



## **EAST PILBARA SHIRE COUNCIL**

# **AGENDA**

## **ORDINARY COUNCIL MEETING**

**NOTICE IS HEREBY GIVEN** that an  
Ordinary Meeting of the Council will be held,  
in Council Chambers, Newman,  
10.30am, Friday, 26 August 2022.

A handwritten signature in black ink, appearing to read 'S. Harding', is positioned above the name of the Chief Executive Officer.

**Steven Harding**  
**CHIEF EXECUTIVE OFFICER**



# DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of East Pilbara for any act, omission or statement or intimation occurring during Council or Committee Meetings. The Shire of East Pilbara disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee Meetings.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee Meeting does so at that person's or legal entity's own risk.

In particular and without derogating any planning application or application of a licence, any statement or intimation of approval made by any member or Officer of the Shire of East Pilbara during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of East Pilbara.

The Shire of East Pilbara warns that anyone who has any application lodged with the Shire of East Pilbara must obtain and should only rely on

## WRITTEN CONFIRMATION

of the outcome of the application and any conditions attaching to the decision made by the Shire of East Pilbara in respect of the application.

Please be advised this Agenda may include the names of people who are deceased.

Signed: \_\_\_\_\_  
Steven Harding  
Chief Executive Officer

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**1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

**2 ATTENDANCE BY INSTANTANEOUS COMMUNICATIONS**

**3 RECORD OF ATTENDANCES/APOLOGIES/LEAVE OF ABSENCE**

**3.1 ATTENDANCES**

Councillors

Cr Anthony Middleton	Shire President
Cr Wendy McWhirter-Brooks	Deputy Shire President
Cr Matthew Anick	Councillor
Cr Peta Baer	Councillor
Cr Langtree Coppin OAM	Councillor
Cr David Kular	Councillor
Cr Annabell Landy	Councillor
Cr Karen Lockyer	Councillor
Cr Stacey Smith	Councillor

Officers

Steven Harding	Chief Executive Officer
Emma Landers	Deputy CEO / Director Organisation Development
Steve Leeson	Director Corporate Services
Eric Plet	Director Community Services
Vic Etherington	Director Aviation and Regulatory Services
Joshua Brown	Manager Governance, Risk and Procurement
Sally Fry	Governance Support
Tehsin Ali	Governance Administration Officer

Public Gallery

**3.2 APOLOGIES**

Councillor Apologies

Officer Apologies

Nil

**3.3 LEAVE OF ABSENCE**

A Leave of Absence was granted at the Council Meeting of 24 June 2022 for Cr Adrienne Mortimer for the Ordinary Council Meetings of 22 July 2022 and 26 August 2022.

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**4 DISCLOSURES OF INTEREST**

**5 RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**

**Cr Lou Lockyer**

***Cr Lockyer asked why all regional sport (funded by the WA Government's Sports programs) is held in Karratha?***

The Director Community Services provided the following response:

The Shire will continue in its advocacy for the State Government to provide more support to the communities of the East Pilbara, which includes providing funding for regional sporting events in Newman and other non-coastal centres.

**Cr Wendy McWhirter-Brooks**

***Cr McWhirter-Brooks asked if mandatory training modules can be recognised higher learning for the purposes of the Diploma of Local Government?***

The Director Corporate Services provided the following response:

Units of mandatory training completed by Councillors recognised prior learning for the purposes of the Diploma of Local Government. The units of study available for the Diploma (sourced from the WALGA website) are as follows:

**Core Units**

BSBPEF502	Develop and use emotional intelligence
LGACOR010	Oversee asset management strategy
LGACOR011	Analyse financial reports and budgets
LGAMEM001	Meet elected member responsibilities
LGAMEM002	Perform elected member functions
LGAMEM003	Contribute to high level strategic decision making

**Elective Units**

LGAPLA003	Assess development applications and implement planning scheme
PSPGEN032	Deal with conflict
PSPGEN075	Build and maintain community relationships
PSPPCY001	Contribute to policy development

**Cr Peta Baer**

***Cr Baer asked for details on the following transactions:***

***EFT 64130 – are the repairs for the Saints Football and Sporting Club the Shire's liability?***

The Director Aviation and Regulatory Services provided the following response:

The lease agreed to and signed by Council in 2001 provides that the Shire will bear all liability for building repairs.

***EFT 64160 – was this for more than one laptop?***

The Director Corporate Services provided the following response:

The payment to JH Computer Services of \$7,546.00 was for the purchase of one laptop, five webcams, six monitors, and included delivery to Newman.

***EFT 64267 – were multiple solar systems installed for this cost?***

The Director Corporate Services provided the following response:

The payment to Customer First Contracting of \$38,796.33 was for the following installations:

- Works at Shire Properties (Housing)
- Works at Newman Airport
- Works at Newman House
- Works at East Pilbara Art Centre
- Works at Newman Yurlu Caravan Park
- Works at Newman Town Square

***Cr Baer asked if qualified arborists are involved in the planning for tree planting?***

The Director Corporate Services provided the following response:

The Shire does not ordinarily use the services of arborists in the planning of tree planting. In the event that advice was required to assess whether a tree was likely to die, an arborist may be consulted. Shire staff have many years' experience in tree selection and planning, and consider any longer term impacts on the Shire's community infrastructure in tree selection.

## **6 PUBLIC QUESTION TIME**

## **7 PETITIONS/DEPUTATIONS/PRESENTATIONS**

## **8 APPLICATIONS FOR LEAVE OF ABSENCE**

## **9 CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING**

**9.1 CONFIRMATION OF MINUTES**

[Ordinary\Word Version\Minutes July 22 2022 Council](#)

[Special-Council-Meeting/18-August-2022](#)

**OFFICER'S RECOMMENDATION**

That the Minutes of the Ordinary Meeting of Council held on 22 July 2022 and the Special Meeting of Council held on 18 August 2022 as published on the Shire's website, be confirmed as a true and correct record of proceedings.

**10 MEMBERS REPORTS**

**10.1 ITEMS FOR RECOMMENDATION**

**10.2 ITEMS FOR INFORMATION**



## 11 OFFICER'S REPORTS

### 11.1 CHIEF EXECUTIVE OFFICER

#### 11.1.1 STATUS OF COUNCIL DECISIONS

Attachments:	<a href="#">Appendix 1 Register of Status of Council Decisions July 2022</a>
Responsible Officer:	Steven Harding Chief Executive Officer
Author:	Tehsin Ali Governance Administration Officer
Proposed Meeting Date:	26 August 2022
Location/Address:	N/A
Name of Applicant:	N/A
Author Disclosure of Interest:	Nil

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### REPORT PURPOSE

To provide Council with advice of the status of outstanding Council decisions from previous meetings.

### BACKGROUND

Council has previously requested it be informed of the progress of the implementation of its previous decisions.

### COMMENTS/OPTIONS/DISCUSSIONS

A list of the status of Council's decisions from the previous meeting is attached as **Appendix 1** to this report.

### STATUTORY IMPLICATIONS/REQUIREMENTS

Recommendation is consistent with section 2.7 of the *Local Government Act 1995*.

### POLICY IMPLICATIONS

Consistent with past policy and practices of the Council.

### STRATEGIC COMMUNITY PLAN

#### 5: Governance

Demonstrated accountability and corporate governance.

G1 Provide efficient, accountable and ethical governance.

G1.1 Enhance governance capability to deliver sustainable outcomes, roads and buildings

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor

**FINANCIAL IMPLICATIONS**

No additional resources required.

**VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION**

That Council notes the report.

# APPENDIX 1

Item No	Responsible Officer	Report Title	Accepted Recommendation	Council Resolution No.	Comments / Action Taken	Completion Date	Actioning Officer
<b>ORDINARY COUNCIL MEETING JULY 2022</b>							
9.1	N/A	Confirmation of Minutes	That the Minutes of the Ordinary Meeting of Council held on <u>24 June 2022</u> as published on the Shire's website be confirmed as a true and correct record of proceedings.	2022 / 73	Approved at Ordinary Council Meeting 22/07/2022 - No further action required	22/07/2022	Joshua Brown Manager Governance, Risk and Procurement
11.1.1	Executive Officer	AFFIXING COMMON SEAL UNDER DELEGATED AUTHORITY	That Council notes the report.	2022 / 74	Approved at Ordinary Council Meeting 22/07/2022 - No further action required	22/07/2022	Tehsin Ali Governance Administration Officer
11.1.2	Chief Executive Officer	STATUS OF COUNCIL DECISIONS	That Council notes the report.	2022 / 75	Approved at Ordinary Council Meeting 22/07/2022 - No further action required	22/07/2022	Tehsin Ali Governance Administration Officer
11.1.3	Chief Executive Officer	ANNUAL REPORT OF COUNCIL MEMBER TRAINING	That Council notes the report of Council Member training and authorises the Chief Executive Officer to publish the report on the Shire website by 31 July 2022 in accordance with section 5.127 of the Local Government Act 1995.	2022 / 76	Report Posted on Website	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement
11.2.1	Director Corporate Services	CREDITORS FOR PAYMENT	That Council endorses the below payments for the period of 26 May 2022 to 30 June 2022:  EFT Payments \$9,175,552.05 MasterCard \$946,192.45 Cheque Payments \$1,836.94 Direct Payments \$115,455.36	2022 / 77	Noted	25/07/2022	Courtney Blockey Senior Finance Officer
11.2.2	Director Corporate Services	MONTHLY FINANCIAL STATEMENTS, INVESTMENTS, INSURANCE AND BUDGET AMENDMENTS REPORT FOR PERIOD ENDING MAY & JUNE 2022	That Council:  1. Adopts the monthly financial statements for the period 1 July 2021 to 31 May and 30 June 2022 of the 2021/2022 financial year included as Appendices 1 and 2 to the report; and  2. Pursuant to section 6.8 of the Local Government Act 1995 approves an amendment to the Shire's 2021-2022 Annual Budget as per the following table:  Account Description Current Budget Amendment Revised Budget 119743 Capricorn Oval – Retic Upgrade \$250,000 \$(250,000) \$0 139203 Cape K – Caretakers Residence Potable Water \$300,000 \$(200,000) \$100,000 119082 Newman Aquatic Centre Cap Ex \$258,700.86 \$46,500.00 \$305,200.86 Net \$0	2022 / 78	Budget Amendments made	25/07/2022	Francis Mammone, Assistant Manager Corporate Services
11.2.3	Director Corporate Services	POLICY REVIEW - PROCUREMENT AND TENDER PROCEDURES POLICY AND NEW PREQUALIFIED SUPPLIER PANEL POLICY	That Council accepts the review of and adopts the:  1. Amended Procurement and Tender Procedures Policy (attached as Appendix 1) setting the Chief Executive Officer's authority to award Tenders to a maximum value of \$499,999 (ex GST); and  2. New Prequalified Supplier Panel Policy (attached as Appendix 2).	2022 / 79	Policy Manual Updated	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement
11.2.4	Chief Executive Officer	DELEGATIONS AND AUTHORISATIONS REGISTER ANNUAL REVIEW	That Council adopts the reviewed Shire of East Pilbara Register of Delegations and Authorisations as appendix 1 to the report, amending the value in Delegations 1.2.18 (1) & (9) to \$499,999 (ex GST).	2022 / 80	Register Posted on Website	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement
14	N/A	LATE ITEMS	That Council accepts the following late items as new business for consideration:  1. 15.1.2 Economic Development Opportunity; and 2. 15.3.1 Annual Sponsorship	2022 / 81	Noted	22/07/2022	Joshua Brown Manager Governance, Risk and Procurement
15.1.1	Chief Executive Officer	SENIOR STAFF APPOINTMENTS	That Council accepts the Chief Executive Officer's proposal to employ the senior employees as detailed in the confidential report in accordance with section 5.37(2) of the Local Government Act 1995.	2022 / 82	Noted	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement

15.1.2	Chief Executive Officer	ECONOMIC DEVELOPMENT OPPORTUNITY	That Council: 1. Endorses the Shire of East Pilbara's continued membership of the North West Defence Alliance; 2. Supports the North West Defence Alliance establishment as an incorporated association under the Associations Incorporation Act 2015; 3. Supports an amendment to the Terms of Reference of the North West Defence Alliance to provide that member Local Government representatives will comprise the Mayor/President or an elected Councillor, and the Chief Executive Officer or their representative, of each member Local Government. 4. Endorses a contribution of \$5,000 towards the North West Defence Alliance advocacy program.	2022 / 83	Advice provided to chair of Alliances	4/08/2022	Joshua Brown Manager Governance, Risk and Procurement
15.2.1	Acting Director Aviation & Regulatory Services	AWARD OF TENDER - RFT 11-2021/22 PASSENGER SCREENING AND OTHER SECURITY SERVICES	That Council: 1. Awards Tender RFT 11-2021/22 for Passenger Screening and Other Airport Services (Newman Airport) to MSS Security Pty Ltd for an initial Contract period of three years commencing on 1 September 2022 and expiring on 31 August, 2025 for the tendered price of \$1,646,302.59 gst ex each year for three years, subject to a price increase (to a maximum capped limit of 5% for each year) on the anniversary of the contract. 2. Authorises the Chief Executive Officer to extend the Contract with the same conditions for a further period of one (1) year on expiry of the initial Contract period on 31 August 2025. 3. Authorises the Chief Executive Officer to extend the Contract with the same conditions for a further and final period of one (1) year on expiry of the first further period on 31 August 2026. 4. Authorises the Chief Executive Officer to approve any minor variations to the Contract over the Contract term; and 5. Authorises the Chief Executive Officer to affix the Common Seal of the Shire of East Pilbara to the Contract between MSS Security and the Shire of East Pilbara with respect to this Tender.	2022 / 84	Contract negotiations complete and agreement with supplier for signing		Vic Etherington, Director Aviation & Regulatory Services
15.2.2	Acting Director Aviation & Regulatory Services	PROPOSED LEASE OVER LAND	That Council: 1. Authorises the Chief Executive Officer to give public notice in accordance with section 3.58(3) of the Local Government Act 1995, of its intention to enter a lease agreement for a period of 2 years with yearly options for three (3) further years with La Plancha Pty Ltd over Reserve 38771 10 Lee Lane, Newman; 2. Subject to no objections being received by the statutory closing date, authorises the Chief Executive Officer to negotiate and enter a lease agreement for a period of two (2) years with yearly options for three (3) further years with La Plancha Pty Ltd over Reserve 38771 10 Lee Lane, Newman, subject to the necessary Ministerial land tenure approvals being in place; 3. Provides its in-principle support of a restricted tavern licence under the Liquor Control Act 1988 subject to no overnight onsite storage of alcohol.	2022 / 85	Proposal placed on Public notice until 19/8/2022	4/08/2022	Vic Etherington, Director Aviation & Regulatory Services
15.2.3	Acting Director Aviation & Regulatory Services	APPROVAL TO AUTHORISE VARIATIONS TO SUPPLY AND INSTALL NEW BAGGAGE MAKEUP CAROUSEL AT THE NEWMAN AIRPORT	That Council: 1. Accepts the variation to the original contract price of \$550,000 by an additional \$267,000 ex GST to change the design to incorporate an overhead baggage belt and provide complete access to the baggage carousel. 2. Authorises the Chief Executive Officer to execute the Contract between Glidepath Australia Pty Ltd and the Shire of East Pilbara.	2022 / 86	Contract negotiations complete and agreement with supplier for signing	11/08/2022	Vic Etherington, Director Aviation & Regulatory Services
15.2.4	Acting Director Aviation & Regulatory Services	APPLICATION FOR REDUCTION IN DEVELOPMENT APPLICATION FEES	That Council: 1. Approves a reduction of the development application fees to \$3,450 for the proposed Aboriginal Male's Healing Centre when an application is formally lodged with the Shire. 2. Authorises the Chief Executive Officer to notify the Aboriginal Male's Healing Centre that the reduction of fees to \$3,450 is not an indication that their application will be supported when presented to Council.	2022 / 87	Contacted and advised	25/07/2022	Vic Etherington, Director Aviation & Regulatory Services
15.2.5	Acting Director Aviation & Regulatory Services	PROPOSED MEMORANDUM OF UNDERSTANDING – NEWMAN VISITOR CENTRE INCORPORATED	That Council: 1. Endorses the proposed Memorandum of Understanding between the Shire of East Pilbara and Newman Visitor Centre Incorporated attached as Appendix 1 to the report; and 2. Authorises the Chief Executive Officer to sign the Memorandum of Understanding between the Shire of East Pilbara and Newman Visitor Centre Incorporated attached as Appendix 1 to the report and to affix the Common Seal of the Shire of East Pilbara.	2022 / 88	Completed and Signed	11/08/2022	Vic Etherington, Director Aviation & Regulatory Services
15.3.1	Director Community Services	ANNUAL SPONSORSHIP	That Council approves the following Sponsorship, totaling \$23,000 (excluding GST), subject to Council's adoption of the 2022/23 Annual Budget: Applicant Organisation Event Amount Newman Chamber of Commerce and Industry (NCCI) Business Excellence Awards \$ 5,000 RSL Newman ANZAC Day and Gunfire Breakfast \$ 3,000 East Pilbara Race Club Newman Races \$ 6,000 Newman VET's Football Club Celebrity Match \$ 6,000 Newman Lions Club Fortescue Festival \$ 3,000 TOTAL \$23,000	2022 / 89	Applicants advised of outcome	25/07/2022	Emma Landers, Deputy CEO and Director Organisation Development

## 11.2 DIRECTOR CORPORATE SERVICES

### 11.2.1 LONG TERM FINANCIAL PLAN 2023-2032

<b>Attachments:</b>	<a href="#">Appendix 1 Draft LTFP 2023 2032</a>
<b>Responsible Officer:</b>	<b>Steve Harding</b> <b>Chief Executive Officer</b>
<b>Author:</b>	<b>Steve Leeson</b> <b>Director Corporate Services</b>
<b>Proposed Meeting Date:</b>	<b>26 August 2022</b>
<b>Location/Address:</b>	<b>N/A</b>
<b>Name of Applicant:</b>	<b>N/A</b>
<b>Author Disclosure of Interest:</b>	<b>Nil</b>

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## REPORT PURPOSE

To update the Shire of East Pilbara's ("the Shire") Long Term Financial Plan as an informing strategy within the Shire's plan for the future.

## BACKGROUND

Long Term Financial Planning is a requirement within the legislated Integrated Planning and Reporting (IPR) framework and guidelines that form the Shire's 'Plan for the Future'.

The Long Term Financial Plan (LTFP) is a 10 year rolling plan that informs the Corporate Business Plan (CBP) in the activation of Strategic Community Plan priorities. The LTFP includes forecast budgets and the first four years accompany the CBP. From these planning processes, annual budgets, which are aligned with strategic objectives, can be developed.

Prior to commencing the development of a new LTFP, as part of drafting the Shire's 2021-2022 annual budget, a review of past financial performance was undertaken, acknowledging the effect of the State and in turn Shire's response to the COVID-19 pandemic as a recent diversion from the norm. As a result, the Shire implemented a new Rating Strategy and other initiatives in 2021-2022, as part of a three year plan to achieve an operating surplus (being a surplus of operating income over operating expenditure). The revised LTFP 2023-2032 base continues these efforts.

## COMMENTS/OPTIONS/DISCUSSIONS

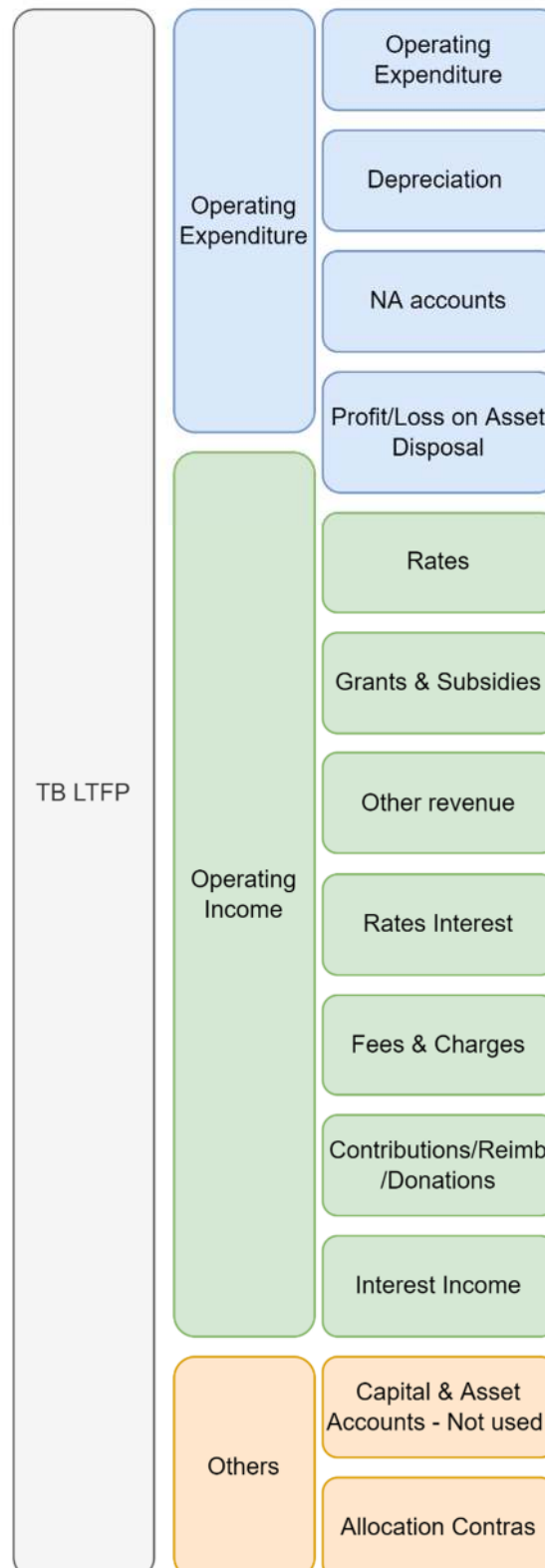
The current Long Term Financial Plan ranges 2013-14–2023-24.

The Western Australian Treasury Corporation were engaged to establish a new forecasting model for the Shire. The functionality developed over 12 iterations, enables a range of assumptions to establish a 10 year financial plan. The statements produced are compliant with the Department of Local Government guidelines and may be combined or distinguished separately by Shire fund, being:

- Municipal Fund
  - Air Services
-

- Martumili Artists
- Waste Services

The simple structure is based upon the Shire's existing general ledger structure groupings:



The first year of a new 10 year plan

Ideally, the LTFP would guide the development of / become next year's annual budget. Being this is an entirely new plan and the timing of its development comes after setting a new direction for the Shire's financial strategy and subsequent to initial draft budget discussions, the first year of the plan simply reflects as close as possible, the 2022-2023 annual budget.

The best practice approach is to update the LTFP each third quarter of the financial year, to then inform the drafting of the subsequent financial year's annual budget.

