46,016	31,071	
	Community Amenities	407,144	398,330	Community Amenities	5,420	4,610	
	Recreation & Culture	25,418	18,101	Recreation & Culture	3,907	3,694	
	Transport	47,959	43,400	Transport	909	0	
	Economic Services	52,781	35,842	Economic Services	70,903	46,647	
	Other Property & Services	25,506	153,137	Other Property & Services	92,484	44,414	
	Total	738,372	798,019	Total	226,577	138,119	
	A detailed listing of all individual charges is included with the Shire's Annual Budget.			A detailed listing of all individual charges is included with the Shire's Annual Budget.			
Service Charges	The Shire of Yilgarn did not raise any service charges for the 2009/2010 financial year.			The service charge is for the provision of television re-broadcasting. The charge is applicable to all owners and occupiers within a designated area surrounding the town site.			
					Amount of Charge \$	Actual 2010/2011	Budget 2010/2011
				Total	110	8,770	4,950

	Shire of Yilgarn			Shire of Westonia		
Other Revenue/Income	The following Other Revenue items have been identified:			The following Other Revenue items have been identified:		
		Actual 2010/2011	Budget 2010/2011		Actual 2010/2011	Budget 2010/2011
	Total	294,134	760,736	Total	61,727	64,240

11.2 Expenditure

	Shire of Yilgarn			Shire of Westonia		
General Expenses		Actual 2010/2011	Actual 2009/2010		Actual 2010/2011	Actual 2009/2010
	Employee Costs	1,879,029	1,918,147	Employee Costs	398,436	296,521
	Materials and Contracts	1,368,226	1,291,988	Materials and Contracts	398,935	318,029
	Utility Charges	303,967	270,861	Utility Charges	100,974	86,635
	Depreciation and non-current assets	2,291,962	2,584,334	Depreciation and non-current assets	1,147,588	1,150,488
	Interest expenses	7,787	10,058	Interest expenses	18,905	16,957
	Insurance expenses	239,961	192,322	Insurance expenses	78,207	73,756
	Total	6,090,932	6,267,710	Total	2,143,035	1,942,386

	Shire of Yilgarn			Shire of Westonia		
Other Expenditure	The following Other Expenditure items have been identified:			The following Other Expenditure items have been identified:		
		Actual 2010/2011	Budget 2010/2011		Actual 2010/2011	Budget 2010/2011
	Total	78,848	245,249	Total	11,287	500

11.3 Financial Ratios 2009/10

	Shire of Yilgarn		Shire of Westonia	
Financial Ratios 2009/10	Current Ratio	3.561	8.224	
	Untied Cash to Unpaid Trade Creditors Ratio	9.504	18.752	
	Debt Ratio	0.009	0.055	
	Debt Service Ratio	0.007	0.027	
	Gross Debt to Revenue Ratio	0.021	0.362	
	Gross Debt to Realisable Assets Ratio	0.008	0.081	
	Rates Coverage Ratio	0.413	0.169	
	Outstanding Rates Ratio	0.035	0.030	

12 TRANSITIONAL CONSIDERATIONS

If the merger is to proceed, there are a number of transitional arrangements that need to be addressed as follows:

12.1 Overall governance and project management

The merger will be governed by Commissioners who will oversee arrangements until the new Council is elected. The joint Chief Executive Officer will manage the process up until the date of merger (30th June 2012) , thereafter an interim CEO will be appointed to work with the Commissioners. A detailed implementation plan will need to be prepared and appropriate reporting put in place to monitor progress on implementing the merger.

It will be important to follow appropriate change management protocols to ensure the welfare of staff over this time. The Department of Local Government has prepared a set of guidelines to assist with this. The guidelines can be accessed at <http://dlg.wa.gov.au/Content/LG/LGReform/GuidesToolsFunding/HRandChangeManagement.aspx>

It will also be important to maintain effective public communication over this period.

12.2 Integrated planning and reporting

The new Shire will need to implement the required integrated planning and reporting framework. Councils have undertaken a review of the services being offered and have prepared an overview as a base line to facilitate future Council operations. More work will be needed on community strategic planning for the new Shire, asset management and long term financial planning. This will need to include explicit definition of service levels, which will enable any disparities (such as those identified in the report) to be addressed. As the Shires have embarked on a structural reform process, the Department of Local Government will provide funding for this.

12.3 Proposed Organisational Structure

The new Council will maintain offices and depots in both the towns of Southern Cross and Westonia, with the headquarters in Southern Cross. It will make sense to centralise some corporate functions.



Whilst the new Council is required to undertake a recruitment process to employ a Chief Executive Officer, all other staff employed prior to the merger will transition their employment responsibilities to the new Council.

An organisational chart has been included with the Regional Business Plan as a proposed interim. This organisational chart will need to be reviewed by the new Council and CEO following the merger. The interim proposal encompasses four Directors with staff located in both Southern Cross and Westonia with the key responsibilities of the new Council allocated to four directorates under direction of the Council and the CEO.

The Director Westonia Operations (DWO) will have direct responsibility for the day to day administration of the Westonia Office and Depot, and along with other Directors, will have a reporting responsibility to the CEO. Staff located in Westonia will report to the DWO for day to day activities and to the respective functional Director for high level direction and programming of activities.

The Director Corporate Services and Deputy CEO will have overall responsibility for finance administration, insurance, bushfire, community and governance functions.

The Director Works will have overall responsibility for external services of municipal works, transport and related functions.

The Director Environmental Services will be responsible for Health, Natural Resource Management, Building and Environmental services.

In terms of new positions or additional staffing, one area identified in the forward financial plan is to employ a Finance Manager/Accountant to eliminate the current reliance on external consultancies to assist with statutory accounting, budget monthly reporting etc. This person will also undertake the day to day administration of grants, statutory financial reporting etc so that the Director can concentrate on higher level reporting, budget review, and corporate and community strategic planning.

Proposed Structure