Further development

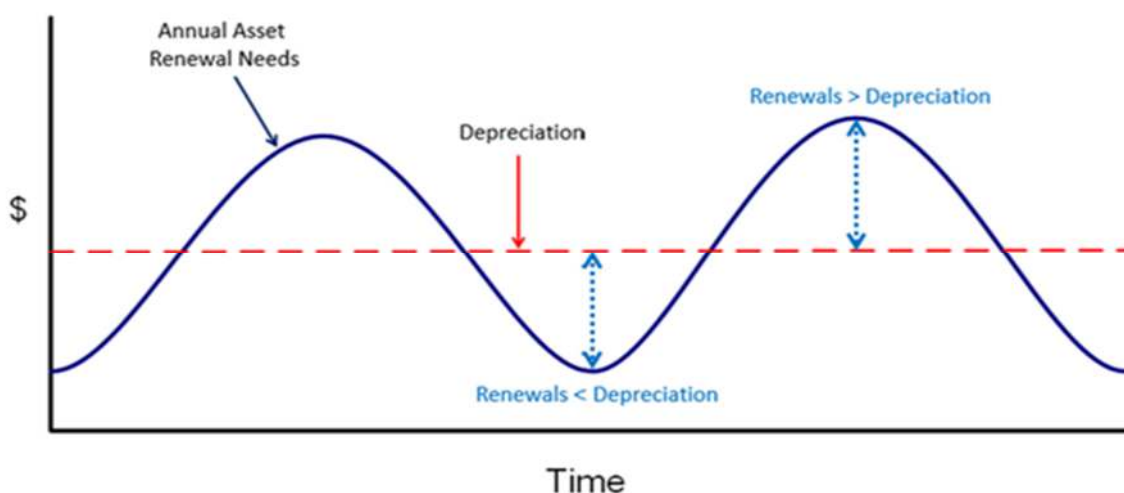
Asset Management

The Shire has been without an Asset Management system. Establishing this is now progressing as a high priority. According to its current project plan, post the initial collection of asset data and condition details, asset management can then be developed. These are due by March 2023.

The Asset management plans will in turn inform the LTFP's next annual revision, ahead of drafting the 2023-2024 annual budget.

Asset renewal and maintenance is primarily funded by depreciating an asset, setting aside cash for this expense and annually using funds generated through municipal funding for asset preservation. Achieving a balanced operating budget is required to achieve this. A surplus to go towards the creation of new assets and repayment of debt.

Where the depreciation exceeds the need in any particular year (eg assets have different useful lives and do not all wear out at the same rate), the balance of the depreciation expense should be matched with a cash transfer into a reserve fund; thus achieving true cash-backing of depreciation.



This is the medium term goal for the LTFP and 2024-2025 annual budget.

LTFP Assumptions and Approach

Operating Revenues and Expenditures

<b>Item</b>	<b>Assumption</b>	<b>Basis</b>
Rating	5% p.a.	Inflationary forecast. Rating review project continuing.
Fees and Charges	5% p.a.	Inflationary forecast. Service delivery (most) to achieve at cost recovery. +\$4.00M p.a. Liquid Waste at full operations +\$130K domestic waste collection year 1 +\$100K Tip site fees year 1 +\$1.1M airport landing fees year 1 +\$270K carpark fees year 1 +\$124K property surveillance and security charge year 1
Operating Grants	2.25% p.a.	Inflationary forecast - WALGCC
Interest	1.00% p.a. growth on investment portfolio return	Assumed 1% annual increase up to 5.5% p.a.
Other Revenue	1.00% p.a.	Inflationary forecast. +\$350K salvage fees year 1
Employee Costs	3.00% p.a.	Continued expectations for labour market. +\$2.65M post restructure year 1 +\$0.51M salaries and wages review year 2
Materials and contracts	3.00% p.a.	Inflationary forecast +\$2.00M post restructure year 1
Insurances	5.00%	Continued expectations for policy renewals and claims history
Utilities	5.00%	Forecasting higher fuel and electricity pricing
Depreciation	Same + New Asset %	Circa \$15.5M to be applied through reserves, towards asset management renewal planning

Capital Works

Asset Renewals: Until the Shire has completed the establishment of its Asset Management Plans (AMPs), Shire asset renewals are projected at their existing levels.

New Assets: Only projects with funding, a high degree of certainty and planning underway, have been included within the LTFP. This limits projects to just the Aviation and Waste services for 2022-23 and 2023-24 financial years.

Annual Budget 2022/2023

The timing of the drafting the Shire's 2022-2023 annual budget whilst developing the LTFP 2023-2032, has created some differences in the first year of the new plan. Whilst not significant within the scale of an estimated \$118.30M budget (exclusive of depreciation), the forecasting methodology is aligned.



### Conclusion

Ceasing operating deficits, and establishing and growing operating surplus is critical to restoring a sustainable financial position for the Shire. This has already been largely addressed.

Other forms of revenue will need to grow and be developed, to diversify income streams, whilst continuing with the Shire's rating review.

Establishing and incorporating asset management planning will add significant robustness to future financial planning. Whilst the Shire's current annual depreciation charge is circa \$15.50M, excluding one-off and new capital works, \$10.50M is spent annually on renewal. These amounts need to align over the short to medium term.

Reserve balances are low for their considered purpose. The use of debt funding towards future projects will need to balance repayment terms so to ensure the continued growth in accumulated savings over the next ten years. The preservation and maintenance of assets should ideally be without recourse to debt funding.

The Shire's Long Term Financial Plan 2023–2032 is included as **Appendix 1**.

### **STATUTORY IMPLICATIONS/REQUIREMENTS**

Local Government Act 1995 s1.3 (3) In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.

Local Government Act 1995 s2.7 (2) The Role of Council

- a) Overseas the allocation of the local government's finances; and
- b) Determines the local government's policies

Local Government Act 1995 s5.56 require local governments to plan for the future.

Local Government Act 1995 s6.2 (2) In the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district

Local Government (Administration) Regulations 1996 19DA (3C) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Department of Local Government and Communities Integrated Planning and Reporting Advisory Standard September 2016.

### **POLICY IMPLICATIONS**

- 3.2 Asset Management
- 3.5 Budget Management – Capital Acquisitions

Rating Strategy 2021 - 2026

### **STRATEGIC COMMUNITY PLAN**

- 5 Governance - Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources
- 5.3 *Leading Council for efficient and sustainable operations*

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor

Reputational – Minor

Financial – Major

Service Interruption - Moderate

**FINANCIAL IMPLICATIONS**

Resource requirements require consideration as part of the annual budget adoption process.

**VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION**

**That Council:**

- 1. Adopts the revised Shire of East Pilbara Long Term Financial Plan 2023-2032 included as Appendix 1; and**
- 2. Acknowledges the Plan's annual revisions, including asset management in 2023.**

# APPENDIX 1

WESTERN AUSTRALIAN  
TREASURY CORPORATION

## Shire of East Pilbara Long Term Financial Plan Model (DRAFT)

Model version

v0.13

**DRAFT**

Updated

Wednesday, 17 August 2022

Contact

**WATC Advisory Services**

[advisoryservices@watc.wa.gov.au](mailto:advisoryservices@watc.wa.gov.au)



# Important Information

## **Disclaimer**

Any opinions, judgements, conclusions, forecasts, predictions or estimations contained in this financial model are made in reliance on information provided to the Western Australian Treasury Corporation which the Western Australian Treasury Corporation believes to be reliable. The Western Australian Treasury Corporation, however, cannot guarantee the accuracy of that information. Thus, any recommendations are made in good faith but they must be carefully considered because they are provided only to assist you with any decisions which you make.

## **Intellectual property of Western Australian Treasury Corporation**

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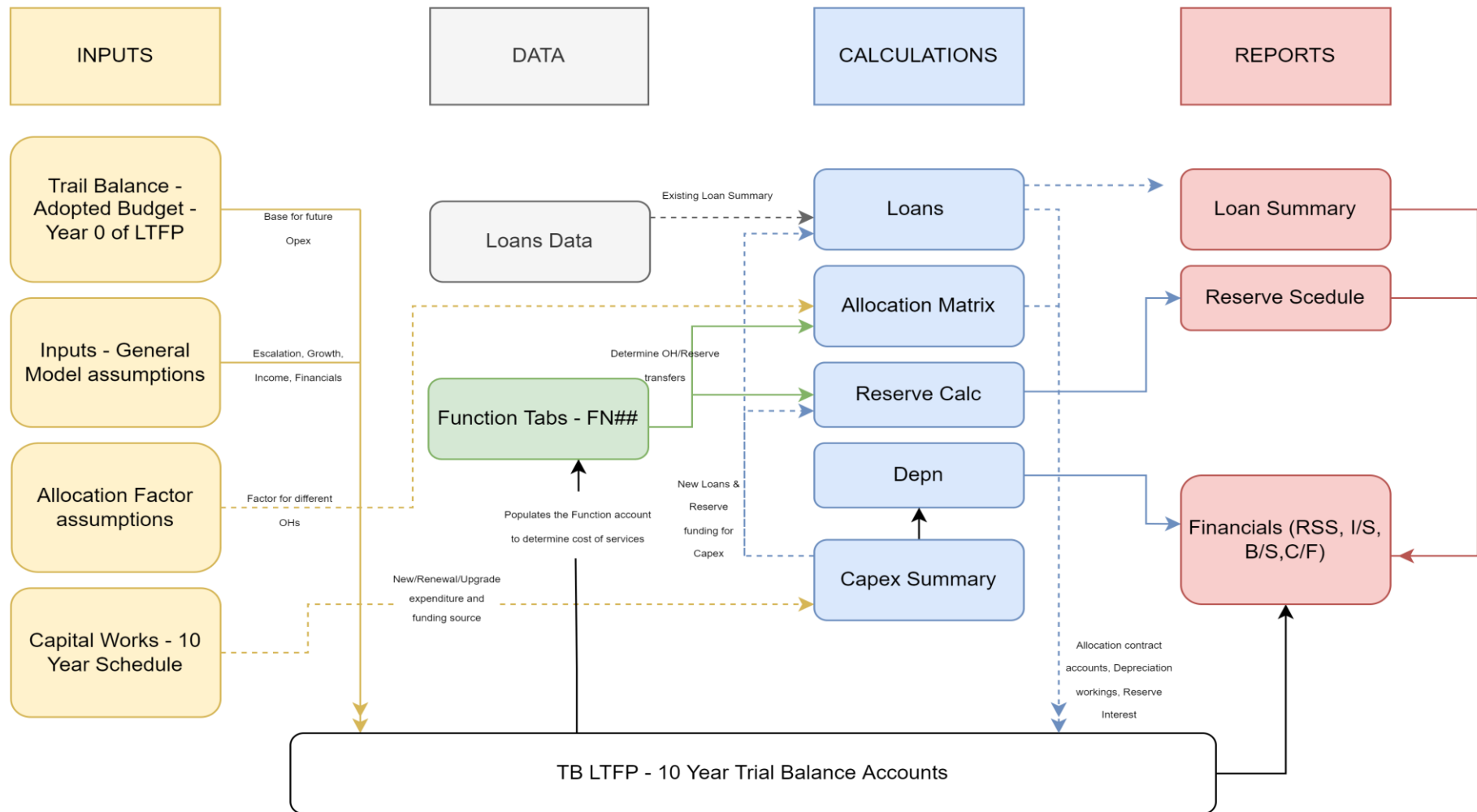
## **Use and Distribution**

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## **Historical data**

Data have been gathered from direct sources where ever possible; where this is not the case, data have been used from third parties in good faith. WATC believes, on reasonable grounds, that the data provided to it, be reliable, complete and not misleading. WATC does not imply, nor should it be construed, that it has carried out any form of audit or verification on the information and records supplied to us.

## Model Map



## Forecast Statement of Comprehensive Income - by Nature or Type

**Revenues**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates	21,015,600	28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Operating grants, subsidies and contributions	4,993,200	5,255,319	5,392,582	5,563,503	5,741,921	5,985,433	6,184,395	6,392,566	6,610,504	6,838,801	7,078,092
Fees and charges	21,840,000	23,981,461	28,622,690	30,053,825	31,556,516	33,134,342	34,791,059	36,530,612	38,357,142	40,274,999	42,288,749
Interest earnings	406,800	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
Other revenue	1,183,100	1,483,258	1,516,632	1,550,756	1,585,648	1,621,325	1,657,805	1,695,105	1,733,245	1,772,243	1,812,119
	49,438,700	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448

**Expenses**

Employee costs	(14,067,500)	(16,767,139)	(17,270,153)	(17,788,258)	(18,321,905)	(18,871,563)	(19,437,710)	(20,020,841)	(20,621,466)	(21,240,110)	(21,877,313)
Materials and contracts	(20,502,700)	(23,896,100)	(22,882,582)	(23,729,060)	(24,276,132)	(25,004,416)	(25,754,548)	(26,527,185)	(27,323,000)	(28,142,690)	(28,986,971)
Utility charges	(2,036,200)	(2,675,848)	(2,368,640)	(2,527,072)	(2,611,426)	(2,741,997)	(2,803,692)	(2,866,775)	(2,931,277)	(2,997,231)	(3,064,669)
Depreciation on non-current assets	(16,900,100)	(15,511,700)	(16,341,911)	(16,977,653)	(17,597,956)	(18,238,575)	(18,873,800)	(19,519,477)	(20,180,373)	(21,197,795)	(21,896,138)
Interest expenses	(248,600)	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)
Insurance expenses	(1,174,600)	(1,233,330)	(1,294,997)	(1,359,746)	(1,427,734)	(1,499,120)	(1,574,076)	(1,652,780)	(1,735,419)	(1,822,190)	(1,913,300)
Other expenditure	(734,200)	(1,385,641)	(1,416,818)	(1,448,696)	(1,481,292)	(1,514,621)	(1,548,700)	(1,583,546)	(1,619,175)	(1,655,607)	(1,692,858)
	(55,663,900)	(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
<b>Operating Position Surplus/(Deficit)</b>	<b>(6,225,200)</b>	<b>(1,761,116)</b>	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736

Non-operating grants, subsidies, contributions  
and net asset disposal

	6,135,800	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000
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**NET RESULT**

	(89,400)	40,337,101	8,807,150	10,468,341	11,604,497	14,542,227	15,734,466	17,429,366	18,796,709	20,110,786	22,098,736
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**Other comprehensive income**

Changes due to Asset Revaluation	-	225,236	7,847,048	7,800,729	8,282,408	8,677,583	9,000,357	9,396,566	9,902,951	10,474,214	10,832,700
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**TOTAL COMPREHENSIVE INCOME**

	(89,400)	40,562,337	16,654,198	18,269,071	19,886,904	23,219,810	24,734,823	26,825,932	28,699,660	30,585,000	32,931,436
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-	-	-	-	(0)	-	(0)	-	-	(0)
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## Forecast Statement of Comprehensive Income - by Program



Shire of **EAST**  
**Pilbara**  
AUSTRALIA'S LARGEST SHIRE

**Revenue**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	66,400	155,818	204,185	309,420	452,656	600,708	726,147	864,653	984,442	952,880	1,092,414
General purpose funding	23,449,600	30,611,328	32,076,176	33,615,311	35,229,949	36,923,830	37,672,448	38,436,372	39,215,922	40,011,424	40,823,209
Law, order, public safety	496,300	91,808	93,798	96,766	99,843	103,035	106,346	109,781	113,345	117,044	120,884
Health	86,800	93,650	95,568	99,840	104,314	109,001	113,910	119,052	124,439	130,083	135,995
Education and welfare	44,000	10,916	11,155	11,483	11,823	12,174	12,537	12,913	13,302	13,704	14,121
Housing	344,600	380,606	387,503	409,940	433,733	456,664	478,414	501,231	525,169	550,283	576,632
Community amenities	6,166,500	6,685,872	10,949,298	11,570,582	12,304,628	13,103,647	13,936,087	14,834,538	15,806,759	16,869,584	18,003,642
Recreation and culture	3,053,600	2,648,132	2,751,177	2,929,993	3,119,213	3,353,770	3,526,148	3,711,634	3,876,977	4,090,257	4,320,208
Transport	20,872,500	17,465,303	18,002,760	19,337,366	20,845,095	22,320,657	23,822,553	25,372,954	27,005,487	28,789,107	30,697,011
Economic services	797,500	833,728	849,138	891,144	938,257	981,189	1,025,650	1,070,698	1,119,431	1,168,960	1,220,854
Other property and services	827,000	1,010,798	1,033,527	1,056,936	1,080,879	1,105,368	1,130,418	1,156,039	1,182,247	1,209,054	1,236,475
	56,204,800	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448

**Expenses excluding finance & depreciation costs**

Governance	(7,550,100)	(9,295,902)	(9,579,846)	(9,872,693)	(10,174,732)	(10,486,262)	(10,799,463)	(11,122,195)	(11,454,755)	(11,797,450)	(12,150,596)
General purpose funding	(383,100)	(527,435)	(541,130)	(555,187)	(569,616)	(584,429)	(599,634)	(615,244)	(631,268)	(647,718)	(664,606)
Law, order, public safety	(685,500)	(714,686)	(736,450)	(758,883)	(782,006)	(805,841)	(830,255)	(855,414)	(881,342)	(908,062)	(935,599)
Health	(393,900)	(411,437)	(423,813)	(436,562)	(449,695)	(463,224)	(477,134)	(491,462)	(506,220)	(521,423)	(537,082)
Education and welfare	(1,540,300)	(1,674,700)	(1,724,287)	(1,775,374)	(1,828,009)	(1,882,240)	(1,936,928)	(1,993,226)	(2,051,183)	(2,110,849)	(2,172,274)
Housing	(1,337,600)	(1,454,180)	(1,511,418)	(1,571,054)	(1,633,194)	(1,697,949)	(1,747,642)	(1,798,896)	(1,851,767)	(1,906,307)	(1,962,577)
Community amenities	(4,557,000)	(6,067,246)	(6,254,350)	(6,447,321)	(6,646,349)	(6,851,628)	(7,058,277)	(7,271,218)	(7,490,646)	(7,716,762)	(7,949,771)
Recreation and culture	(6,779,800)	(7,084,703)	(7,321,566)	(7,566,751)	(7,820,570)	(8,083,344)	(8,321,958)	(8,567,787)	(8,821,057)	(9,081,999)	(9,350,855)
Transport	(9,085,600)	(9,710,364)	(10,013,303)	(10,325,911)	(10,648,509)	(10,981,427)	(11,318,106)	(11,665,301)	(12,023,347)	(12,392,593)	(12,773,400)
Economic services	(1,220,400)	(1,329,644)	(1,369,938)	(1,411,499)	(1,454,370)	(1,498,596)	(1,542,256)	(1,587,220)	(1,633,526)	(1,681,216)	(1,730,332)
Other property and services	(5,003,400)	(5,587,761)	(5,757,091)	(5,931,596)	(6,111,437)	(6,296,777)	(6,487,073)	(6,683,164)	(6,885,228)	(7,093,449)	(7,308,018)
	(38,536,700)	(43,858,057)	(45,233,190)	(46,652,832)	(48,118,488)	(49,631,717)	(51,118,726)	(52,651,126)	(54,230,338)	(55,857,828)	(57,535,111)

**New Operating Business Cases (From Capex Summary)**

Governance	(2,100,000)	-	(200,000)	-	-	-	-	-	-	-	-
	(2,100,000)	-	(200,000)	-	-	-	-	-	-	-	-

## Forecast Statement of Comprehensive Income - by Program



Shire of **EAST  
Pilbara**  
AUSTRALIA'S LARGEST SHIRE

### Depreciation costs

Governance  
General purpose funding  
Law, order, public safety  
Health  
Education and welfare  
Housing  
Community amenities  
Recreation and culture  
Transport  
Economic services  
Other property and services

2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(559,500)	(510,812)	(538,152)	(559,087)	(579,514)	(600,610)	(621,529)	(642,791)	(664,555)	(698,060)	(721,057)
-	-	-	-	-	-	-	-	-	-	-
(197,700)	(180,462)	(190,121)	(197,517)	(204,734)	(212,187)	(219,577)	(227,089)	(234,778)	(246,614)	(254,739)
(15,500)	(14,142)	(14,899)	(15,479)	(16,044)	(16,628)	(17,207)	(17,796)	(18,399)	(19,326)	(19,963)
(421,100)	(384,429)	(405,004)	(420,760)	(436,133)	(452,009)	(467,752)	(483,754)	(500,133)	(525,348)	(542,655)
(582,900)	(532,125)	(560,605)	(582,414)	(603,694)	(625,670)	(647,461)	(669,611)	(692,283)	(727,185)	(751,142)
(694,300)	(633,909)	(667,837)	(693,817)	(719,167)	(745,347)	(771,306)	(797,693)	(824,701)	(866,280)	(894,819)
(2,301,000)	(2,100,714)	(2,213,147)	(2,299,245)	(2,383,251)	(2,470,008)	(2,556,035)	(2,643,478)	(2,732,982)	(2,870,769)	(2,965,344)
(10,888,800)	(9,940,770)	(10,472,816)	(10,880,235)	(11,277,760)	(11,688,304)	(12,095,392)	(12,509,178)	(12,932,718)	(13,584,739)	(14,032,277)
(708,800)	(647,055)	(681,687)	(708,206)	(734,081)	(760,804)	(787,302)	(814,236)	(841,804)	(884,245)	(913,376)
(530,500)	(567,281)	(597,643)	(620,893)	(643,578)	(667,006)	(690,237)	(713,851)	(738,020)	(775,229)	(800,768)
(16,900,100)	(15,511,700)	(16,341,911)	(16,977,653)	(17,597,956)	(18,238,575)	(18,873,800)	(19,519,477)	(20,180,373)	(21,197,795)	(21,896,138)

### Finance costs

Housing  
Community amenities  
Transport

(62,600)	(40,349)	(30,510)	(20,022)	(8,842)	-	-	-	-	-	-
(144,100)	(163,970)	(206,530)	(182,051)	(156,945)	(131,192)	(104,771)	(78,550)	(56,416)	(40,063)	(23,451)
(41,900)	(75,000)	(67,992)	(60,880)	(53,660)	(46,333)	(38,895)	(31,346)	(23,684)	(15,906)	(8,012)
(248,600)	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)

### Non operating grants, subsidies and contributions

Governance  
Law, order, public safety  
Housing  
Community amenities  
Recreation and culture  
Transport  
Other property and services

100	-	-	-	-	-	-	-	-	-	-
444,500	-	-	-	-	-	-	-	-	-	-
40,500	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
143,500	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
743,500	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
280,000	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
205,200	-	-	-	-	-	-	-	-	-	-
1,857,300	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000

### NET RESULT

2,343,700	40,337,101	8,807,150	10,468,341	11,604,497	14,542,227	15,734,466	17,429,366	18,796,709	20,110,786	22,098,736
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### Other comprehensive income

Changes due to Asset Revaluation

225,236	7,847,048	7,800,729	8,282,408	8,677,583	9,000,357	9,396,566	9,902,951	10,474,214	10,832,700
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### TOTAL COMPREHENSIVE INCOME

2,343,700	40,562,337	16,654,198	18,269,071	19,886,904	23,219,810	24,734,823	26,825,932	28,699,660	30,585,000	32,931,436
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## Rate Setting Statement

**FUNDING FROM OPERATIONAL ACTIVITIES****Revenues**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates	21,015,600	28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Operating grants, subsidies and contributions	4,993,200	5,255,319	5,392,582	5,563,503	5,741,921	5,985,433	6,184,395	6,392,566	6,610,504	6,838,801	7,078,092
Fees and charges	21,840,000	23,981,461	28,622,690	30,053,825	31,556,516	33,134,342	34,791,059	36,530,612	38,357,142	40,274,999	42,288,749
Interest earnings	406,800	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
Other revenue	1,335,900	1,483,258	1,516,632	1,550,756	1,585,648	1,621,325	1,657,805	1,695,105	1,733,245	1,772,243	1,812,119
	49,591,500	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448

**Expenses**

Employee costs	(14,067,500)	(16,767,139)	(17,270,153)	(17,788,258)	(18,321,905)	(18,871,563)	(19,437,710)	(20,020,841)	(20,621,466)	(21,240,110)	(21,877,313)
Materials and contracts	(20,502,700)	(23,896,100)	(22,882,582)	(23,729,060)	(24,276,132)	(25,004,416)	(25,754,548)	(26,527,185)	(27,323,000)	(28,142,690)	(28,986,971)
Utility charges (electricity, gas, water etc.)	(2,036,200)	(2,675,848)	(2,368,640)	(2,527,072)	(2,611,426)	(2,741,997)	(2,803,692)	(2,866,775)	(2,931,277)	(2,997,231)	(3,064,669)
Depreciation on non-current assets	(16,900,100)	(15,511,700)	(16,341,911)	(16,977,653)	(17,597,956)	(18,238,575)	(18,873,800)	(19,519,477)	(20,180,373)	(21,197,795)	(21,896,138)
Interest expense	(248,600)	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)
Insurance expense	(1,174,600)	(1,233,330)	(1,294,997)	(1,359,746)	(1,427,734)	(1,499,120)	(1,574,076)	(1,652,780)	(1,735,419)	(1,822,190)	(1,913,300)
Other expenditure	(920,000)	(1,385,641)	(1,416,818)	(1,448,696)	(1,481,292)	(1,514,621)	(1,548,700)	(1,583,546)	(1,619,175)	(1,655,607)	(1,692,858)
	(55,849,700)	(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
	(6,258,200)	(1,761,116)	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736

Check to N&amp;T

**Funding position adjustments**

Depreciation on non-current assets	16,900,100	15,511,700	16,341,911	16,977,653	17,597,956	18,238,575	18,873,800	19,519,477	20,180,373	21,197,795	21,896,138
Net profit and losses on disposal	33,000	-	-	-	-	-	-	-	-	-	-

**Net funding from operational activities**

	10,674,900	13,750,584	20,916,061	23,212,994	26,282,453	29,260,802	31,288,265	33,428,842	35,657,082	37,988,581	40,674,874
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**FUNDING FROM CAPITAL ACTIVITIES****Inflows**

Proceeds on disposal	383,000	-	-	-	-	-	-	-	-	-	-
Non-operating grants, subsidies and contributions	6,168,800	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000

**Outflows**

Purchase of land held for resale	-	-	-	-	-	-	-	-	-	-	-
Purchase of property plant and equipment	(4,300,000)	(8,485,688)	(4,731,000)	(4,796,000)	(5,704,000)	(4,102,000)	(4,759,000)	(4,229,000)	(13,177,000)	(3,325,000)	(3,325,000)
Purchase of infrastructure	(34,115,500)	(51,990,000)	(7,105,000)	(8,740,000)	(6,990,000)	(7,600,000)	(6,820,000)	(6,930,000)	(6,775,000)	(6,775,000)	(6,775,000)

**Net funding from capital activities**

	(31,863,700)	(18,377,471)	(7,603,000)	(9,303,000)	(9,774,000)	(8,182,000)	(8,259,000)	(7,639,000)	(16,632,000)	(6,780,000)	(6,780,000)
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**FUNDING FROM FINANCING ACTIVITIES****Inflows**

Transfer from reserves	11,999,700	3,567,178	1,743,887	1,576,226	2,174,797	2,264,988	1,325,000	2,347,000	3,530,000	530,000	3,530,000
New borrowings	11,500,000	3,500,000	-	-	-	-	-	-	-	-	-

**Outflows**

Transfer to reserves	(1,706,800)	(2,377,105)	(9,776,809)	(11,661,155)	(14,019,303)	(18,680,095)	(18,685,831)	(20,196,532)	(22,113,954)	(24,239,271)	(23,671,394)
Advances to community groups	-	-	-	-	-	-	-	-	-	-	-
Repayment of past borrowings	(1,004,100)	(1,458,659)	(1,817,306)	(1,859,386)	(1,902,891)	(1,755,281)	(1,789,140)	(1,706,131)	(1,551,255)	(1,575,385)	(1,599,891)
Principal elements of finance lease payments	-	-	-	-	-	-	-	-	-	-	-

**Net funding from financing activities**

	20,788,800	3,231,414	(9,850,229)	(11,944,314)	(13,747,397)	(18,170,388)	(19,149,970)	(19,555,662)	(20,135,209)	(25,284,655)	(21,741,285)
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Estimated surplus/(deficit) July 1 B/Fwd	400,000	-	(1,395,473)	2,067,359	4,033,039	6,794,095	9,702,509	13,581,803	19,815,983	18,705,857	24,629,783
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<b>Estimated surplus/(deficit) June 30 C/Fwd</b>	<b>-</b>	<b>(1,395,473)</b>	<b>2,067,359</b>	<b>4,033,039</b>	<b>6,794,095</b>	<b>9,702,509</b>	<b>13,581,803</b>	<b>19,815,983</b>	<b>18,705,857</b>	<b>24,629,783</b>	<b>36,783,371</b>
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Standalone Budget Surplus/(Deficit)

	(400,000)	(1,395,473)	3,462,832	1,965,680	2,761,056	2,908,414	3,879,295	6,234,180	(1,110,127)	5,923,926	12,153,589
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## Statement of Cashflow

**Cash flows from operating activities****Receipts**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates	27,808,746	29,536,096	31,012,945	32,563,592	34,191,771	34,929,266	35,627,851	36,340,408	37,067,216	37,808,561
Operating grants, subsidies and contributions	5,255,319	5,392,582	5,563,503	5,741,921	5,985,433	6,184,395	6,392,566	6,610,504	6,838,801	7,078,092
Fees and charges	23,981,461	28,622,690	30,053,825	31,556,516	33,134,342	34,791,059	36,530,612	38,357,142	40,274,999	42,288,749
Interest earnings	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
Goods and Service tax received	1,470,000	1,543,500	1,620,675	1,701,709	1,786,794	1,876,134	1,969,941	2,068,438	2,171,860	2,280,452
Other revenue	1,483,258	1,516,632	1,550,756	1,585,648	1,621,325	1,657,805	1,695,105	1,733,245	1,772,243	1,812,119
	61,064,234	67,920,488	71,868,337	76,236,925	80,767,406	84,389,229	88,121,492	91,996,879	96,034,378	100,481,243

**Payments**

Employee costs	(16,767,139)	(17,270,153)	(17,788,258)	(18,321,905)	(18,871,563)	(19,437,710)	(20,020,841)	(20,621,466)	(21,240,110)	(21,877,313)
Materials and contracts	(23,638,557)	(22,953,529)	(23,669,807)	(24,237,837)	(24,953,436)	(25,702,039)	(26,473,100)	(27,267,293)	(28,085,312)	(28,927,871)
Utility charges	(2,675,848)	(2,368,640)	(2,527,072)	(2,611,426)	(2,741,997)	(2,803,692)	(2,866,775)	(2,931,277)	(2,997,231)	(3,064,669)
Interest expenses	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)
Insurance expenses	(1,233,330)	(1,294,997)	(1,359,746)	(1,427,734)	(1,499,120)	(1,574,076)	(1,652,780)	(1,735,419)	(1,822,190)	(1,913,300)
Goods and Service tax paid	(1,470,000)	(1,543,500)	(1,620,675)	(1,701,709)	(1,786,794)	(1,876,134)	(1,969,941)	(2,068,438)	(2,171,860)	(2,280,452)
Other expenditure	(1,385,641)	(1,416,818)	(1,448,696)	(1,481,292)	(1,514,621)	(1,548,700)	(1,583,546)	(1,619,175)	(1,655,607)	(1,692,858)
	(47,449,833)	(47,152,669)	(48,677,207)	(50,001,350)	(51,545,056)	(53,086,016)	(54,676,878)	(56,323,168)	(58,028,279)	(59,787,927)

**Net cash provided by (used in) operating activities**

	13,614,401	20,767,819	23,191,131	26,235,575	29,222,350	31,303,213	33,444,614	35,673,710	38,006,099	40,693,316
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**Cash flows from investing activities**

Payments for purchase of property, plant & equipment	(8,485,688)	(4,731,000)	(4,796,000)	(5,704,000)	(4,102,000)	(4,759,000)	(4,229,000)	(13,177,000)	(3,325,000)	(3,325,000)
Payments for construction of infrastructure	(51,990,000)	(7,105,000)	(8,740,000)	(6,990,000)	(7,600,000)	(6,820,000)	(6,930,000)	(6,775,000)	(6,775,000)	(6,775,000)
Proceeds from non-operating grants, subsidies and contributions	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000
Transfers (to)/from investments	1,190,073	(8,032,922)	(10,084,928)	(11,844,506)	(16,415,107)	(17,360,831)	(17,849,532)	(18,583,954)	(23,709,271)	(20,141,394)
<b>Net cash provided by (used in) investing activities</b>	<b>(17,187,398)</b>	<b>(15,635,922)</b>	<b>(19,387,928)</b>	<b>(21,618,506)</b>	<b>(24,597,107)</b>	<b>(25,619,831)</b>	<b>(25,488,532)</b>	<b>(35,215,954)</b>	<b>(30,489,271)</b>	<b>(26,921,394)</b>

**Cash flows from financing activities**

Repayment of debentures	(1,458,659)	(1,817,306)	(1,859,386)	(1,902,891)	(1,755,281)	(1,789,140)	(1,706,131)	(1,551,255)	(1,575,385)	(1,599,891)
Proceeds from new debentures	3,500,000	-	-	-	-	-	-	-	-	-
<b>Net cash provided by (used in) financing activities</b>	<b>2,041,341</b>	<b>(1,817,306)</b>	<b>(1,859,386)</b>	<b>(1,902,891)</b>	<b>(1,755,281)</b>	<b>(1,789,140)</b>	<b>(1,706,131)</b>	<b>(1,551,255)</b>	<b>(1,575,385)</b>	<b>(1,599,891)</b>

**Net increase (decrease) in cash held**

	(1,531,656)	3,314,590	1,943,816	2,714,178	2,869,962	3,894,243	6,249,952	(1,093,498)	5,941,444	12,172,031
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Cash at beginning of year	55,529,047	53,997,391	57,311,981	59,255,797	61,969,975	64,839,937	68,734,180	74,984,132	73,890,633	79,832,077
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<b>Cash and cash equivalents at the end of year</b>	<b>53,997,391</b>	<b>57,311,981</b>	<b>59,255,797</b>	<b>61,969,975</b>	<b>64,839,937</b>	<b>68,734,180</b>	<b>74,984,132</b>	<b>73,890,633</b>	<b>79,832,077</b>	<b>92,004,108</b>
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## Balance Sheet



Shire of **EAST  
Pilbara**  
AUSTRALIA'S LARGEST SHIRE

**CURRENT ASSETS**

Cash and cash equivalents	53,997,391	57,311,981	59,255,797	61,969,975	64,839,937	68,734,180	74,984,132	73,890,633	79,832,077	92,004,108
Financial assets	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393
Trade and other receivables	1,545,046	1,622,342	1,703,459	1,788,632	1,878,064	1,915,625	1,953,937	1,993,016	2,032,877	2,073,534
Inventories	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
<b>TOTAL CURRENT ASSETS</b>	<b>105,762,384</b>	<b>117,187,193</b>	<b>129,297,054</b>	<b>143,940,911</b>	<b>163,315,412</b>	<b>184,608,047</b>	<b>208,745,843</b>	<b>226,275,378</b>	<b>255,965,953</b>	<b>288,320,035</b>

**NON-CURRENT ASSETS**

Other receivables	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535
Other Financial assets	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027
Property plant and equipment	87,112,489	89,993,374	92,814,551	96,399,113	98,487,338	101,069,306	103,159,798	114,299,168	115,425,132	116,503,109
Infrastructure	251,142,804	251,603,057	253,140,956	252,934,846	252,987,629	252,111,219	251,056,816	249,592,024	247,842,479	245,801,064
<b>TOTAL NON-CURRENT ASSETS</b>	<b>338,349,856</b>	<b>341,690,993</b>	<b>346,050,069</b>	<b>349,428,521</b>	<b>351,569,529</b>	<b>353,275,086</b>	<b>354,311,176</b>	<b>363,985,754</b>	<b>363,362,173</b>	<b>362,398,735</b>

**TOTAL ASSETS**

<b>444,112,240</b>	<b>458,878,185</b>	<b>475,347,124</b>	<b>493,369,432</b>	<b>514,884,941</b>	<b>537,883,133</b>	<b>563,057,019</b>	<b>590,261,131</b>	<b>619,328,126</b>	<b>650,718,770</b>
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**CURRENT LIABILITIES**

Trade and other payables	1,672,727	1,601,781	1,661,034	1,699,329	1,750,309	1,802,818	1,856,903	1,912,610	1,969,988	2,029,088
Contract liabilities	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118
Current portion of long-term liabilities	1,817,306	1,859,386	1,902,891	1,755,281	1,789,140	1,706,131	1,551,255	1,575,385	1,599,891	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>8,975,151</b>	<b>8,946,285</b>	<b>9,049,043</b>	<b>8,939,728</b>	<b>9,024,567</b>	<b>8,994,067</b>	<b>8,893,276</b>	<b>8,973,113</b>	<b>9,054,998</b>	<b>7,514,206</b>

**NON-CURRENT LIABILITIES**

Employee related provisions	141,381	141,381	141,381	141,381	141,381	141,381	141,381	141,381	141,381	141,381
Long-term borrowings	14,117,146	12,257,760	10,354,869	8,599,588	6,810,449	5,104,318	3,553,064	1,977,679	377,788	377,788
Provisions	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>33,565,908</b>	<b>31,706,522</b>	<b>29,803,631</b>	<b>28,048,350</b>	<b>26,259,211</b>	<b>24,553,080</b>	<b>23,001,826</b>	<b>21,426,441</b>	<b>19,826,550</b>	<b>19,826,550</b>

**TOTAL LIABILITIES**

<b>42,541,060</b>	<b>40,652,807</b>	<b>38,852,675</b>	<b>36,988,078</b>	<b>35,283,778</b>	<b>33,547,147</b>	<b>31,895,101</b>	<b>30,399,554</b>	<b>28,881,547</b>	<b>27,340,756</b>
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**NET ASSETS**

<b>401,571,180</b>	<b>418,225,378</b>	<b>436,494,449</b>	<b>456,381,353</b>	<b>479,601,163</b>	<b>504,335,986</b>	<b>531,161,918</b>	<b>559,861,578</b>	<b>590,446,578</b>	<b>623,378,014</b>
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**EQUITY**

Retained surplus	243,538,039	250,857,067	259,784,080	267,224,470	272,697,190	278,432,825	285,023,859	291,353,014	293,989,330	302,181,471
Reserves - cash backed	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393
Asset revaluation surplus	107,893,193	109,195,441	108,452,571	109,054,579	110,386,561	112,024,919	114,410,285	118,196,836	122,436,250	127,034,150
<b>TOTAL EQUITY</b>	<b>401,571,180</b>	<b>418,225,378</b>	<b>436,494,449</b>	<b>456,381,353</b>	<b>479,601,163</b>	<b>504,335,986</b>	<b>531,161,918</b>	<b>559,861,578</b>	<b>590,446,578</b>	<b>623,378,014</b>

Check

0	0	0	0	0	0	0	0	0	0
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Cash Check

(0)	(0)	0	(0)	0	(0)	0	0	0	-
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## Statement of Equity



Shire of **EAST**  
**Pilbara**  
AUSTRALIA'S LARGEST SHIRE

**RETAINED SURPLUS**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	156,894,315	243,538,039	250,857,067	259,784,080	267,224,470	272,697,190	278,432,825	285,023,859	291,353,014	293,989,330
Comprehensive Income Net Result for the period	40,562,337	16,654,198	18,269,071	19,886,904	23,219,810	24,734,823	26,825,932	28,699,660	30,585,000	32,931,436
Transfer of Revaluation Surplus on Asset Disposals / Impairment	44,891,315	(1,302,248)	742,871	(602,008)	(1,331,983)	(1,638,357)	(2,385,366)	(3,786,551)	(4,239,414)	(4,597,900)
Amount transferred (to)/from reserves	1,190,073	(8,032,922)	(10,084,928)	(11,844,506)	(16,415,107)	(17,360,831)	(17,849,532)	(18,583,954)	(23,709,271)	(20,141,394)
Closing balance	243,538,039	250,857,067	259,784,080	267,224,470	272,697,190	278,432,825	285,023,859	291,353,014	293,989,330	302,181,471

**RESERVES - CASH/INVESTMENT BACKED**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	51,330,020	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999
Amount transferred to/(from) retained surplus	(1,190,073)	8,032,922	10,084,928	11,844,506	16,415,107	17,360,831	17,849,532	18,583,954	23,709,271	20,141,394
Closing balance	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393

**ASSET REVALUATION SURPLUS**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	131,500,487	107,893,193	109,195,441	108,452,571	109,054,579	110,386,561	112,024,919	114,410,285	118,196,836	122,436,250
Total other comprehensive income	(23,607,294)	1,302,248	(742,871)	602,008	1,331,983	1,638,357	2,385,366	3,786,551	4,239,414	4,597,900
Closing balance	107,893,193	109,195,441	108,452,571	109,054,579	110,386,561	112,024,919	114,410,285	118,196,836	122,436,250	127,034,150

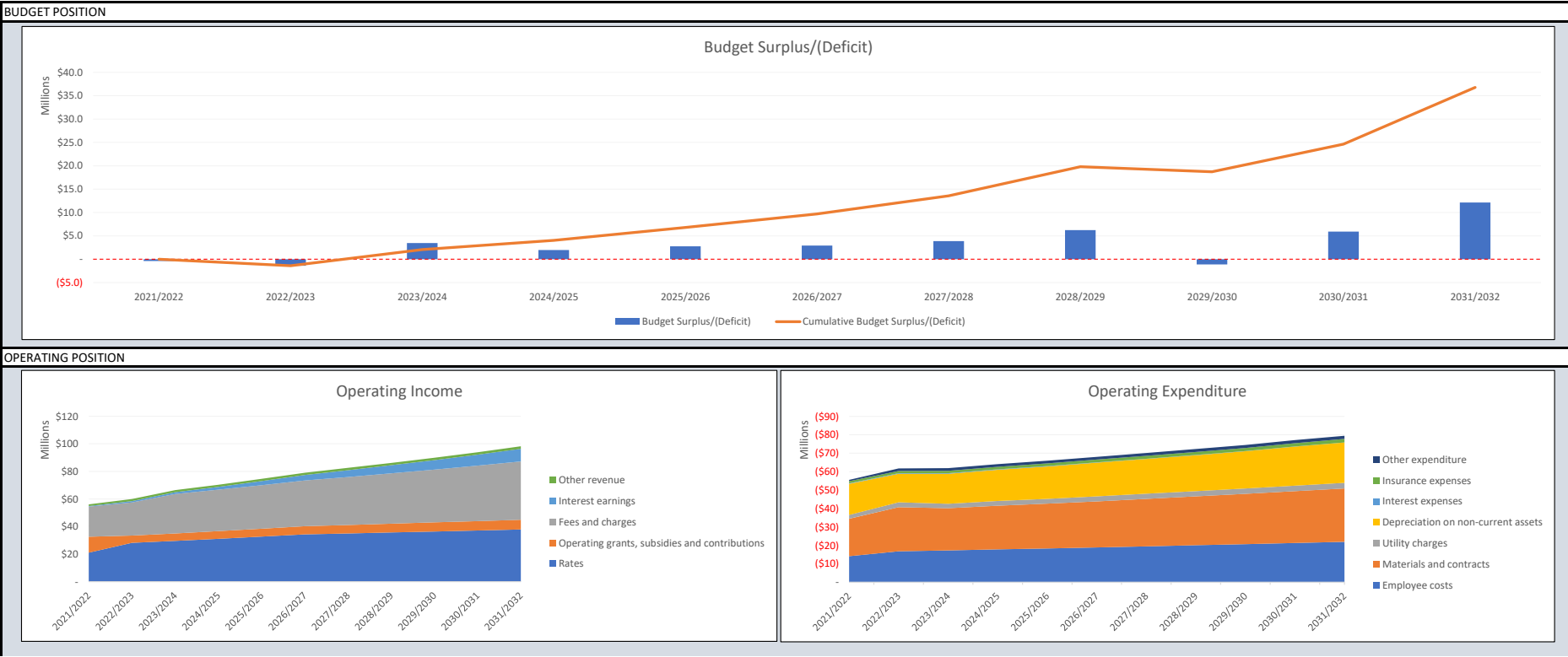
**TOTAL EQUITY**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	401,571,180	418,225,378	436,494,449	456,381,353	479,601,163	504,335,986	531,161,918	559,861,578	590,446,578	623,378,014

Data - Summary

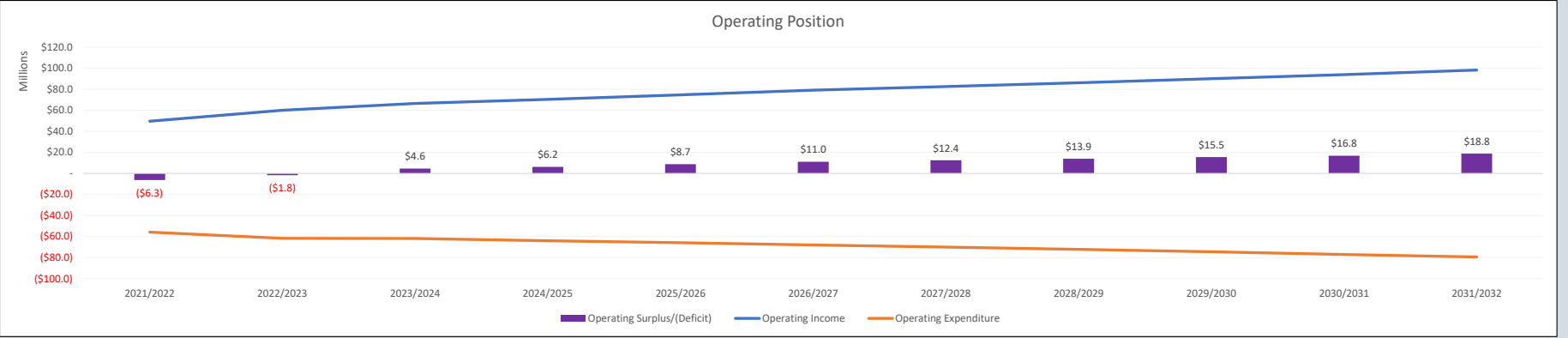
Long Term Financial Plan Model (DRAFT)

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Summary	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
Rates Income	21,015,600	28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Operating Income	49,591,500	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
Operating Expenditure	(55,849,700)	(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
Operating Surplus/(Deficit)	(6,258,200)	(1,761,116)	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736
Budget Surplus/(Deficit)	(400,000)	(1,395,473)	3,462,832	1,965,680	2,761,056	2,908,414	3,879,295	6,234,180	(1,110,127)	5,923,926	12,153,589
Cumulative Budget Surplus/(Deficit)		(1,395,473)	2,067,359	4,033,039	6,794,095	9,702,509	13,581,803	19,815,983	18,705,857	24,629,783	36,783,371
Capital Expenditure	(38,415,500)	(60,475,688)	(11,836,000)	(13,536,000)	(12,694,000)	(11,702,000)	(11,579,000)	(11,159,000)	(19,952,000)	(10,100,000)	(10,100,000)
Loan Outstanding	13,893,112	15,934,453	14,117,146	12,257,760	10,354,869	8,599,588	6,810,449	5,104,318	3,553,064	1,977,679	377,788
New Loans	11,500,000	3,500,000	-	-	-	-	-	-	-	-	-

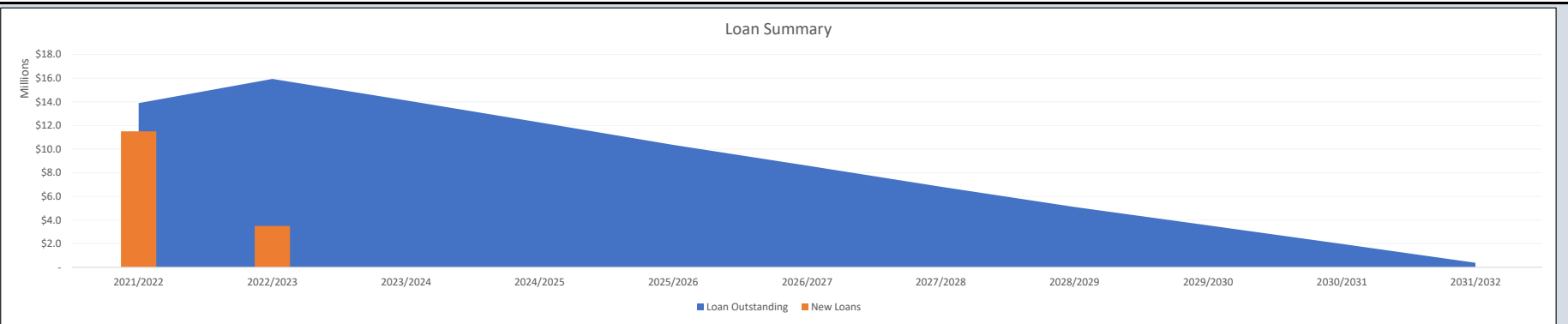


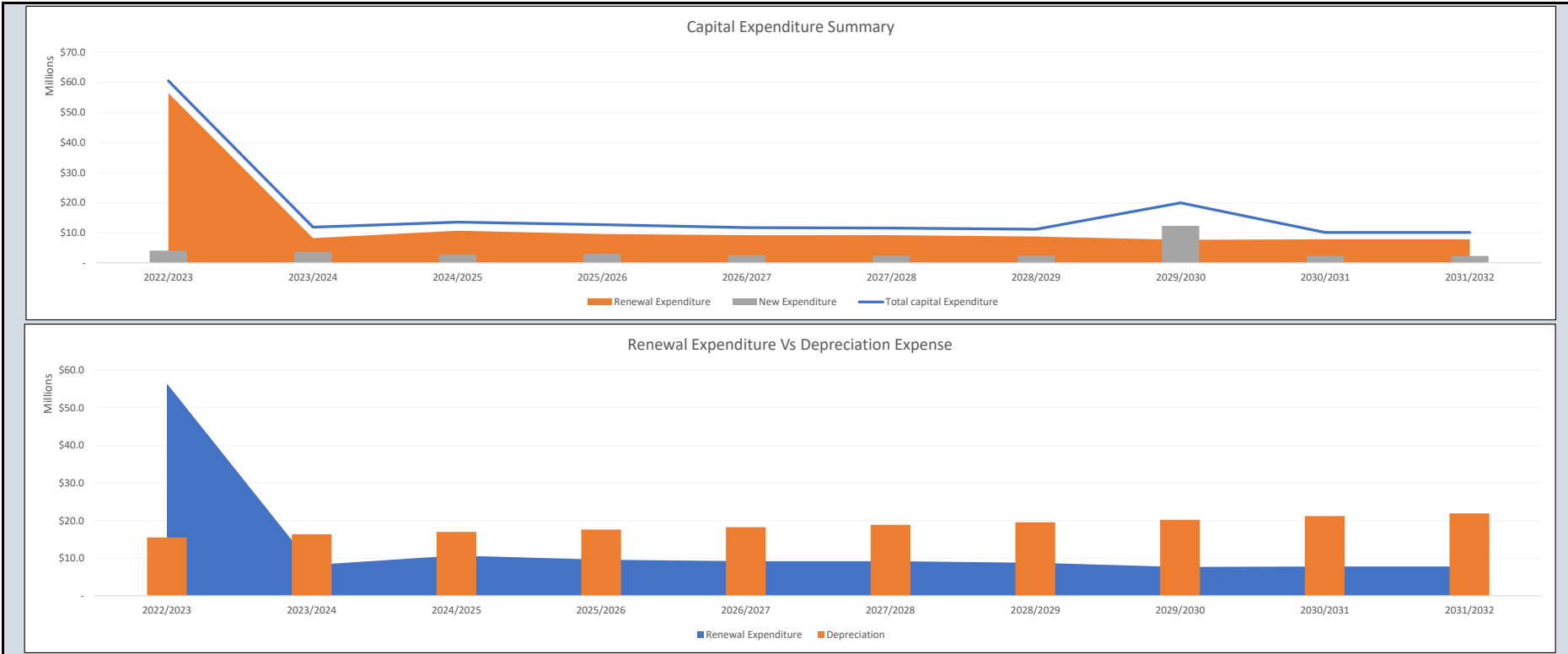
Data - Summary

Long Term Financial Plan Model (DRAFT)



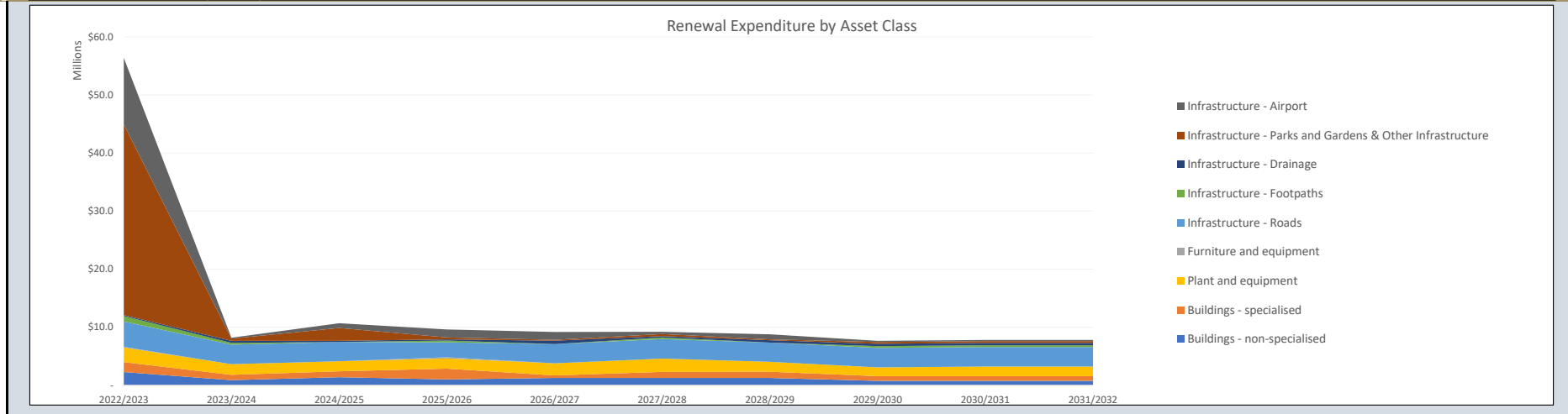
BORROWINGS SUMMARY



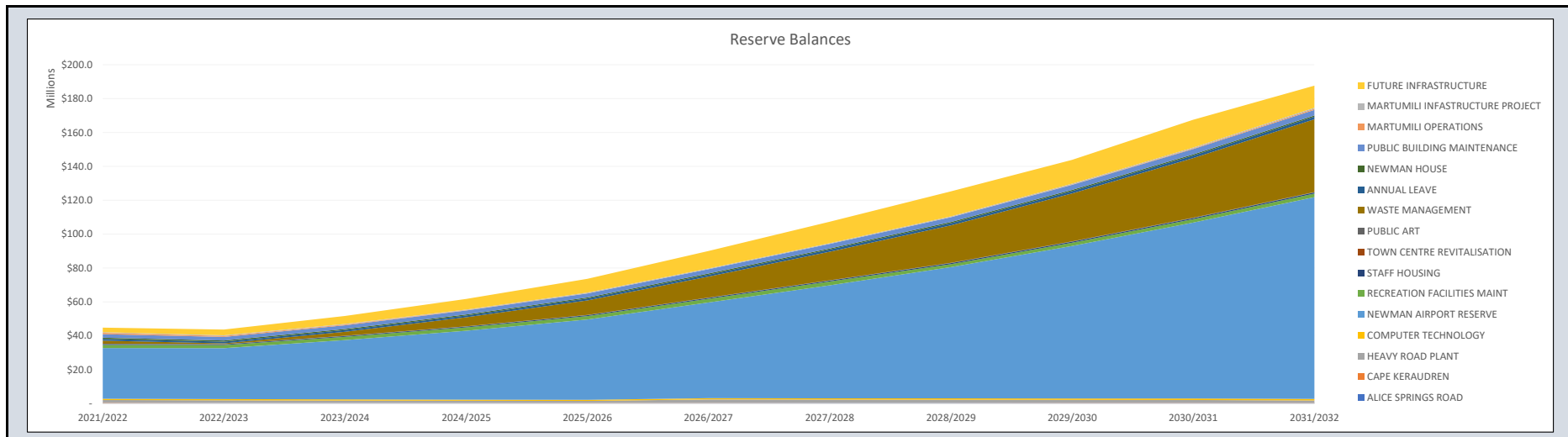


## Data - Summary

Long Term Financial Plan Model (DRAFT)



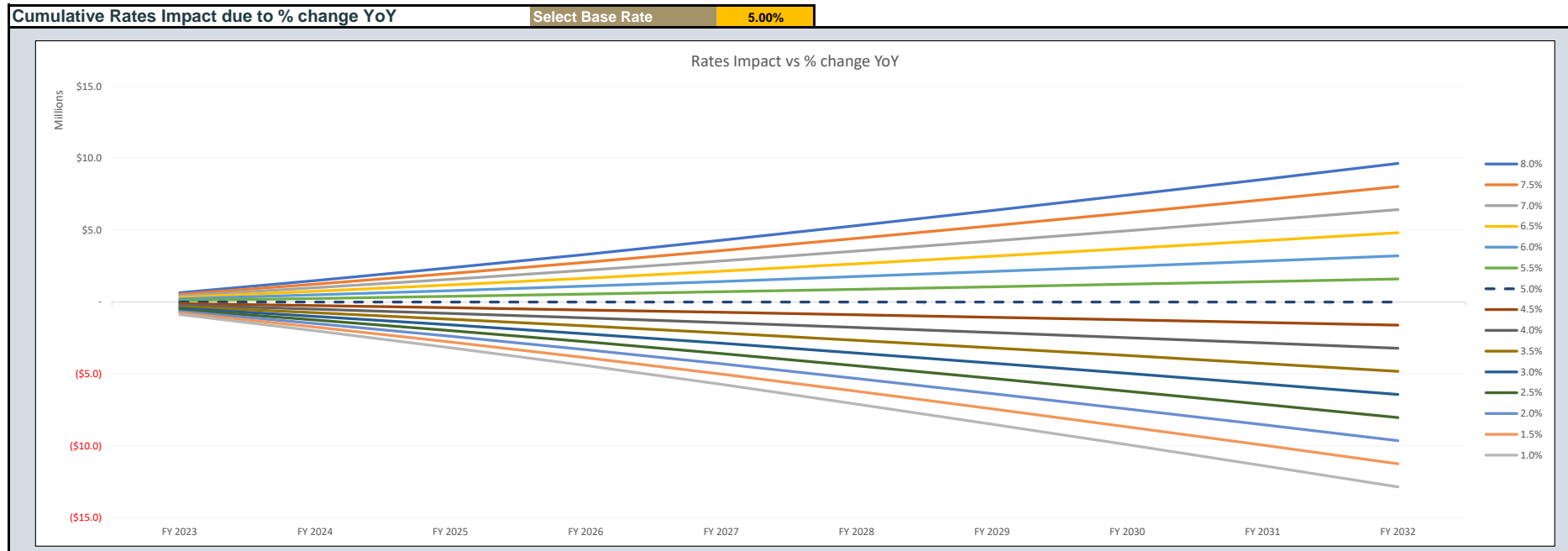
## Reserve Summary





Long Term Financial Plan Model (DRAFT)

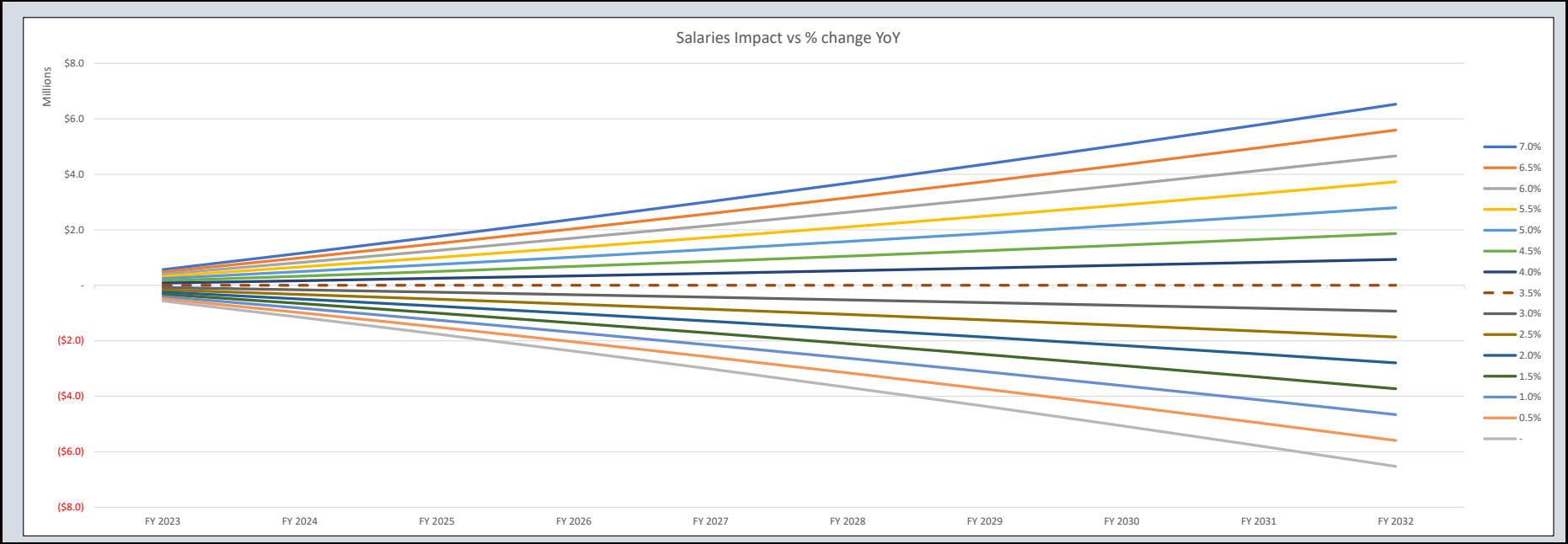
## Sensitivity Analysis



Data - Summary

Long Term Financial Plan Model (DRAFT)

Cumulative Salaries Impact due to % change YoY      Select Base Rate      3.50%



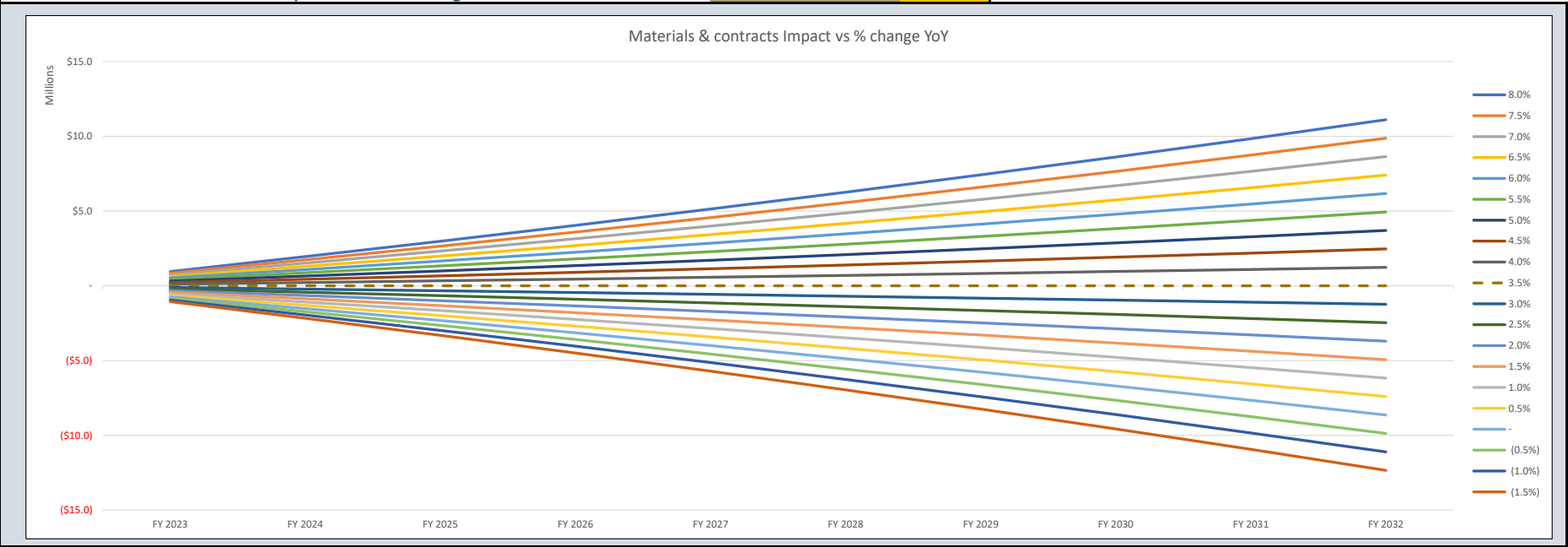
Data - Summary

Long Term Financial Plan Model (DRAFT)

Cumulative Materials & Contract Impact due to % change YoY

Select Base Rate

3.50%



## Data - Ratios

Long Term Financial Plan Model (DRAFT)

		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Financial Ratios	Ratio Bands	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
<b>Operating Surplus Ratio</b>											
Operating Revenue		59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
Operating Expenditure		(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
Profit/(Loss) on Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Net Operating position		(1,761,116)	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736
Own Source Revenue		54,732,641	61,061,702	64,765,276	68,878,467	73,084,610	76,366,262	79,797,298	83,357,016	87,063,578	91,163,355
<b>Ratio</b>	0% to 15%	(3.22%)	7.49%	9.63%	12.61%	15.08%	16.26%	17.43%	18.57%	19.29%	20.60%
<b>Own Source Revenue Coverage Ratio</b>											
Total Rates Revenue		28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Other Own Source Income		25,046,911	29,931,678	32,120,459	34,644,055	37,182,082	39,741,630	42,436,029	45,244,284	48,184,258	51,502,018
Net Own Source Income		53,249,383	59,545,070	63,214,520	67,292,820	71,463,285	74,708,457	78,102,193	81,623,771	85,291,335	89,351,236
Operating Expenditure		(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
<b>Ratio</b>	> = 40%	0.86	0.96	0.99	1.02	1.05	1.07	1.08	1.10	1.11	1.12
<b>Debt Service Coverage Ratio</b>											
Operating Surplus Excl. Interest and Depreciation											
Operating Revenue		59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
Operating Expenses		(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
Add: Interest Expense and Depreciation		15,791,019	16,646,944	17,240,606	17,817,404	18,416,099	19,017,465	19,629,373	20,260,472	21,253,765	21,927,601
Add: Gain/( Loss) on Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Net Operating Surplus before Interest and Depreciation		14,029,903	21,221,094	23,475,947	26,501,900	29,438,326	31,431,931	33,538,738	35,737,182	38,044,551	40,706,337
Principal and Interest		1,737,978	2,122,339	2,122,339	2,122,339	1,932,805	1,932,805	1,816,027	1,631,354	1,631,354	1,631,354
<b>Ratio</b>	> = 2	8.07	10.00	11.06	12.49	15.23	16.26	18.47	21.91	23.32	24.95
<b>Current Ratio</b>											
Current Assets		105,762,384	117,187,193	129,297,054	143,940,911	163,315,412	184,608,047	208,745,843	226,275,378	255,965,953	288,320,035
Restricted Assets		(50,139,947)	(58,172,870)	(68,257,798)	(80,102,304)	(96,517,411)	(113,878,242)	(131,727,774)	(150,311,728)	(174,020,999)	(194,162,393)
Net Current Assets		55,622,437	59,014,323	61,039,256	63,838,607	66,798,001	70,729,805	77,018,069	75,963,650	81,944,954	94,157,642
Current Liabilities		8,975,151	8,946,285	9,049,043	8,939,728	9,024,567	8,994,067	8,893,276	8,973,113	9,054,998	7,514,206
Current Liabilities associated with Restricted Assets		-	-	-	-	-	-	-	-	-	-
Current Liabilities associated with Developer Contributions		-	-	-	-	-	-	-	-	-	-
Net Current Liabilities		8,975,151	8,946,285	9,049,043	8,939,728	9,024,567	8,994,067	8,893,276	8,973,113	9,054,998	7,514,206
<b>Ratio</b>	> = 1.1	6.20	6.60	6.75	7.14	7.40	7.86	8.66	8.47	9.05	12.53
<b>Net Financial Liabilities Ratio</b>											
Total Liabilities		(42,541,060)	(40,652,807)	(38,852,675)	(36,988,078)	(35,283,778)	(33,547,147)	(31,895,101)	(30,399,554)	(28,881,547)	(27,340,756)
Current cash and cash equivalents		53,997,391	57,311,981	59,255,797	61,969,975	64,839,937	68,734,180	74,984,132	73,890,633	79,832,077	92,004,108
Current trade & other receivables		1,545,046	1,622,342	1,703,459	1,788,632	1,878,064	1,915,625	1,953,937	1,993,016	2,032,877	2,073,534
Current other financial assets		-	-	-	-	-	-	-	-	-	-
Current financial assets		50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393
Non - Current trade & receivables		5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535
Non - Current financial assets		89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027
Net Financial Liability		63,235,887	76,548,948	90,458,942	106,967,395	128,046,197	151,075,462	176,865,304	195,890,386	227,098,967	260,993,841
Operating Revenue		59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
<b>Ratio</b>		1.05	1.15	1.29	1.43	1.62	1.83	2.05	2.18	2.42	2.66

## Long Term Financial Plan Model (DRAFT)

Asset Sustainability Ratio											
Capital Renewal Expenditure		56,395,688	8,181,000	10,679,500	9,600,500	9,182,000	9,202,500	8,764,000	7,645,500	7,793,500	7,793,500
Depreciation Expense		15,511,700	16,341,911	16,977,653	17,597,956	18,238,575	18,873,800	19,519,477	20,180,373	21,197,795	21,896,138
Ratio	90% to 110%	363.57%	50.06%	62.90%	54.55%	50.34%	48.76%	44.90%	37.89%	36.77%	35.59%

Depreciated Replacement Cost of Assets (WDV Closing)	338,255,294	341,596,431	345,955,507	349,333,959	351,474,967	353,180,524	354,216,614	363,891,191	363,267,611	362,304,173	
Current Replacement Cost	362,967,928	376,106,176	388,899,306	402,195,314	415,229,296	428,446,654	441,991,020	465,729,572	480,068,985	494,766,885	
<b>Ratio</b>	50% to 75%	93.12%	90.82%	88.96%	86.86%	84.65%	82.43%	80.14%	78.13%	75.67%	73.23%

[illegible]

### Standardised Scores - FHI

[illegible]

Long Term Financial Plan Model (DRAFT)

### Capital Works Uses/Source

Description - Asset Class & Type		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	10 years
		LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	Total
Property, Plant and Equipment												
Buildings - non-specialised Renewal	\$	2,193,000	783,000	1,247,000	895,000	1,077,000	1,094,000	1,077,000	679,000	679,000	679,000	10,403,000
Buildings - non-specialised Upgrade	\$	150,000	150,000	253,000	227,000	330,000	293,000	330,000	153,000	153,000	153,000	2,192,000
Buildings - non-specialised New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	2,343,000	933,000	1,500,000	1,122,000	1,407,000	1,387,000	1,407,000	832,000	832,000	832,000	12,595,000
Buildings - specialised Renewal	\$	1,566,685	927,000	1,023,000	1,843,000	316,000	1,059,000	1,091,000	809,000	809,000	809,000	10,252,685
Buildings - specialised Upgrade	\$	285,000	-	-	-	250,000	-	-	-	-	-	535,000
Buildings - specialised New	\$	250,000	1,000,000	500,000	750,000	-	-	-	10,000,000	-	-	12,500,000
Sub Total	\$	2,101,685	1,927,000	1,523,000	2,593,000	566,000	1,059,000	1,091,000	10,809,000	809,000	809,000	23,287,685
Furniture and equipment Renewal	\$	101,000	-	-	200,000	-	-	-	-	-	-	301,000
Furniture and equipment Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Furniture and equipment New	\$	374,000	-	-	-	-	-	-	-	-	-	374,000
Sub Total	\$	475,000	-	-	200,000	-	-	-	-	-	-	675,000
Plant and equipment Renewal	\$	2,526,003	1,841,000	1,743,000	1,759,000	2,099,000	2,283,000	1,701,000	1,506,000	1,654,000	1,654,000	18,766,003
Plant and equipment Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Plant and equipment New	\$	1,040,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	1,310,000
Sub Total	\$	3,566,003	1,871,000	1,773,000	1,789,000	2,129,000	2,313,000	1,731,000	1,536,000	1,684,000	1,684,000	20,076,003
Total PPE	\$	8,485,688	4,731,000	4,796,000	5,704,000	4,102,000	4,759,000	4,229,000	13,177,000	3,325,000	3,325,000	56,633,688
Infrastructure												
Infrastructure - Roads Renewal	\$	4,369,000	3,360,000	3,295,000	2,580,000	3,295,000	3,360,000	3,295,000	3,360,000	3,360,000	3,360,000	33,634,000
Infrastructure - Roads Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Roads New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	4,369,000	3,360,000	3,295,000	2,580,000	3,295,000	3,360,000	3,295,000	3,360,000	3,360,000	3,360,000	33,634,000
Infrastructure - Footpaths Renewal	\$	947,500	300,000	-	300,000	-	300,000	-	300,000	300,000	300,000	2,747,500
Infrastructure - Footpaths Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Footpaths New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	947,500	300,000	-	300,000	-	300,000	-	300,000	300,000	300,000	2,747,500
Infrastructure - Drainage Renewal	\$	150,000	350,000	220,000	220,000	600,000	220,000	420,000	400,000	400,000	400,000	3,380,000
Infrastructure - Drainage Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Drainage New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	150,000	350,000	220,000	220,000	600,000	220,000	420,000	400,000	400,000	400,000	3,380,000
Infrastructure - Parks and Gardens & Other Infrastructure Renewal	\$	32,875,000	380,000	2,200,000	310,000	150,000	360,000	150,000	310,000	310,000	310,000	37,355,000
Infrastructure - Parks and Gardens & Other Infrastructure Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Parks and Gardens & Other Infrastructure New	\$	2,198,500	2,550,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	22,348,500
Sub Total	\$	35,073,500	2,930,000	4,400,000	2,510,000	2,350,000	2,560,000	2,350,000	2,510,000	2,510,000	2,510,000	59,703,500
Infrastructure - Airport Renewal	\$	11,450,000	165,000	825,000	1,380,000	1,355,000	380,000	865,000	205,000	205,000	205,000	17,035,000
Infrastructure - Airport Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Airport New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	11,450,000	165,000	825,000	1,380,000	1,355,000	380,000	865,000	205,000	205,000	205,000	17,035,000
Total Infrastructure	\$	51,990,000	7,105,000	8,740,000	6,990,000	7,600,000	6,820,000	6,930,000	6,775,000	6,775,000	6,775,000	116,500,000
Total Capital Expenditure	\$	60,475,688	11,836,000	13,536,000	12,694,000	11,702,000	11,579,000	11,159,000	19,952,000	10,100,000	10,100,000	173,133,688
Check												

## Long Term Financial Plan Model (DRAFT)

Description	
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Non-Operating Grants	\$	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000	73,804,217
New Loan Drawdown	\$	3,500,000	-	-	-	-	-	-	-	-	-	3,500,000
Municipal Impact	\$	12,900,260	6,702,000	7,912,000	7,749,000	5,970,000	6,934,000	5,292,000	13,102,000	4,150,000	3,250,000	73,961,260
Reserve Funding	\$	1,977,211	901,000	1,391,000	2,025,000	2,212,000	1,325,000	2,347,000	3,530,000	530,000	3,530,000	19,768,211
<b>Total</b>	\$	<b>60,475,688</b>	<b>11,836,000</b>	<b>13,536,000</b>	<b>12,694,000</b>	<b>11,702,000</b>	<b>11,579,000</b>	<b>11,159,000</b>	<b>19,952,000</b>	<b>8,000,000</b>	<b>10,100,000</b>	<b>171,033,688</b>

### Classification based on Funding Source

Description	
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[illegible]

## Long Term Financial Plan Model (DRAFT)

Description	
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Non-Operating Grants - Waste Funding SourceNon-Operating Grants - Martumili Funding SourceNon-Operating Grants - Airport Funding Source

### Non-Operating Grants - MUNI Funding Source

Total

Check

New Loan Drawdown - Waste Funding Source

### New Loan Drawdown - Martumili Funding Source

### New Loan Drawdown - Airport Funding Source

New Loan Drawdown - MUNI Funding Source

<b>Total</b>	
--------------	--

Check

Reserve Funding - Waste Funding SourceReserve Funding - Martumili Funding SourceReserve Funding - Airport Funding SourceReserve Funding - MUNI Funding Source

Total	
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Check \_\_\_\_\_

Municipal Impact - MUNI Funding Source

Category	Value
Subtotal	100
Total	100

Check

[illegible]



Capital Expenditure Reserve Transfers

Reserve Transfers from

Reserve Description		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	10 years
		LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	Total
Alice Springs Road	\$	-	-	-	-	-	-	-	-	-	-	-
Cape Keraudren	\$	200,000	-	-	-	-	-	-	-	-	-	200,000
Heavy Road Plant	\$	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Computer Technology	\$	-	45,000	75,000	-	-	-	-	-	-	-	120,000
Newman Airport Reserve	\$	1,426,297	288,000	1,016,000	1,687,000	1,962,000	780,000	1,472,000	222,000	222,000	222,000	9,297,297
Recreation Facilities Maintenance	\$	-	-	-	-	-	-	625,000	-	-	-	625,000
Staff Housing	\$	150,000	-	-	-	-	-	-	-	-	-	150,000
Waste Management	\$	-	280,000	100,000	80,000	50,000	130,000	50,000	80,000	80,000	80,000	930,000
Newman House	\$	78,000	88,000	-	58,000	-	28,000	-	28,000	28,000	28,000	336,000
Martumili Operations	\$	122,914	-	-	-	-	187,000	-	-	-	-	309,914
Future Infrastructure	\$	-	-	-	-	-	-	-	3,000,000	-	3,000,000	6,000,000
Total	\$	1,977,211	901,000	1,391,000	2,025,000	2,212,000	1,325,000	2,347,000	3,530,000	530,000	3,530,000	19,768,211
Check		-	-	-	-	-	-	-	-	-	-	

Other Reserve Transfers

Reserve Transfers To

Reserve		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	10 years
		LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	Total
Heavy Road Plant	\$	-	-	-	-	1,000,000	-	-	-	-	200,000	800,000
Newman Airport Reserve	\$	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	222,000	39,778,000
Waste Management	\$	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	720,000
Newman House	\$	-	-	-	-	-	-	-	-	-	28,000	28,000
Future Infrastructure	\$	-	600,000	600,000	600,000	600,000	600,000	-	-	-	3,000,000	-
Total	\$	-	5,700,000	5,700,000	5,700,000	6,700,000	5,700,000	5,100,000	5,100,000	5,100,000	3,530,000	41,270,000

## Data - Reserves

Long Term Financial Plan Model (DRAFT)

### Reserve Schedule

#### Reserve Summary

		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Description	2022/2023 LTFP Yr 1	2023/2024 LTFP Yr 2	2024/2025 LTFP Yr 3	2025/2026 LTFP Yr 4	2026/2027 LTFP Yr 5	2027/2028 LTFP Yr 6	2028/2029 LTFP Yr 7	2029/2030 LTFP Yr 8	2030/2031 LTFP Yr 9	2031/2032 LTFP Yr 10
\$	Opening Balance	44,823,000	43,632,927	51,665,850	61,750,778	73,595,284	90,010,391	107,371,222	125,220,754	143,804,708	167,513,979
\$	Interest transfer to reserve	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
\$	Transfer To Reserve	1,311,655	8,467,821	9,594,521	10,931,764	14,632,354	13,735,259	14,291,115	15,226,812	16,330,012	14,458,125
\$	Transfer from Reserve	(3,567,178)	(1,743,887)	(1,576,226)	(2,174,797)	(2,264,988)	(1,325,000)	(2,347,000)	(3,530,000)	(530,000)	(3,530,000)
\$	Closing Balance	43,632,927	51,665,850	61,750,778	73,595,284	90,010,391	107,371,222	125,220,754	143,804,708	167,513,979	187,655,373

#### Reserve Schedule

	Description	FY 2023 LTFP Yr 1	FY 2024 LTFP Yr 2	FY 2025 LTFP Yr 3	FY 2026 LTFP Yr 4	FY 2027 LTFP Yr 5	FY 2028 LTFP Yr 6	FY 2029 LTFP Yr 7	FY 2030 LTFP Yr 8	FY 2031 LTFP Yr 9	FY 2032 LTFP Yr 10
<u>ALICE SPRINGS ROAD</u>											
\$	Opening Balance	219,400	224,615	231,354	240,608	252,638	266,533	281,193	296,658	312,974	330,188
\$	Interest transfer to reserve	5,215	6,738	9,254	12,030	13,895	14,659	15,466	16,316	17,214	18,160
\$	Transfer To Reserve	-	-	-	-	-	-	-	-	-	-
\$	Transfer from Reserve	-	-	-	-	-	-	-	-	-	-
\$	Closing Balance	224,615	231,354	240,608	252,638	266,533	281,193	296,658	312,974	330,188	348,348
<u>CAPE KERAUDREN</u>											
\$	Opening Balance	299,600	106,722	109,923	114,320	120,036	126,638	133,603	140,951	148,704	156,882
\$	Interest transfer to reserve	7,122	3,202	4,397	5,716	6,602	6,965	7,348	7,752	8,179	8,629
\$	Transfer To Reserve	-	-	-	-	-	-	-	-	-	-
\$	Transfer from Reserve	(200,000)	-	-	-	-	-	-	-	-	-
\$	Closing Balance	106,722	109,923	114,320	120,036	126,638	133,603	140,951	148,704	156,882	165,511
<u>HEAVY ROAD PLANT</u>											
\$	Opening Balance	1,529,000	1,565,345	1,412,305	1,268,797	1,132,237	1,994,510	1,904,208	1,808,939	1,708,431	1,602,395
\$	Interest transfer to reserve	36,345	46,960	56,492	63,440	62,273	109,698	104,731	99,492	93,964	88,132
\$	Transfer To Reserve	-	-	-	-	1,000,000	-	-	-	-	(200,000)
\$	Transfer from Reserve	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
\$	Closing Balance	1,565,345	1,412,305	1,268,797	1,132,237	1,994,510	1,904,208	1,808,939	1,708,431	1,602,395	1,290,527
<u>COMPUTER TECHNOLOGY</u>											
\$	Opening Balance	677,000	693,092	668,885	620,641	651,673	687,515	725,328	765,221	807,308	851,710
\$	Interest transfer to reserve	16,092	20,793	26,755	31,032	35,842	37,813	39,893	42,087	44,402	46,844
\$	Transfer To Reserve	-	-	-	-	-	-	-	-	-	-
\$	Transfer from Reserve	-	(45,000)	(75,000)	-	-	-	-	-	-	-
\$	Closing Balance	693,092	668,885	620,641	651,673	687,515	725,328	765,221	807,308	851,710	898,554
<u>NEWMAN AIRPORT RESERVE</u>											
\$	Opening Balance	30,021,300	30,068,655	35,056,538	40,749,352	47,401,502	56,563,332	66,708,526	77,458,636	90,023,280	103,868,846
\$	Interest transfer to reserve	713,611	902,060	1,402,262	2,037,468	2,607,083	3,110,983	3,668,969	4,260,225	4,951,280	5,712,787
\$	Transfer To Reserve	760,041	5,000,000	5,306,552	6,301,683	8,516,748	7,814,210	8,553,141	8,526,420	9,116,285	9,737,663
\$	Transfer from Reserve	(1,426,297)	(914,177)	(1,016,000)	(1,687,000)	(1,962,000)	(780,000)	(1,472,000)	(222,000)	(222,000)	(222,000)
\$	Closing Balance	30,068,655	35,056,538	40,749,352	47,401,502	56,563,332	66,708,526	77,458,636	90,023,280	103,868,846	119,097,295

## Data - Reserves

Long Term Financial Plan Model (DRAFT)

### Reserve Schedule

#### RECREATION FACILITIES MAINT

Opening Balance	\$	1,798,400	1,841,148	1,896,383	1,972,238	2,070,850	2,184,747	2,304,908	1,806,678	1,906,045	2,010,877
Interest transfer to reserve	\$	42,748	55,234	75,855	98,612	113,897	120,161	126,770	99,367	104,832	110,598
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	(625,000)	-	-	-
Closing Balance	\$	1,841,148	1,896,383	1,972,238	2,070,850	2,184,747	2,304,908	1,806,678	1,906,045	2,010,877	2,121,476

#### STAFF HOUSING

Opening Balance	\$	569,500	433,037	446,028	463,869	487,063	513,851	542,113	571,929	603,385	636,572
Interest transfer to reserve	\$	13,537	12,991	17,841	23,193	26,788	28,262	29,816	31,456	33,186	35,011
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	(150,000)	-	-	-	-	-	-	-	-	-
Closing Balance	\$	433,037	446,028	463,869	487,063	513,851	542,113	571,929	603,385	636,572	671,583

#### TOWN CENTRE REVITALISATION

Opening Balance	\$	-	-	-	-	-	-	-	-	-	-
Interest transfer to reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
Closing Balance	\$	-	-	-	-	-	-	-	-	-	-

#### PUBLIC ART

Opening Balance	\$	126,300	129,302	133,181	138,508	145,434	153,433	161,872	170,775	180,167	190,076
Interest transfer to reserve	\$	3,002	3,879	5,327	6,925	7,999	8,439	8,903	9,393	9,909	10,454
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
Closing Balance	\$	129,302	133,181	138,508	145,434	153,433	161,872	170,775	180,167	190,076	200,531

#### WASTE MANAGEMENT

Opening Balance	\$	1,887,000	435,590	2,411,250	5,317,989	8,587,231	12,412,616	16,876,629	22,092,316	28,336,364	35,225,734
Interest transfer to reserve	\$	44,854	13,068	96,450	265,899	472,298	682,694	928,215	1,215,077	1,558,500	1,937,415
Transfer To Reserve	\$	-	2,242,592	2,910,290	3,083,342	3,403,088	3,911,319	4,337,473	5,108,970	5,410,870	5,915,836
Transfer from Reserve	\$	(1,496,265)	(280,000)	(100,000)	(80,000)	(50,000)	(130,000)	(50,000)	(80,000)	(80,000)	(80,000)
Closing Balance	\$	435,590	2,411,250	5,317,989	8,587,231	12,412,616	16,876,629	22,092,316	28,336,364	35,225,734	42,998,985

#### ANNUAL LEAVE

Opening Balance	\$	982,100	1,005,445	1,035,608	1,077,032	1,130,884	1,193,083	1,258,702	1,327,931	1,400,967	1,478,020
Interest transfer to reserve	\$	23,345	30,163	41,424	53,852	62,199	65,620	69,229	73,036	77,053	81,291
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
Closing Balance	\$	1,005,445	1,035,608	1,077,032	1,130,884	1,193,083	1,258,702	1,327,931	1,400,967	1,478,020	1,559,311

## Data - Reserves

Long Term Financial Plan Model (DRAFT)

### Reserve Schedule

#### NEWMAN HOUSE

<b>Opening Balance</b>	\$	732,800	672,219	604,385	628,561	601,989	635,098	642,029	677,340	686,594	696,357
Interest transfer to reserve	\$	17,419	20,167	24,175	31,428	33,109	34,930	35,312	37,254	37,763	38,300
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	(28,000)
Transfer from Reserve	\$	(78,000)	(88,000)	-	(58,000)	-	(28,000)	-	(28,000)	(28,000)	(28,000)
<b>Closing Balance</b>	\$	672,219	604,385	628,561	601,989	635,098	642,029	677,340	686,594	696,357	678,656

#### PUBLIC BUILDING MAINTENANCE

<b>Opening Balance</b>	\$	2,086,100	2,135,687	2,199,758	2,287,748	2,402,135	2,534,253	2,673,637	2,820,687	2,975,824	3,139,495
Interest transfer to reserve	\$	49,587	64,071	87,990	114,387	132,117	139,384	147,050	155,138	163,670	172,672
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	\$	2,135,687	2,199,758	2,287,748	2,402,135	2,534,253	2,673,637	2,820,687	2,975,824	3,139,495	3,312,167

#### MARTUMILI OPERATIONS

<b>Opening Balance</b>	\$	769,100	570,766	371,179	200,800	61,043	11,412	9,385	63,076	181,508	374,700
Interest transfer to reserve	\$	18,282	17,123	14,847	10,040	3,357	628	516	3,469	9,983	20,608
Transfer To Reserve	\$	-	-	-	-	-	184,345	53,174	114,963	183,209	258,447
Transfer from Reserve	\$	(216,616)	(216,710)	(185,226)	(149,797)	(52,988)	(187,000)	-	-	-	-
<b>Closing Balance</b>	\$	570,766	371,179	200,800	61,043	11,412	9,385	63,076	181,508	374,700	653,756

#### MARTUMILI INFRASTRUCTURE PROJECT

<b>Opening Balance</b>	\$	366,000	374,700	385,941	401,379	421,447	444,627	469,082	494,881	522,099	550,815
Interest transfer to reserve	\$	8,700	11,241	15,438	20,069	23,180	24,454	25,799	27,218	28,715	30,295
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	\$	374,700	385,941	401,379	421,447	444,627	469,082	494,881	522,099	550,815	581,110

#### FUTURE INFRASTRUCTURE

<b>Opening Balance</b>	\$	2,759,400	3,376,605	4,703,133	6,268,936	8,129,123	10,288,744	12,680,010	14,724,737	14,011,056	16,401,312
Interest transfer to reserve	\$	65,591	101,298	188,125	313,447	447,102	565,881	697,401	809,861	770,608	902,072
Transfer To Reserve	\$	551,614	1,225,229	1,377,678	1,546,740	1,712,519	1,825,385	1,347,326	1,476,459	1,619,648	(1,225,821)
Transfer from Reserve	\$	-	-	-	-	-	-	-	(3,000,000)	-	(3,000,000)
<b>Closing Balance</b>	\$	3,376,605	4,703,133	6,268,936	8,129,123	10,288,744	12,680,010	14,724,737	14,011,056	16,401,312	13,077,563

### 11.2.2 WORKFORCE PLAN

<b>Attachments:</b>	<a href="#">Appendix 1 Draft Workforce Plan 2022 2026</a>
<b>Responsible Officer:</b>	<b>Steven Harding</b> <b>Chief Executive Officer</b>
<b>Author:</b>	<b>Steve Leeson</b> <b>Director Corporate Services</b>
<b>Proposed Meeting Date:</b>	<b>26 August 2022</b>
<b>Location/Address:</b>	<b>N/A</b>
<b>Name of Applicant:</b>	<b>N/A</b>
<b>Author Disclosure of Interest:</b>	<b>Nil</b>

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### REPORT PURPOSE

To update the Shire of East Pilbara (“the Shire”) Workforce Plan as an informing strategy within the Shire’s plan for the future.

### BACKGROUND

The Department of Local Government Sports and Communities (DLGSC) Integrated Planning and Reporting Framework (IPRF) and Guidelines state that every two years, local governments are required to undertake a review of the Strategic Community Plan, alternating between a minor and major review. A minor review, according to the Departmental guidelines, is “primarily a desktop exercise and usually focuses on resetting the Workforce Plan.”.

In June 2022, Council endorsed a major review of the Shire’s Strategic Community and Corporate Business Plan 2022-2032. In line with the DLGSC’s IPRF Guidelines, the Shire has reviewed other major informing strategies, which includes the Workforce Plan (WFP).

The IPRF is the overarching umbrella which encompasses the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan and the WFP, is a set of strategic and operational documents that the Town is required by legislation to prepare to plan for the future of its community.

### COMMENTS/OPTIONS/DISCUSSIONS

The WFP is an internal business planning tool that identifies the capacity and capability needs of the Shire to deliver services and the projects mapped out in the Corporate Business Plan. The plan highlights workforce strategies that help shape the workforce to deliver services, operations, projects and initiatives for a local government within a defined period.

The Shire engaged the services of Mills Recruitment to lead the preparations of the revised WFP. The Plan was finalised in line with the IPRF, organisation restructure and the 2022/23 Budget.

Through the review of the WFP, it was identified that there is a need for strategic initiatives to help develop and build the capacity and capabilities of the workforce. These initiatives were adjusted through Executive feedback, with the revised key focus areas now including:

1. Organisational Environment
2. Workforce Development
3. Recruitment and Selection
4. On boarding
5. Remuneration and benefits (attraction/retention)
6. Staff Accommodation
7. Learning and development
8. Digital Platform – Workforce management & reporting
9. Performance Management
10. Safety, Health and Wellbeing
11. Workforce Policies and Procedures
12. Diversity and Inclusion.

The main revisions to the Workforce Plan are:

- a) Updated format
- b) Updated regional profile
- c) Revised linkages within Strategic Community And Corporate Business Plan
- d) Executive Vision
- e) New strategic approach with supporting actions
- f) Annual review and reporting

The revised WFP 2022 – 2026 is included as attachment 1.

## **STATUTORY IMPLICATIONS/REQUIREMENTS**

Regulation 19DA (3C) of the Local Government (Administration) Regulations 1996, *“develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning”*.

## **POLICY IMPLICATIONS**

- 2.3 Designated Senior Employees and Contracted Employees
- 2.4 Gratuity Policy
- 2.5 WHS.POL.001 – Work Health and Safety Policy
- 2.6 Conflicts of Interest

## **STRATEGIC COMMUNITY PLAN**

- 5 Governance - Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources
- 5.3 Leading Council for efficient and sustainable operations

## **RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor  
Reputational – Minor  
Financial – Major  
Service Interruption - Moderate

**FINANCIAL IMPLICATIONS**

Resource requirements require consideration as part of the annual budget adoption process.

**VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION**

**That Council adopts the Shire of East Pilbara Workforce Plan 2022-2026.**



Shire of EAST  
**Pilbara**  
THE HEART OF THE PILBARA

**Strategic Workforce  
Plan 2022 – 2026  
Building Capability  
& Capacity**



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## **Acknowledgement of Country**

The Shire of East Pilbara acknowledges the Traditional Owners throughout this vast region and their continuing connection to the land, waters, and community.

We pay our respects to the members of these Aboriginal communities, their cultures, and to their Elders past, present, and emerging.



## Message from the Chief Executive Officer

The framework for the Shire's Strategic Workforce Plan "Building Capability & Capacity" 2022-2026, was determined by the time, dedication and passion that went into developing our Strategic Community Plan 2022-2032 and Corporate Business Plan 2022-2026, which itself resulted in the making of "*Creating Our Future*".

This Plan ensures the Shire also meets its obligations in accordance with the WA Local Government Act 1995 to plan and be accountable to the Community.



Local Government is a service-lead industry; therefore, it is critical the appropriate workforce is effectively and efficiently sourced, engaged and empowered to deliver organisational requirements. Developing the capability of our workforce, providing effective leadership, and embedding fit-for-purpose systems and processes will enable an agile, collaborative, and responsive workforce that will have influence on the quality of life enjoyed by our diverse community, business partners and visitors.

This plan is a living document that will be reviewed, updated, and amended to reflect the Shire's workforce requirements as the external and internal context evolves. This will require innovative and flexible options be considered to resource our workforce needs for the future to enable us to reach our commitments to community.

We are committed to our values of leadership with HEART, our vision and principles that are the building blocks to creating cohesive highly effective teams working together, creating opportunities for all, be recognised as a dynamic innovative employer in the region and a great fun place to be, grow and call home.

**Steven Harding**

Chief Executive Officer, Shire of East Pilbara

# 1. Pilbara Region Profile

Information from the Department of Primary Industries and Regional Development 2021.



The Pilbara Region is in the north of Western Australia, bordered by the Indian Ocean to the west and extending across the Great Sandy and Gibson Deserts to the Northern Territory border in the east. One of the largest regions in Western Australia, the Pilbara covers 507,896 square kilometres of unique and breathtaking natural landscapes.

The Pilbara Region consists of four local government authorities and the economy supports an estimated 63,850 jobs, representing 5.5% of the people working in Western Australia. (Map highlighted green is the Pilbara Region.

**The Shire of East Pilbara snapshot of key characteristics are:**

- **15,353 jobs (24% of 63,850 estimated jobs)**
- **Population – 10,591**
- **Unemployment rate – 1.5%**

**Major industry employer jobs:**

- **Mining 29,151 jobs**
- **Construction 11,212 jobs**

Mining, construction, and exports dominate the region's economy. The Pilbara is the State's mining powerhouse and makes a significant contribution to the national wealth with an economic output of \$100 billion, representing more than 70% of mineral and energy production in Western Australia. In addition to attracting tourists through its unique and recognized natural features, the high number of visitors to the region are largely linked to mining, construction, and travel for business.

**The Pilbara Region profile with mining and construction as major employers, combined with the low unemployment rate, the regions remoteness and transient nature of the workforce highlights why workforce planning for the Local Government industry in this region is a major challenge. As a result, it is vital that the Shire creates an employee value proposition (EVP) with short- and long-term initiatives that will support the attraction and retention of a workforce that will deliver our vision of *"Building Capability and Capacity"* across the organisation.**

## 2. Our Vision, Values & Principles

### Community Vision

- Proud, connected, and resourceful
- Caring for our vast and ancient naturescapes from desert to sea, under the endless sky
- Building on our strengths to grow and create opportunities for all

### Executive Vision – the organisation

#### Community first

- Service to the community and our customers will be at the forefront of everything we do.

#### One Organisation

- We are united in our vision, principles, and accountability to the Shire, regardless of what team we are in, where our work is based, how funding is sourced, or the ways we relate to key stakeholders.

#### Resourceful

- We will maximise the value we provide with the resources we have through efficient, modern, and innovative ways of working, communicating, and delivering services.

#### Collaborative

- We recognise our community and industry as partners in achieving the vision and will collaborate internally and externally with a focus on outcomes.



## Leadership

- Being ethical and acting with integrity
- Leading by example, being decisive, setting direction and providing good governance
- Maintaining open and transparent communication across the whole organisation

## with HEART

### Honesty

- Being truthful and acting with personal integrity
- Admitting mistakes, taking responsibility for them and being able to move on within a non-blame culture
- Build trust through reliability and consistency

### Excellence

- Striving to achieve our best outcome
- Encouraging and committing to innovation, creativity, learning and development
- Planning to deliver quality programs, projects, and services
- Recognising excellence, encouraging people to aspire to be their best and taking pride in our work

### Accountability

- Being accountable to each other, to the community, and to get things right the first time
- Being accountable to the environment and Aboriginal culture
- Being accountable to achieve the best outcome and best value for money for our community

### Respect

- Being respectful of people, their cultures, ideas, circumstances, and environment
- Being respectful of ourselves and our wellbeing, safety, appearance, and reputation

### Teamwork

- Working as a team within and beyond our organisation to achieve a common goal and vision
- Welcoming and providing feedback respectfully
- Supporting and talking to each other and sharing information
- Encouraging creatively, flexibility and resilience

## Our Principles

### **Place-based**

- Taking into account the unique characteristics, circumstances, and aspirations of the different towns and communities that make up the Shire.

### **Lifecycle based**

- Taking into account the needs and priorities at different ages and stages of life.

### **Culturally appropriate**

- Ensuring that all cultures are treated with respect and understanding, with regard and sensitivity to past experience, cultural norms and practices, and an openness to enquiry and learning.

### **Positive and proud**

- Sustaining a positive narrative, cultivating pride, building on what is strong, and empowering community-led solutions.

### **Fair**

- Committed to opportunities for all and a community that works for everyone, recognising that 'one size doesn't fit all'.

### **Collaborative**

- Working in partnership and collaboration across the public, private and community sectors, with shared vision and outcomes at the centre.



### 3. Strategic Community & Corporate Plan Framework

The strategic and corporate direction is broad, long term and driven by the community. It covers things the Shire is solely responsible for, as well as things that others (such as Federal or State Government, industry, or other stakeholders) are responsible for. It also covers areas where wider social and economic forces, including global trends are at play.

Collaboration, partnerships, and mutually reinforcing efforts towards the vision are therefore critical to the success of the Strategic Community and Corporate Business Plans. That is why one of the strategies is for the Shire to play a bigger role in civic leadership, bringing together the key players to align and coordinate activity, and stay on track to achieve the desired outcomes.

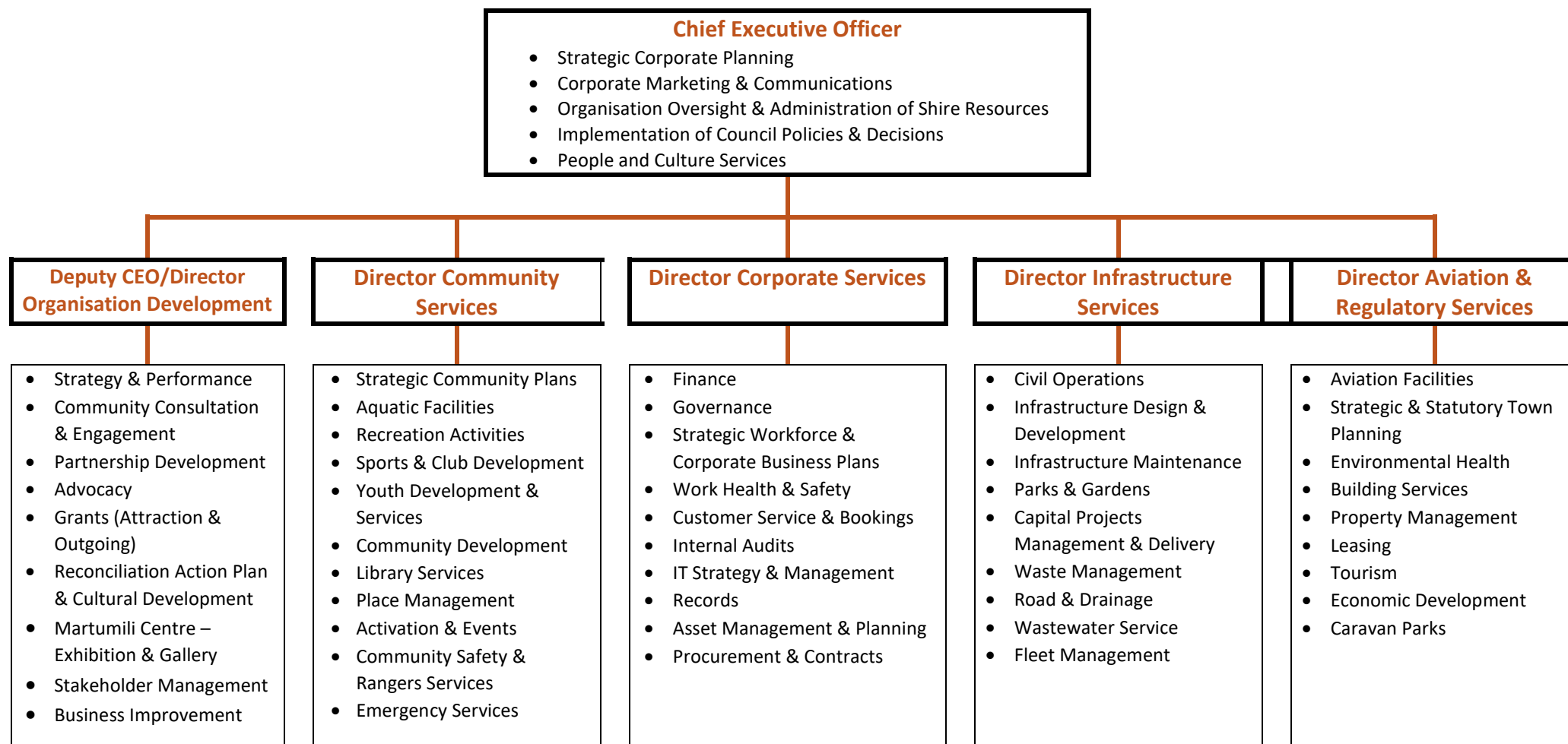
#### Key Result Areas and Outcomes Strategic Community & Corporate Business Plans

Key Result Areas	Outcomes
<b>Economic</b>	A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources.
<b>Social</b>	Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life.
<b>Built Environment</b>	Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial, and commercial expansion.
<b>Natural Environment</b>	Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations.
<b>Governance</b>	Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.





## 6. Organisational Structure – Services by Directorate



## 5. Integrated Planning and Reporting (IPR) Framework

The Western Australian Integrated Planning and Reporting (IPR) Framework indicated in the diagram below. Its purpose is to ensure that Council's decisions take the community's views into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

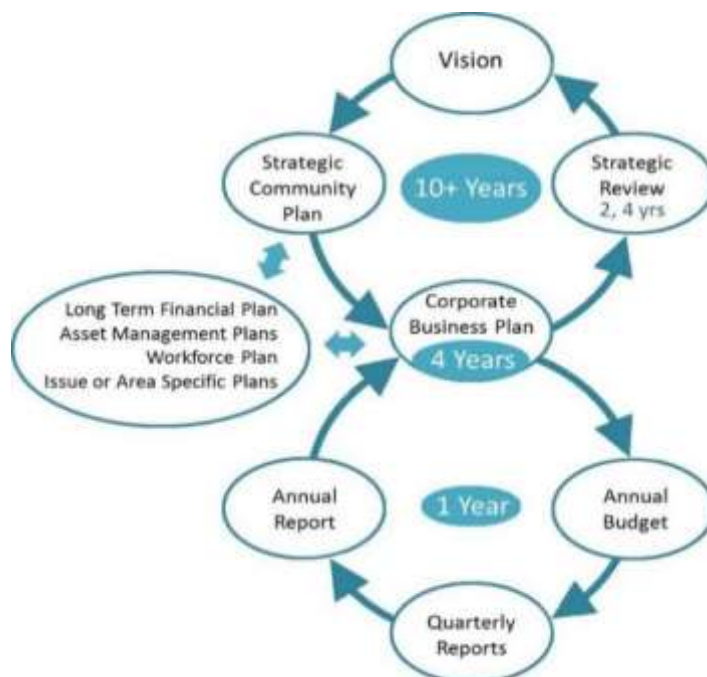
### The Planning Cycle

The Strategic Community Plan sets the scene, showing the long-term vision, priorities, objectives, and strategies for change. It is a ten-year plan. However, it is not fixed for ten years as it would be long out of date, and it needs to be a living document that reflects the communities changing needs. To maintain it currency, it is a "rolling" plan which is reviewed every two years, as shown in the figure below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The IPR Plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long-Term Financial Plan, Asset Management Plans and **Workforce Plan** show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle



More details refer to the Department of Local Government, Sport, and Cultural Industries website:

<https://www.dlgsc.wa.gov.au/local-government/strengthening-local-government/integrated-planning-and-reporting>

## 6. Introduction – Workforce Planning & Development

Workforce planning is future-focused and based on identifying and exploring a range of alternative future scenarios. Working through this Plan will enable the organisation to analyse the potential impact of these scenarios, including

- What workforce we will need? (**demand**)
- How does the future demand compare with the workforce we have? (**supply**)
- How well do these align with the strategic direction of Council? (**capacity/capability**)

Workforce planning enables the identification of current, transitional, and future workforce supply and demand, clarifying the human resource requirements at the Shire.

While workforce planning and workforce development are commonly linked, they are not the same.

Workforce **planning** is the strategic driver of workforce development

Workforce **development** is the outcomes of workforce planning

Workforce development refers to the various activities undertaken to address any gaps and mitigate risks identified through workforce planning e.g., succession planning, knowledge management and/or job redesign, culture change, remuneration and recruitment. The process will ensure the organisation has the right people equipped with the appropriate capability and supports to enact its vision and deliver its strategic community and corporate objectives.

Workforce planning and workforce development are interdependent. Planning is pointless without execution, and execution is less effective without planning.

Workforce planning and development is part of the Shire's Integrated Planning and Reporting Framework and underpinned by organisational service plans and strategies.

As indicated in the table below, the overall Workforce Planning and Development is based on the directions set by Council Plans and Strategies. In its turn, the Workforce Plan links to budget and service planning, as well as providing the road map for actions relating to the workforce across the entire employee lifecycle.

This program of activity is led by the Executive Team, Organisational Advisor and People and Culture, focused on developing our people and our organisation with a remit across a complete end-to-end employee experience and to ensure current and future capacity and capability of our workforce.

**Table 1 Broader Context of Workforce Planning & Development**

DRIVERS	WORKFORCE PLANNING	DEVELOPMENT
<b>Internal Context:</b> <ul style="list-style-type: none"> <li>• Council Plan – other strategies, plans &amp; programs</li> <li>• Community Vision</li> <li>• Council Budgets</li> <li>• Integrated Business Planning</li> </ul>	<b>Process:</b> <ul style="list-style-type: none"> <li>• Supply analysis</li> <li>• Demand analysis</li> <li>• Equity, diversity &amp; inclusion</li> <li>• Skills Gap analysis</li> <li>• Solution formulation</li> <li>• Monitoring progress</li> </ul>	<b>Workforce Development:</b> <ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Leadership development</li> <li>• Attraction &amp; retention</li> <li>• Recruitment &amp; selection</li> <li>• Onboarding all levels</li> <li>• Talent Management</li> <li>• Health, Safety &amp; wellbeing</li> <li>• Performance development</li> <li>• Corporate knowledge capture</li> <li>• Building workforce capacity &amp; capability</li> <li>• Remuneration &amp; benefits</li> <li>• Staff accommodation housing</li> <li>• Policy &amp; Procedure development &amp; review</li> </ul>
<b>External Context:</b> <ul style="list-style-type: none"> <li>• Local Government – political, social, and economic environment factors</li> <li>• Global, National and Local Employment market trends</li> </ul>	<b>Informed by Workforce Metrics:</b> <ul style="list-style-type: none"> <li>• Digital workforce management systems</li> <li>• Workforce organizational profile data (digital platform)</li> <li>• Employee engagement survey</li> </ul>	



## 7. Anticipated Impacts on Future Workforce

The Shire's workforce operates against an inherently challenging backdrop characterised by significant regulatory obligations, dynamic industry and economic environments and a transient workforce.

Specific challenges include:

- The low level of unemployment driven by the economic market has resulted in a vacancy rate leading to capability and capacity constraints for optimum service delivery.
- Difficulty attracting and retaining people to the location and considering local government as a preferred employer against a backdrop of a mining / constructions industry and transient workforce.
- Staff housing accommodation current portfolio does not provide housing options that can support employment models, from leadership, professional, technical, contractor, casual, seasonal, or transient roles while competing against the investment in housing provided by the mining/construction sector.
- Sharing limit potential talent pools with the private sector and a less favourable employee value proposition when offering remuneration and benefits compared with larger employers such as the mining/construction industry.
- Outdated information technology systems – this will gradually impact the nature of work globally and attracting suitably skilled people to our roles is often a challenge given our remote location as modern technology is a fundamental communication tool for any future workforce.
- Ageing assets requiring significant maintenance, replacement, or refurbishment to meet the needs of not only community, tourism, and service delivery but also for our workforce in providing appropriate contemporary office accommodation at all Shire locations.
- Current and future programs and projects delivery expectations by the Shire will need periodic reviewing of our strategic priorities and the workforce capacity and capability requirement to deliver outcomes in a structure and integrated way across all directorates.

The Corporate Business Plan 2022-2026 forecasts the Capital Projects, Operational Projects and Service Level enhancement planned over the next four years and below is a summary of the projects and programs. This also provides an insight into why a continuous assessment of our workforce capacity and capability is necessary to achieve the desired outcomes for the Community.



CAPITAL WORK PROJECTS	OPERATIONAL PROJECTS & SERVICE LEVEL ENHANCEMENTS
<ul style="list-style-type: none"> <li>• Wastewater Treatment Plant (WTP)</li> <li>• Liquid Waste Ponds</li> <li>• Water Reuse Project</li> <li>• CCTV Expansion</li> <li>• Marble Bar Reseal Program</li> <li>• Rural Roads and Drainage Upgrades</li> <li>• Newman Airport Upgrades</li> <li>• Marble Bar Airstrip</li> <li>• Youth and Family Hub</li> <li>• Digital Plan Implementation</li> <li>• Lee Lane Upgrades</li> <li>• Yurlu Caravan Park Stage 2</li> <li>• Newman Swimming Pool Upgrades</li> <li>• Nullagine Swimming Pool</li> <li>• Newman Landfill</li> <li>• Multi-purpose Sporting Complex</li> <li>• Other Sport and Recreation Facility Improvements</li> <li>• Emu Oval lighting for small ball sports</li> <li>• Tourism Attraction Improvements</li> <li>• Marble Bar Geo Heritage Centre and Heritage Discoveries Trail</li> <li>• Marble Bar Swimming Pool upgrade (State infrastructure currently)</li> </ul>	<ul style="list-style-type: none"> <li>• East Pilbara Planning Strategy</li> <li>• Housing Strategy</li> <li>• Waste Strategy</li> <li>• Public Health Plan</li> <li>• Community Safety Plan</li> <li>• Cape Keraudren Master Plan</li> <li>• Coastal Management Plan Cape Keraudren</li> <li>• Marble Bar Airport Masterplan</li> <li>• Economic development planning &amp; implementation with Marble Bar, Nullagine, and remote communities</li> <li>• Marketing and Communication Strategy</li> <li>• Develop 20-year Asset Management Plan &amp; capital works program</li> <li>• Land Asset Strategy</li> <li>• Social Strategy</li> <li>• Arts and Culture Strategy</li> <li>• Reconciliation Action Plan (Innovate and Stretch)</li> <li>• Place Plans</li> <li>• East Pilbara 2050</li> <li>• Organisation Improvement Plan</li> <li>• Provide technical support services to remote communities</li> <li>• Increased focus on engaging young people in civic leadership</li> <li>• Shovel ready – project plans in readiness for State/Federal election promises</li> <li>• Increase landscaping and tree canopy</li> <li>• Increased swimming pool activities to meet the needs of community</li> <li>• Firebreak planning and maintenance</li> <li>• Destination major events</li> <li>• More accessible events to Marble Bar &amp; Nullagine, including linking those residents to Newman events</li> <li>• Play a bigger role in leadership of strategic partnerships, including the facilitation of transport and mining partnership groups</li> <li>• Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business, and tourism</li> <li>• Work with businesses and entrepreneurs to reduce leakage from the local economy</li> </ul>



## 8. Workforce – Employee Value Proposition (EVP)

Our understanding of the anticipated impact on our workforce, outlined in section seven, currently exist and are likely to continue over the next four years, therefore it is critical that we develop an attractive employee value proposition (EVP).

Based on feedback sources through community and employee engagement, data from candidate recruitment and selection processes, and industry benchmarking the following initiatives identified as critical elements of our EVP:

1. Organisational Environment	7. Digital Platforms
2. Recruitment and Selection	8. Performance Management
3. Onboarding	9. Safety, Health, and Wellbeing
4. Remuneration and benefits	10. Policies and Procedures
5. Staff Housing & Office Accommodation	11. Diversity and Inclusion
6. Learning and development	

### Initiatives

#### 1: Organisational Environment

Initiative	A culture of one organisation that is accountable and aligned to our vision, values, and principles.	
Action	Description	Timeline
1.1	Undertake employee engagement via Management Executive Leadership Team (MELT) and Staff debriefs with particular emphasis on: <ul style="list-style-type: none"> <li>Measuring and improving employee engagement and people practices</li> <li>Promote the Shire as a dynamic creative place to live, learn and grow</li> <li>Promotes reward and recognition and celebrates successes</li> </ul>	Ongoing
1.2	Invest in our people in building our workforce capability.	ongoing
1.3	Plan to imbed vision, values, and principles throughout the organisation	ongoing

#### 2: Recruitment and Selection

Initiative	Contemporary innovative and flexible approach to recruitment and selection that ensures candidates are best fit for role and organisation.	
Action	Description	Timeline
2.1	Recruitment and selection processes are contemporary best practice, aligned to our culture, service level needs, competency framework including the use of comprehensive digital advertising platform to promote the Shire and our employee value position.	Ongoing
2.2	Provide line management with recruitment and selection training	Ongoing
2.3	Digital recruitment and selection platform implemented, maintained and reports provided to Leadership and Management	Nov 2022

### 3: Onboarding

<b>Initiative</b>	Onboarding is positive, effective, and efficient that ensures all new employees have the appropriate tools and information provided prior to commencement with the Shire.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
3.1	In Implement the onboarding digital platform, procedure and training that will ensure new employees are fully onboarded with a high satisfaction rating and within the first ten days of commencement.	Dec 2022

### 4: Remuneration & Benefits (attraction & retention)

<b>Initiative</b>	Employer brand and value proposition for our employees ensures that remuneration and benefits are provided fairly and equitably, in the context of both our organisation and the broader local government industry.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
4.1	Monitor remuneration and benefit levels within the region and across WA local governments to ensure our remuneration and benefits remains competitive.	Ongoing
4.2	Maintain a step system of remuneration which builds on the current award levels and provides opportunities for employees to be rewarded.	Ongoing
4.3	Ensure transition of award or industrial agreements from the Federal to the State system for the local government industry and report to executive team on the impact of this transition	July 2023
4.4	Implement Salary Sacrifice options within the taxation framework to support workforce attraction and retention strategies with alignment to budget.	Dec 2022

### 5: Staff Housing & Office Accommodation

<b>Initiative</b>	Develop a staff accommodation strategy that seeks to address challenges consistently faced with attracting and retention of highly (or suitably) skilled employees at all levels.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
5.1	Develop a staff accommodation strategy that considers current level of Shire housing versus future needs, variety of housing options, fair and consistent allocation of housing based on employee position, level of allowances and utilities provided, regional/industry benchmarks and budget implications.	Jan 2023
5.2	The Shire to review current office accommodation and consider a refurbishment to a modern open plan environment that will encourage collaboration and teamwork.	July 2023



## 6: Learning and Development (L&D)

<b>Initiative</b>	Focus on enhancing and promoting learning and development opportunities that align to employee and organisational needs.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
6.1	Develop and implement a contemporary L & D service delivery model provided within a digital learning platform, external and inhouse training opportunities, review policy and procedures.	Mar 2023
6.2	Develop a Corporate Training Calendar based on corporate training requirements needs that can be delivered inhouse or via digital learning modules.	June 2023
6.3	Map career paths, professional development, and further career moves and support succession planning.	Ongoing
6.4	Assess competency gaps in individuals and teams and provide effective solutions through learning and development resources.	Ongoing

## 7: Digital Platform

<b>Initiative</b>	Ensure adequate digital platforms are sourced and implemented to provide effective and efficient programs across all areas of workforce processes and will provide workforce metrics reporting capacity.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
7.1	Implement current digital platform for recruitment, selection and onboarding and provide system training throughout the organisation.	Dec 2022
7.2	Maintain HRIS and better integration with payroll and other Shire systems.	Ongoing

## 8: Performance Management

<b>Initiative</b>	Performance Management provide clarity on roles and expectations for leaders and all employees to ensure an elevated level of productivity, collaboration, and teamwork.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
8.1	Review current performance management documents and procedures to ensure alignment with our vision, values, principles, and performance standard that will encourage open honest discussion around performance.	June 2023
8.2	Performance management training for line managers that covers the annual review, day to day performance monitoring, discussions, and procedures for addressing performance matters as required but also encourage collaboration and teamwork.	Mar 2023
8.2	Implement a performance management digital platform that will capture performance standards, training needs, compliance, and career development with reporting capacity in developing an annual report to Executive Leadership team.	June 2023

## 9: Safety, Health, and Wellbeing

<b>Initiative</b>	Promoting a safe workplace and fully compliant with the Work Health & Safety (WHS) Act 2020.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
9.1	Ensure a culture of safety, health, and wellbeing through continuous training, raising education awareness, compliance (through annual audit process).	Ongoing

## 10: Policies & Procedures

<b>Initiative</b>	All policies and procedures embrace the principles of fairness and equity, recognises diversity in the workplace, reflect contemporary practices and are compliant with relevant legislation and regulations.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
10.1	Continuous review of policies and procedures to ensure they are in line with best practice people management and legislative requirements and captured within the Shires record keeping platforms and reflect contemporary practices.	Ongoing
10.2	Executive to approve all new or reviewed policies prior to implementation.	Ongoing
10.3	Ensure consistent and accurate interpretation of policy and procedures across the whole organisation supported by relevant training as required.	Ongoing

## 11: Diversity and Inclusion

<b>Initiative</b>	Encourage diversity by providing opportunities for employment across the organisation that are reflective of our community and supported by the Disability Access and Inclusion Plan (DAIP) and Reconciliation Action Plan (RAP).	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
11.1	Provide workforce diversity training across the organisation and include appropriate training modules in the annual corporate training plan.	Ongoing
11.2	Work with partners internally and externally in building traineeships, internships, apprenticeships across the organization.	Ongoing
11.3	Attract applicants that are reflective of our community in line with DAIP and RAP in all positions through the recruitment and selection process.	Ongoing

## 9. Workforce Profile 2021/22

The Shire is committed to developing an efficient and effective workforce which is reflective of the community within which we work. Given the recent organisational restructure our workforce profile is based on data for budget year 2021/22.

WORKFORCE – BY DIRECTORATES			
	DIRECTORATE	FTE	Headcount (incl. casuals)
1	Chief Executive Office	16.00	16
2	Organisation Development/Deputy CEO	10.50	11
3	Aviation & Regulatory Services	14.03	15
4	Corporate Services	22.72	24
5	Community Services	45.25	78
6	Infrastructure Services	51.10	58
	<b>TOTAL</b>	<b>159.60</b>	<b>202</b>

TURNOVER & VACANCY RATE		
<b>Turnover</b>	<ul style="list-style-type: none"> <li>Based on voluntary terminations excl. seasonal workforce &amp; new positions not filled</li> </ul>	29.87%
<b>Vacancy rate</b>	Positions not filled as of 1 July 2022 <ul style="list-style-type: none"> <li>Core positions (41 fte)</li> <li>Casual/seasonal position (8.33 fte)</li> <li>New positions not filled (9 fte)</li> </ul>	24.83% 5.04% 5.45%

EMPLOYEE PROFILE		
<b>Gender</b>	Female	58%
	Male	42%
<b>Diversity</b>		
Employees - not compulsory to provide data in these categories via the Diversity questionnaire	Indigenous	28.5%
	(mainly Martumilli Centre)	
	Culturally, linguistically diverse	29.3%
<b>Length of Service</b>  (headcount)	People with disabilities	0%
	Under 12 months	65
	1-2 years	54
	2-4 years	35
	4-6 years	23
	6-10 years	14
<b>Age</b>  (headcount)	10+ year	11
	Under 25 years	43
	25-34 years	54
	35-44 years	39
	45-54 years	24
	55-65 years	29
	Over 65 years	13

## 10. Conclusion

The Plan will be reviewed as required but at a minimum every two years in conjunction with the Shire's Integrated Financial Planning, budgets, capital work projects, programs and service level plans.

The Chief Executive Officer and the Executive Leadership Team will be responsible for leading the review process for the purpose of:

- Assessing progress against planned strategies and actions.
- Identifying any shift in external or internal context which warrants changes or additions to planned strategies and actions.
- Monitoring actual costs and benefits against the plan and projections made through the budgeting process.

A comprehensive review of the Plan in the context of emerging external factors will be undertaken during budget year 2023/24. With considerable progress made in the execution of Shire initiatives, capital works, and programs over the next four years, it is anticipated that our workforce requirements will change, with a need to increase our capacity and ensure sufficient capability to support the ongoing operational and service delivery models.

### Reporting

The People & Culture Team will be responsible for coordinating quarterly updates on the progress of implementing the identified initiative of this Plan to the Chief Executive Officer and Executive Leadership Team.

### Conclusion

The Shire's Strategic Workforce Plan provides a roadmap for building greater community stakeholder engagement and belonging, supported by streamlined processes and system and, above all priorities, our workforce and their contribution to safety, wellbeing, development, and future-readiness.

These factors must be in place and supported by all for the strategy of *"building capability and capacity"* to be successful and to deliver for our community.



### 11.2.3 STATEMENT OF BUSINESS ETHICS

<b>Attachments:</b>	<a href="#">Appendix 1 Statement of Business Ethics</a>
<b>Responsible Officer:</b>	<b>Steven Harding</b> <b>Chief Executive Officer</b>
<b>Author:</b>	<b>Joshua Brown</b> <b>Manager Governance, Risk and Procurement</b>
<b>Proposed Meeting Date:</b>	<b>26 August 2022</b>
<b>Location/Address:</b>	<b>N/A</b>
<b>Name of Applicant:</b>	<b>N/A</b>
<b>Author Disclosure of Interest:</b>	<b>Nil</b>

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### REPORT PURPOSE

For Council to consider the adoption of a statement of business ethics.

### BACKGROUND

The Shire has commenced a process to identify business improvement opportunities and to enhance the accountability and transparency of decision making. The adoption of a Statement of Business Ethics will clearly outline the Council's expectations with respect to the conduct of contractors and others with whom the Shire does business. It is commonplace and best practice for local governments to adopt such statements and to promote them widely.

### COMMENTS/OPTIONS/DISCUSSIONS

The proposed Statement of Business Ethics is intended to provide guidance for all sectors of the community when conducting business with the Shire of East Pilbara. It clearly establishes the ethical ground rules for all business dealings between the Shire and its suppliers including, but not limited to, providers of goods and services, contractors, tenderers and consultants.

The Statement sets out Council's expectations for Council officials and the requirements for the private sector when undertaking business with Council. It defines Council's ethical standards and obligations, and establishes Council's expectation that all suppliers will be aware of and comply with these standards. It also provides suppliers with an understanding of what to expect from the Shire undertaking business with the local government. The Statement outlines Council's core values and aims to increase the private sector's awareness of and respect for these values. The Statement outlines the consequences for Council officials and suppliers of not complying with the requirements as outlined.

### STATUTORY IMPLICATIONS/REQUIREMENTS

Consistent with the Council's statutory obligations.

**POLICY IMPLICATIONS**

The proposed policy will create a clear position with respect to ethic business dealings between the local government and contractors and suppliers.

**STRATEGIC COMMUNITY PLAN**

**5: Governance**

Governance

G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.

G1.1 Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.

G1.4 Ensure a high standard of organisational management and effectiveness

**RISK MANAGEMENT CONSIDERATIONS**

Financial, Compliance, Reputational – Major

**FINANCIAL IMPLICATIONS**

No financial resource impact.

**VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION**

**That Council:**

- 1. Endorses the Statement of Business Ethics for public consultation for a period of fourteen (14) days; and**
- 2. Adopts the Statement of Business Ethics subject to there being no substantive changes recommended through the public consultation.**

# Statement of Business Ethics

## APPENDIX 1

Responsible Directorate	Corporate Services
Responsible Officer	Manager Governance, Risk and Procurement
File No.	

### 1. Policy Objective

The Statement of Business Ethics provides guidance for businesses, organisations and other sectors of the community, undertaking business with the Shire of East Pilbara ("the Shire"). It outlines the Shire's ethical standards and expectations that goods and service providers and contractors will comply with these standards in all their dealings with the Shire. This Statement also outlines what goods and service providers and contractors can expect from the Shire.

### 2. Our key business principles

- **Ethics and integrity** - The Shire and its employees shall observe the highest standards of ethics and integrity in undertaking purchasing activities and act in an honest and professional manner. All parties are to be treated equitably, consistently, impartially and fairly.
- **Value for money** - The Shire will procure goods and services that offer the best value for money. Best value for money does not automatically mean the lowest price. Rather the Shire will balance all relevant factors including initial cost, whole-of life cost, quality, reliability and timeliness in determining true value for money.
- **Transparency and accountability** - Business activities are to be open, transparent, comply with relevant legislation and the Shire's policies, procedures and practices. The Shire's business dealings will be transparent and open to public scrutiny wherever possible.
- **Sustainability** - The Shire is committed to setting up efficient, effective, economical and sustainable procedures in all purchasing activities and to consider environmental and social impacts when purchasing goods and services.

### 3. What you can expect from the Shire

The Shire will ensure all its policies, procedures and practices relating to tendering, contracting and the purchase of goods and services are consistent with the law, industry leading practice and the highest standards of ethical conduct.

All employees, contractors and volunteers are bound by the Shire's Code of Conduct for Local Government Employees, Contractors and Volunteers. Councillors, committee members, and candidates are bound by the Code of Conduct for Council Members, Committee Members and Candidates. Each Code of Conduct requires those bound by them to be accountable for their actions and will:

- Use public resources effectively and efficiently.
- Avoid any conflicts of interest (whether real, perceived or potential).
- Deal with all individuals and organisations in a fair, honest and ethical manner.
- **Never seek gifts or other personal benefits.**



In addition, all Shire procurement activities are guided by the following principles:

- All suppliers (whether invited to lodge a submission through tendering or other request for quotation process) will be treated with impartiality and fairness, and given equal access to information to assist with quotations, tendering or supply.
- Energy-efficient equipment, products containing recycled materials and environmentally friendly products will be purchased wherever reasonably possible taking into account best value for money considerations.
- All procurement activities and decisions will be fully and clearly documented to provide an effective audit trail and to allow for effective performance review of contracts.
- Tenders will not be called unless the Shire has a firm commitment to proceed to contract although the Shire reserves the right not to proceed with any tender or quotation so advertised.
- All contracts that involve services to the public will be undertaken in a manner consistent with the Shire's Disability Access and Inclusion Plan 2020-2025.
- The Shire will not disclose confidential or proprietary information.
- The Shire will provide public services to all on an equitable basis. Fees for services will be charged at the rates approved by Council.
- Shire equipment and resources will be made available for use on payment of the fee approved by Council or as per the terms of a contract between the Shire and other party.
- The use of Shire equipment and resources is subject to the Shire's Codes of Conduct.

#### **4. What the Shire expects from goods and service providers and contractors**

All providers of goods and services and contractors to the Shire must:

- Comply with all Australian Laws, regulations and workplace standards.
- Operate in a safe manner in compliance with the Workplace, Health and Safety Act.
- Act ethically, honestly and fairly when dealing with the Shire.
- Be aware of the Shire's policies, guidelines and procedures relating to purchasing, including this Statement (available on the Shire's website).
- Not offer Shire employees, Elected Councillors, contractors, sub-contractors and consultants any financial inducements, or any gifts or other benefits (including employment).
- Not seek discounts on fees and charges for Shire provided public services.
- Not engage in any form of collusion.
- Declare any actual, perceived or potential conflicts of interests.
- Give reliable advice and accurate information when requested.
- Notify the Shire immediately if there are any errors or omissions in documents.
- Consider the environmental and local economic impacts when providing goods and services.
- Take all necessary steps to ensure the supply of goods and services is sourced in an ethical and socially responsible manner.
- Not discuss Shire business or information in the media.
- Take all necessary measures to prevent the disclosure of confidential information.
- Immediately report any unethical behaviour (actual or perceived).



## **5. Why is compliance important?**

By complying with this Statement of Business Ethics, all sectors of the community undertaking business with the Shire will be able to advance objectives and interests fairly and ethically.

Non-compliance with the Shire's ethical standards whilst undertaking business with the Shire and/or improper or unethical conduct could lead to consequences such as termination of contracts, exclusion from future procurement and business activities or loss of future work with the Shire. Overall business reputations can also be adversely impacted if corrupt and criminal behaviour is made public. The Shire has a legal obligation to report any reasonably suspected case of corruption to the WA Corruption and Crime Commission.

Complying with the Shire's business principles will also prepare your business for dealing with the ethical requirements of other local governments and public sector agencies.

## **5. How do I reporting suspected wrongdoing?**

If you are concerned about a possible breach of this Statement, or about any conduct that could involve fraud, corrupt conduct, maladministration or serious and substantial waste of public funds, please contact the Shire's Chief Executive Officer, Complaints Officer or Public Interest Disclosures Officer.

Where there is a reasonable suspicion of corrupt conduct by a Shire officer, the Chief Executive Officer must report it to the Corruption and Crime Commission.

Shire officers may make a Protected Interest Disclosure (or 'whistleblower' complaint) by contacting a Public Interest Disclosures Officer.

Contact details and further information on reporting suspected wrongdoing are available on the Shire's website and staff intranet.

### **Guidance notes**

#### **Incentives, gifts and benefits**

The Shire's employees, Elected Councillors, Committee members, contractors and suppliers must not be offered incentives, gifts or benefits because of business relationships.

#### **Conflicts of interest**

All Shire employees, Elected Councillors, Committee members, contractors and suppliers must disclose any actual, perceived or potential conflicts of interest. The Shire requires this of all persons, organisations and sectors of the community undertaking business with the Shire.

#### **Confidentiality**

Information which is marked confidential, or which a reasonable person would expect to be confidential, must be treated as such.

#### **Communication between parties**

All communication shall be clear, direct and accountable to minimise the risk or perception of inappropriate influence being brought to bear on the business relationship.

**Use of Shire equipment, resources and information**

All Shire equipment, resources and information must only be used for acceptable purposes.

**Contracting employees**

All contracted and subcontracted employees are expected to comply with this Statement. If subcontractors are employed to assist with work for the Shire, they must be made aware of this Statement.

**Intellectual property rights**

All parties are to respect intellectual property rights and formally negotiate any access, licence or use of intellectual property.

**Safety**

All parties shall observe legal and moral obligations to protect the safety of Shire employees, Elected Councillors, Committee members, contractors and suppliers, and the public.

**Regional Price Preference**

The Shire encourages the development of competitive local businesses. This is supported by Council's Regional Price Preference Policy.

**Authorisation Details**

<b>Authorised by:</b>	Council		
<b>References</b>	Local Government Act 1995		
<b>Related Procedures</b>			
<b>Date Adopted by Council</b>	26 August 2022	<b>Item No.</b>	
<b>Review/Amendment Date</b>		<b>Item No.</b>	
<b>Next Review</b>	Every 2 years		

#### 11.2.4 CREDITORS FOR PAYMENT

Attachments:	<a href="#">Appendix 1 Cheques July 2022</a> <a href="#">Appendix 2 Direct Debit July 2022</a> <a href="#">Appendix 3 EFT Payments July 2022</a> <a href="#">Appendix 4 MasterCard Payments July 2022</a>
Responsible Officer:	Steven Leeson Director Corporate Services
Author:	Courtney Blockey Senior Finance Officer
Proposed Meeting Date:	26 August 2022
Location/Address:	N/A
Name of Applicant:	N/A
Author Disclosure of Interest:	Nil

#### REPORT PURPOSE

To seek Council endorsement of payment to creditors.

#### BACKGROUND

As per the attachment list, outlines payments made to creditors since the Council meeting on 22 July 2022.

#### COMMENTS/OPTIONS/DISCUSSIONS

FUND	VOUCHER	AMOUNT
EFT Payments	EFT64338 – EFT64719	\$3,480,587.20
MasterCard		\$24,929.34
	<b>Total</b>	<b>\$3,505,516.54</b>
Cheque Payments	25211 - 25212	\$254.64
Direct Payments	DD16915.1 – DD16915.23	\$289,068.53
	<b>Total</b>	<b>\$289,322.64</b>
	<b>GRAND TOTAL</b>	<b>\$3,794,839.28</b>

*Please note the Shire's accounts payable system allows only a limited field for the description of goods/services purchased, therefore the description shown on the attached Schedule of Accounts may not be shown in its entirety.*

#### CANCELLED AND UNUSED CHEQUES:

##### UNUSED CHEQUES

NIL

##### CANCELLED CHEQUES & EFTS

EFT64532 - EFT64533

## STATUTORY IMPLICATIONS/REQUIREMENTS

Local Government (Financial Management) Regulations 1996)  
Part 2 – General Financial Management  
Reg. 11

- (1) *A local government is to develop procedures for the authorisation of, and the payment of, accounts to ensure that there is effective security for, and properly authorised use of:*
- (a) *cheques, credit cards, computer encryption devices and passwords, purchasing cards and any other devices or methods by which goods, services, money or other benefits may be obtained; and*
  - (b) *petty cash systems.*

Local Government (Financial Management) Regulations 1996  
Part 2 – General financial management  
Reg. 12

- (1) *A payment may only be made from the municipal fund or the trust fund:*
- (a) *if the local government has delegated to the CEO the exercise of its power to make payments from those funds – by the CEO; or*
  - (b) *otherwise, if the payment is authorised in advance by a resolution of the council.*
- (2) *The council must not authorise a payment from those funds until a list prepared under regulation 13(2) containing details of the accounts to be paid has been presented to the Council.*

## POLICY IMPLICATIONS

### 3.12 CORPORATE CREDIT CARD

### 3.14 PROCUREMENT AND TENDER PROCEDURES POLICY

## STRATEGIC COMMUNITY PLAN

### 5: Governance

#### Governance

- G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.
- G1.1 Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.
- G1.4 Ensure a high standard of organisational management and effectiveness

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Medium – Breach of *Local Government Act 1995*.

**FINANCIAL IMPLICATIONS**

Total expenses of \$3,794,839.28

**VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION**

That Council endorses the below payments for the period of 7 July 2022 to 28 July 2022:

EFT Payments	\$3,480,587.20
MasterCard	\$24,929.34
Cheque Payments	\$254.64
Direct Payments	\$289,068.53

# APPENDIX 1

Chq/EFT	Date	Name	Description	Amount
25211	07/07/2022	THOMAS NELSON	Rates refund for assessment A702675	-178.26
25212	28/07/2022	FMG Pilbara Pty Ltd	Rates refund for assessment A703197	-76.38
Total				-254.64

## APPENDIX 2

Chq/EFT	Date	Name	Description	Amount
DD16915.1	10/07/2022	Aware Super	Superannuation	-29733.57
DD16915.2	10/07/2022	ANZ SMART CHOICE SUPER	Superannuation	-866.01
DD16915.3	10/07/2022	Shane Donation Super Fund	Superannuation	-739.13
DD16915.4	10/07/2022	PLUM SUPERANNUATION	Superannuation	-355.52
DD16915.5	10/07/2022	QSuper	Superannuation	-1543.10
DD16915.6	10/07/2022	Wereta Family	Superannuation	-238.01
DD16915.7	10/07/2022	EQUIPSUPER	Superannuation	-807.69
DD16915.8	10/07/2022	Voyage Superannuation	Superannuation	-565.39
DD16915.9	10/07/2022	The Trustee for Eugene Hepi	Superannuation	-609.82
DD16916.1	10/07/2022	Aware Super	Superannuation	-931.37
DD16917.1	10/07/2022	Aware Super	Superannuation	-150.23
DD16917.2	15/07/2022	Aware Super	Superannuation	-40.43
DD16918.1	10/07/2022	Aware Super	Superannuation	-496.47
DD16919.1	10/07/2022	Aware Super	Superannuation	-17.02
DD16920.1	10/07/2022	Aware Super	Superannuation	-88.59
DD16920.2	16/07/2022	Aware Super	Superannuation	-28.58
DD16934.1	21/07/2022	Aware Super	Superannuation	-231919.18
DD16915.10	10/07/2022	UNISUPER	Superannuation	-2022.76
DD16915.11	10/07/2022	ESSENTIAL SUPER	Superannuation	-277.87
DD16915.12	10/07/2022	Hostplus	Superannuation	-5306.94
DD16915.13	10/07/2022	Australian Retirement Trust	Superannuation	-61.45
DD16915.14	10/07/2022	The Trustee for Heyworth	Superannuation	-30.53
DD16915.15	10/07/2022	TWU Super	Superannuation	-384.52
DD16915.16	10/07/2022	ANZ Smart Choice Super (	Superannuation	-319.83
DD16915.17	10/07/2022	COLONIAL FIRST STATE	Superannuation	-855.80
DD16915.18	10/07/2022	AUSTRALIAN SUPER	Superannuation	-5659.92
DD16915.19	10/07/2022	REST SUPERANNUATION	Superannuation	-1506.88
DD16915.20	10/07/2022	BT SUPER FOR LIFE	Superannuation	-1900.85
DD16915.21	10/07/2022	AMP	Superannuation	-459.98
DD16915.22	10/07/2022	AUSTRALIAN ETHICAL SUPER	Superannuation	-870.21
DD16915.23	10/07/2022	MLC MASTERKEY SUPER	Superannuation	-280.88
Total				-289068.53

# APPENDIX 3

Chq/EFT	Date	Name	Description	Amount
EFT64338	07/07/2022	BUGAI WHYOUTLER	Artist Payment Ref #13615	-\$ 2,000.00
EFT64339	07/07/2022	Brett Bidu	Artist Payment Ref #13513	-\$ 450.00
EFT64340	07/07/2022	CORBAN CLAUSE WILLIAMS	Artist Payment Ref #13514	-\$ 300.00
EFT64341	07/07/2022	Derrick Butt	Artist Payment Ref #13609	-\$ 6,000.00
EFT64342	07/07/2022	JUDITH ANYA SAMSON	Artist Payment Ref #13610	-\$ 440.00
EFT64343	07/07/2022	KUMPAYA GIRGIRBA	Artist Payment Ref #13616	-\$ 300.00
EFT64344	07/07/2022	Lynette Rowlands	Artist Payment Ref #13608	-\$ 368.50
EFT64345	07/07/2022	MARIANNE BURTON	Artist Payment Ref #13612	-\$ 500.00
EFT64346	07/07/2022	MULYATINGKI MARNEY	Artist Payment Ref #13617	-\$ 300.00
EFT64347	07/07/2022	NOREENA KADIBIL	Artist Payment Ref #13606	-\$ 196.75
EFT64348	07/07/2022	Victor Burton	Artist Payment Ref #13481	-\$ 100.00
EFT64350	07/07/2022	Ali Afshang	Engineers Australia Membership	-\$ 574.00
EFT64351	07/07/2022	Austindo Engineering Pty Ltd	Various Works - Town Square water leak repair, Junior Sports toilet repair and kiosk repairs - Shire housing repairs	-\$ 7,931.50
EFT64352	07/07/2022	BHP BILLITON IRON ORE PTY LTD	Electricity Charges for the period 8/02/22-9/4/22	-\$ 3,557.47
EFT64353	07/07/2022	Baileys Fertiliser (AKC Pty Ltd)	Transport of landscape soil bulk and natures mulch bulk	-\$ 82,984.00
EFT64354	07/07/2022	Binbirri Contracting Pty Ltd	Supply and operate machinery for Stage 4 Drainage on Boreline Road, Stage 1 Subgrade formation of the Kiwirrkurra Access Road, Stage 4 resheeting on Desert Road	-\$ 347,600.00
EFT64355	07/07/2022	Blackwoods	Supply clothing items and tools for Waste Department	-\$ 975.48
EFT64356	07/07/2022	CADD Building Construction and Maintenance Pty Ltd	Storeroom to be relined, plastered, painted and power, Shed to be provided with lights and power for Shire property	-\$ 7,731.30
EFT64357	07/07/2022	CELLARBRATIONS AT NEWMAN	Purchase for events	-\$ 391.80
EFT64358	07/07/2022	CLEVER PATCH	Arts and crafts supplies for NAIDOC Library supplies	-\$ 145.26
EFT64359	07/07/2022	COATES HIRE OPERATIONS PTY LTD	Hire Of 1 Rammer Compactor	-\$ 127.71
EFT64360	07/07/2022	CUSTOMER FIRST CONTRACTING PTY LTD	Various works - Visitor Centre water leak repair, Shire admin office toilet repair, Miners promise toilet repair, Newman Rec centre graffitti, newman rangers depo maintenance to dog facilities, Senior Sports repairs	-\$ 24,099.71
EFT64361	07/07/2022	Centurion Transport Co Pty Ltd	Freight purchase for depot	-\$ 59.32
EFT64362	07/07/2022	Coastmac Pty Ltd ta Coastmac Trailers	Trailer tyres	-\$ 1,420.00
EFT64363	07/07/2022	Coerco Pty Ltd	3 x Poly water tanks fittings and freight	-\$ 43,407.10
EFT64364	07/07/2022	Corporate Travel Management Group Pty Ltd	Flights and accomodation	-\$ 1,425.72



EFT64365	07/07/2022 Crawford Realty Newman	Rental Payment for January - June 2022	-\$	630.00
EFT64366	07/07/2022 DESART	Annual subscription to SAM database and Desart	-\$	550.00
EFT64367	07/07/2022 Dick Tracey Contracting Pty Ltd	Carry our emergency road repairs around Newman - Vegetation Maintenance at Newman Caravan Park - Works at Newman Depot - Water trees - Maintenance works at Radio Hill - Vegetation works at Airport and Stan/Ella Park	-\$	45,666.50
EFT64368	07/07/2022 Dukepa - Gary Earl-Spurr	Translation work for fire film	-\$	108.00
EFT64369	07/07/2022 Dunnings	Deliver 4300 liters of Diesel to grader driver at Jigalong Road	-\$	10,509.18
EFT64370	07/07/2022 EAST PILBARA EARTHMOVING PTY LTD	Hire of Plant operators and camp for Gravel Resheet Punmu Access Road	-\$	279,985.75
EFT64371	07/07/2022 EMP Industrial Australasia Pty Ltd	Purchase of materials for project works	-\$	1,897.50
EFT64372	07/07/2022 EVERARD LEGAL	Provision of legal advice	-\$	687.50
EFT64373	07/07/2022 East Pilbara Excavations Pty Ltd	Excavator hire for nursery irrigation	-\$	385.00
EFT64374	07/07/2022 East Pilbara Race Club	2x table bookings for the Social Club at the Newman Cup 2022	-\$	1,560.00
EFT64375	07/07/2022 Emma Landers	Reimbursement for replacement spare tyres - EPS101	-\$	313.00
EFT64376	07/07/2022 Eric Plet	Data Reimbursement 28/05/22 - 27/06/22	-\$	125.00
EFT64377	07/07/2022 FLEX FITNESS	Gym equipment for pro shop	-\$	180.00
EFT64378	07/07/2022 Frank Ashworth	Data Reimbursement 26/05/22 - 25/06/22	-\$	100.00
EFT64379	07/07/2022 GALJO PTY LTD T/A EAST PILBARA TYRE SERVICE	Tyre Repair on Shire vehicle 1GTS236	-\$	44.00
EFT64380	07/07/2022 GALVINS PLUMBING SUPPLIES	Supply pressure pump for grader for works	-\$	1,482.80
EFT64381	07/07/2022 GM Multimedia Pty Ltd	Purchase of 2 HD Digital projectors and Screens	-\$	3,445.00
EFT64382	07/07/2022 Georgie O'Halloran	Electricity Charges 08/04/22 - 02/06/22	-\$	100.76
EFT64383	07/07/2022 HAOMA MINING NL	Rates refund for assessment A702341	-\$	3,240.83
EFT64384	07/07/2022 IPEC PTY LTD (NG5040)	Freight charges for the month of July 2022	-\$	715.97
EFT64385	07/07/2022 Jarod Mellor	Electricity Charges 06/04/22 - 19/04/22	-\$	87.40
EFT64386	07/07/2022 Joshua Brown	Electricity Charges 06/04/22 - 02/06/22	-\$	131.08
EFT64387	07/07/2022 KOMATSU AUSTRALIA PTY LTD	Supply Parts to machinery	-\$	242.81
EFT64388	07/07/2022 Helene Pty Ltd T/as LO-GO APPOINTMENTS WA""	Labour Hire	-\$	2,383.52
EFT64389	07/07/2022 MARKETFORCE	Advertising in West Australian for vacant position - Concrete & Brick Paving Works Newman Aquatic Centre	-\$	1,164.19
EFT64390	07/07/2022 Marble Bar Community Resource Centre	Marble Bar Mirage February 2022 advertising	-\$	197.50
EFT64391	07/07/2022 Marisa Leanne Wolfenden	Reimbursement for products purchased on own card - Carpet Cleaner	-\$	389.75
EFT64392	07/07/2022 Mark Keogh (4x4 Training)	Childcare First Aid Training for 6 employees	-\$	199.00
EFT64393	07/07/2022 Minuteman Press Perth	Didactics and wall vinyl decals for Waru exhibition	-\$	2,869.74

EFT64394	07/07/2022 Modern Teaching Aids Pty Ltd	SST132-W SafeSpace - Evacuation Cot & Mattress White	-\$	1,619.92
EFT64395	07/07/2022 NEWMAN HOME HARDWARE & ICE PLUS	Purchase of tools, Gas, security products for Shire facilities and maitnenance	-\$	4,806.11
EFT64396	07/07/2022 Newman Hotel Motel	Accommodation and Meals for Contractor Crew	-\$	4,515.00
EFT64397	07/07/2022 Newman Mainstreet Project T/A Red Desert Events	Hire of Tables (round, wooden, 10 seater) for Shire event	-\$	200.00
EFT64398	07/07/2022 North West Defence Alliance	Shire of East Pilbara will contribute \$5000 to the NWDA Budget for 2022-23 as per our meeting of June 2nd	-\$	5,000.00
EFT64399	07/07/2022 Northern Districts Transport Services	Tow from Newman Youth Centre to PMG - 22 June	-\$	220.00
EFT64400	07/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Nullagine Hotel Accomdation 24 June 2022	-\$	1,200.00
EFT64401	07/07/2022 OFFICE LINE	Purchase of remote furniture for Martumili remote work	-\$	2,477.20
EFT64402	07/07/2022 PARNNGURR ABORIGINAL	Fuel for drive back to Newman from Parnngurr	-\$	282.35
EFT64403	07/07/2022 PERMEATE PARTNERS PTY LTD	Cape Keraudren - RO Water Treatment Unit Variation - Accomodation and Fuel	-\$	9,093.70
EFT64404	07/07/2022 PGS Security Pty Ltd	Supply and install security screening to Martumili	-\$	6,050.00
EFT64405	07/07/2022 PILBARA ELECTRICAL	Supply goods for grader camp	-\$	484.00
EFT64406	07/07/2022 PILBARA MOTOR GROUP	Service of Martumili bus 1DXF123	-\$	3,741.16
EFT64407	07/07/2022 Phoebe Jones	Yoga sessions for the periods of 11 April - 22 May and Term 2 - 7 sessions for 55 minutes	-\$	1,800.00
EFT64408	07/07/2022 Royal Pride Pty Ltd	2022 Pilbara Lightshow - Full AV installation and delivery of artwork projection	-\$	92,000.00
EFT64409	07/07/2022 SEEK LIMITED	SEEK - Job Advertisement	-\$	605.00
EFT64410	07/07/2022 SHOP FOR SHOPS	Hangers for gallery shop	-\$	241.00
EFT64411	07/07/2022 STOCKMAN ENGINEERING	Supply parts for machinery	-\$	8,591.00
EFT64412	07/07/2022 Seasons Hotel - Jerry (Business) CT Pty Ltd aft Newman Hotel (Business) Trust	Accommodation for councillors for Reconciliation Ball	-\$	1,190.50
EFT64413	07/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Monthly clean of Shire Facilities - Airport, Depot, Shire administration Office etc	-\$	35,466.20
EFT64414	07/07/2022 UNIFORMS AT WORK PTY LTD	Uniform order for Employees	-\$	1,833.70
EFT64415	07/07/2022 VicFlow Pty Ltd	Hire and Delivery of a Water Truck for work projects	-\$	23,716.00
EFT64416	07/07/2022 WATERCHOICE (AUST) PTY LTD	Lease 2x water filtration systems - East Pilabra Arts Centre (Martumili)	-\$	650.00
EFT64417	07/07/2022 WEST AUSTRALIAN NEWSPAPERS LIMITED	North West Telegraph, Shire Update half page ad for the 2021/22 financial year	-\$	518.70
EFT64418	07/07/2022 WESTRAC PTY LTD	Batteries - Newman Landfill	-\$	1,387.10
EFT64419	07/07/2022 Woolworths (WA) Ltd	Groceries for Shire facilities, remote worker, Martumili and Youth Centre	-\$	508.22

EFT64420	11/07/2022 Adrienne Mortimer	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64421	11/07/2022 Anita Marlene Grace	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64422	11/07/2022 Annabell Landy	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64423	11/07/2022 Anthony Middleton	Councillor Sitting Fees July 2022	-\$	6,490.08
EFT64424	11/07/2022 David Kular	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64425	11/07/2022 KAREN LOCKYER	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64426	11/07/2022 Lang Tree Eric Coppin	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64427	11/07/2022 Matthew Anick	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64428	11/07/2022 Peta Baer	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64429	11/07/2022 Stacey Smith	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64430	11/07/2022 Wendy McWhirter-Brooks	Councillor Sitting Fees July 2022	-\$	2,752.33
EFT64431	14/07/2022 AMY FRENCH	Artist Payment Ref #13619	-\$	5,000.00
EFT64432	14/07/2022 BUGAI WHYOUTLER	Artist Payment Ref #13640	-\$	2,000.00
EFT64433	14/07/2022 Brett Bidu	Artist Payment Ref #13643	-\$	550.00
EFT64434	14/07/2022 CORBAN CLAUSE WILLIAMS	Artist Payment Ref #13639	-\$	2,200.00
EFT64435	14/07/2022 DEBRA THOMAS	Artist Payment Ref #13623	-\$	617.60
EFT64436	14/07/2022 DOREEN CHAPMAN	Artist Payment Ref #13628	-\$	1,243.00
EFT64437	14/07/2022 Derrick Butt	Artist Payment Ref #13629	-\$	300.00
EFT64438	14/07/2022 Glenika Anderson	Artist Payment Ref #13620	-\$	126.50
EFT64439	14/07/2022 HELEN DALE SAMSON	Artist Payment Ref #13637	-\$	200.00
EFT64440	14/07/2022 KUMPAYA GIRGIRBA	Artist Payment Ref #13641	-\$	300.00
EFT64441	14/07/2022 LILY JATARR LONG	Artist Payment Ref #13626	-\$	1,500.00
EFT64442	14/07/2022 MARIANNE BURTON	Artist Payment Ref #13640	-\$	500.00
EFT64443	14/07/2022 MIRIAM ATKINS	Artist Payment Ref #13625	-\$	682.00
EFT64444	14/07/2022 MULYATINGKI MARNEY	Artist Payment Ref #13642	-\$	300.00
EFT64445	14/07/2022 Marlene Anderson	Artist Payment Ref #13622	-\$	1,960.95
EFT64446	14/07/2022 Montana Clause Williams	Artist Payment Ref #13638	-\$	318.45
EFT64447	14/07/2022 Natasha Surprise	Artist Payment Ref #13634	-\$	246.00
EFT64448	14/07/2022 ROXANNE NEWBERRY	Artist Payment Ref #13635	-\$	550.00
EFT64449	14/07/2022 Roxanne Anderson	Artist Payment Ref #13624	-\$	198.00
EFT64450	14/07/2022 Yvonne Mandijalu	Artist Payment Ref #13644	-\$	300.00
EFT64451	14/07/2022 HORIZON POWER	Electricity charges for the period 1/5/22-31/5/22	-\$	4,113.68
EFT64452	14/07/2022 89 ENTERPRISES	Works to Shire Property for garage door installation	-\$	1,958.00
EFT64453	14/07/2022 ADVAM PTY LTD	Provide credit card payment processing services for car park stations at Newman Airport for FY 21/22	-\$	668.71
EFT64454	14/07/2022 AERODROME MANAGEMENT SERVICES	Marble Bar Aerodrome AMS Engineer Tender Support	-\$	2,534.40
EFT64456	14/07/2022 Airport Lighting Specialists	Replacement and purchase of Emergency Lights for the Runway at Newman Airport	-\$	21,303.70
EFT64457	14/07/2022 Anna Spencer	Electricity Charges 06/04/22 - 01/06/22	-\$	248.10

EFT64458	14/07/2022 Australia Post - Credit Management	Monthly Australia Post payment for July 2022	-\$	1,040.59
EFT64459	14/07/2022 BHP BILLITON IRON ORE PTY LTD	Electricity charges for the period 16/4/22-15/6/22	-\$	124,688.12
EFT64460	14/07/2022 BROOKS HIRE SERVICES PTY LTD	Hire of WA320 Loader for Newman Landfill	-\$	20,571.38
EFT64461	14/07/2022 BUDGET CAR & TRUCK RENTAL PERTH	Hire vehicles for staff members for 4 weeks each	-\$	5,019.15
EFT64462	14/07/2022 Binbirri Contracting Pty Ltd	Hire of plant, operators and camp for gravel resheet at Kiwirrkurra access road	-\$	104,500.00
EFT64463	14/07/2022 Broken Tides	2022 NAIDOC Opening Ceremony Performance	-\$	3,500.00
EFT64464	14/07/2022 CUSTOMER FIRST CONTRACTING PTY LTD	Various Works - Newman Airport Hydrant leak repairs, Shire Property repairs to booster, Shire property repair to light covers and Shire property repair in Nullagine	-\$	8,602.31
EFT64465	14/07/2022 Caitlin Lewis	Refund for membership cancellation as per customer request	-\$	76.37
EFT64466	14/07/2022 Centurion Transport Co Pty Ltd	Monthly Freight PO - June 2022 Con # OLS3074151 - Perth/Newman	-\$	129.00
EFT64467	14/07/2022 Christopher John McNamara	Data Reimbursement 01/07/22 - 31/07/22	-\$	70.00
EFT64468	14/07/2022 Creative Ten Family Trust	12 month subscription to Cloud Ten Flight Information Display System (FIDS) Software and Services	-\$	5,280.00
EFT64469	14/07/2022 Daniel Hawkins	Electricity Charges 13/02/22 - 15/04/22	-\$	731.16
EFT64470	14/07/2022 Dick Tracey Contracting Pty Ltd	Supply new gates and fence panels and fit as per scope of works, Supply vegetation work at Marble Bar, Newman Cemetery vegetation works, Pressure cleaning Shire facilities, maintenance works at Radio Hill, Vegetation works at Newman Caravan park and Works at Newman Depot	-\$	35,304.50
EFT64471	14/07/2022 ENVIRONMENTAL INDUSTRIES	Vegetation Maintenance as per contract	-\$	38,383.54
EFT64472	14/07/2022 EPIS INCORPORATED	Payment for Blockage from tree roots in sewerage line	-\$	1,232.00
EFT64473	14/07/2022 Emma Landers	Reimbursement for on Country trip expenses	-\$	499.22
EFT64474	14/07/2022 FINE LINE PAINTING & DECORATING	Vacant Additional painting to the front fencing on Shire Property	-\$	1,518.00
EFT64475	14/07/2022 FUELFIX PTY LTD	Monthly Fuel payment	-\$	2,874.95
EFT64476	14/07/2022 Farmarama Pty Ltd	Purchase of gradening chemicals	-\$	6,187.50
EFT64477	14/07/2022 GALJO PTY LTD T/A EAST PILBARA TYRE SERVICE	Supply and fit tyres to Shire vehicle	-\$	1,474.00
EFT64478	14/07/2022 Gordon Bell	Replacement number plate on Shire vehicle	-\$	30.50
EFT64479	14/07/2022 Graffiti Removal System P/L	Graffiti removal Chemicals purchased	-\$	8,701.00
EFT64480	14/07/2022 Ixom Operations Pty Ltd	Annual Servicing Fees for Chlorine Gas for WWTP FY21/22.	-\$	828.30
EFT64481	14/07/2022 Kristy Brown	Electricity Charges 12/04/22 - 10/06/22	-\$	476.44
EFT64482	14/07/2022 LISA DAVIS	Electricity Charges 10/04/22 - 07/06/22	-\$	568.07

EFT64483	14/07/2022 MARKETFORCE	Advertising West Australian for RFT 11-2021/22 (Airport Screening/Security Services)	-\$	716.65
EFT64484	14/07/2022 MCHAFFIE TRANSPORT AUSTRALIA PTY LTD	overpayment on Invoice - refunded back to customer	-\$	15.00
EFT64485	14/07/2022 MCLEODS BARRISTERS & SOLICITORS	Legal Advice	-\$	2,790.57
EFT64486	14/07/2022 Mark Keogh (4x4 Training)	4WD Training - Mark Keogh Training	-\$	990.00
EFT64487	14/07/2022 Mathew Scott Pennington	Reimbursement of Uber costs - travel from Home to Airport as per employment contract	-\$	267.07
EFT64488	14/07/2022 Monadelphous Group Limited	Rates refund for assessment A704020	-\$	4,792.49
EFT64489	14/07/2022 NEWMAN HOME HARDWARE & ICE PLUS	Purchase of gas, tie down straps, maintenance parts	-\$	3,431.06
EFT64490	14/07/2022 Newman Hotel Motel	Laundrying of tablecloths from reconciliation ball	-\$	112.50
EFT64491	14/07/2022 Northern Districts Transport Services	Tow vehicle to Pilbara Toyota for repairs	-\$	181.50
EFT64492	14/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Misc purchases covering Jan-May 2022 Nullagine Depot	-\$	58.50
EFT64493	14/07/2022 OFFICE LINE	Purchase of office furniture for Shire Adminsitration offices	-\$	1,049.40
EFT64494	14/07/2022 OWEN MARK QUIGLEY	Electricity Charges 16/03/22 - 13/05/22	-\$	351.70
EFT64495	14/07/2022 PAYWISE PTY LTD	GST Report for Novated Lease	-\$	204.02
EFT64496	14/07/2022 PERMEATE PARTNERS PTY LTD	Operational Support and Coordination at RO Plant flights and accomodation	-\$	3,619.00
EFT64497	14/07/2022 PILBARA MOTOR GROUP	Supply New Key For 177 EPS Shire Vehicle	-\$	1,111.60
EFT64498	14/07/2022 Paramount Earthmoving Pty Ltd	Compaction machinery hire	-\$	16,606.59
EFT64499	14/07/2022 Paul Miller	Data Reimbursement 05/05/22 - 04/06/22, 05/06/22 - 04/07/22	-\$	200.00
EFT64500	14/07/2022 Petro Industrial	Supply and Install Fuel System at Marble Bar	-\$	5,045.04
EFT64501	14/07/2022 Pitipan Sutiwan	Electricity Charges 06/04/22 - 01/06/22	-\$	403.54
EFT64502	14/07/2022 Professional Arts Management - (Jack C Pam)	Installation of Baskets in Airport Reception Office	-\$	506.00
EFT64503	14/07/2022 RENTOKIL INITIAL GROUP	NEWMAN - AIRPORT - SERVICE MONTHLY FY20/21 SHARPS CONTAINERS, SANITARY BINS AND SANITIZER DISPENSERS	-\$	352.43
EFT64504	14/07/2022 RGR ROAD HAULAGE (NEWMAN)	Mobile rooflining malaga to SoeP Newman	-\$	319.64
EFT64505	14/07/2022 SONIC HEALTHPLUS PTY LTD	Pre Employment Medical	-\$	379.50
EFT64506	14/07/2022 STOCKMAN ENGINEERING	Gearbox install	-\$	19,160.10
EFT64507	14/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Airport Unit 1 - Currently vacant - full internal clean	-\$	396.00
EFT64508	14/07/2022 Steve Dhu	Electricity Charges 16/03/22 - 13/05/22	-\$	181.84
EFT64509	14/07/2022 Sungem Investments T/as Marina Bricklayers	Reinstate paving at Newman Netball Courts Project	-\$	15,664.00
EFT64510	14/07/2022 Susan Abouav	Reimbursement of Governance Stationary Purchase & Uber Delivery to Councilor	-\$	114.36
EFT64511	14/07/2022 TYREPOWER NEWMAN	Inspect 177 EPS Alarm and Key Transponder.	-\$	233.50

**THIS PAGE INCLUDES THE NAME OF A PERSON WHO IS DECEASED**

EFT64513	14/07/2022 The Junction Co	Attendance for online event training	-\$	180.00
EFT64514	14/07/2022 WEST AUSTRALIAN NEWSPAPERS LIMITED	Full page ad in the North West Telegraph for the June Extraordinary election	-\$	2,678.71
EFT64515	14/07/2022 WEST BOOKS	Purchase of books for Library	-\$	445.33
EFT64516	14/07/2022 Water Infrastructure Science And Engineering (WISE)	Newman Liquid Wast Facility Detailed Design and Superintendency	-\$	18,713.84
EFT64517	14/07/2022 Woolworths (WA) Ltd	Creche cleaning supplies	-\$	209.44
EFT64518	14/07/2022 Wormald Australia Pty Ltd	Supply of Fire Equipment to Newman Airport from findings at last service	-\$	3,623.40
EFT64519	14/07/2022 Atlas Iron Pty Ltd	Rates refund for assessment A703775	-\$	319.11
EFT64520	14/07/2022 BARACUS PTY LTD	Rates refund for assessment A703417	-\$	3,980.02
EFT64521	14/07/2022 Nullagine Gold Pty Ltd	Rates refund for assessment A702358	-\$	136.93
EFT64522	21/07/2022 AMY FRENCH	Artist Payment Ref # 13657	-\$	2,000.00
EFT64523	21/07/2022 BUGAI WHYOULTER	Artist Payment Ref # 13718	-\$	7,000.00
EFT64524	21/07/2022 CYRIL WHYOULTER	Artist Payment Ref # 13727	-\$	2,000.00
EFT64525	21/07/2022 Cheyenne Taylor	Artist Payment Ref # 13714	-\$	210.65
EFT64526	21/07/2022 Chloe Jadai	Artist Payment Ref # 13658	-\$	400.00
EFT64527	21/07/2022 DANIELLE BOOTH	Artist Payment Ref # 13712	-\$	2,894.60
EFT64528	21/07/2022 DOREEN CHAPMAN	Artist Payment Ref # 13657	-\$	600.00
EFT64529	21/07/2022 Derrick Butt	Artist Payment Ref # 13711	-\$	1,400.00
EFT64530	21/07/2022 Emily Bumba	Artist Payment Ref # 13706	-\$	341.00
EFT64531	21/07/2022 Estate of BETTY WHYOULTER	Estate payment to Public Trustee AM Ref # PM 33119577 TM76	-\$	276.79
EFT64534	21/07/2022 GLADYS BIDU	Artist Payment Ref # 13655	-\$	500.00
EFT64535	21/07/2022 HELEN DALE SAMSON	Artist Payment Ref # 13710	-\$	7,898.25
EFT64536	21/07/2022 IGNATIUS PAUL TAYLOR	Artist Payment Ref # 13654	-\$	260.15
EFT64537	21/07/2022 JANICE NIXON	Deceased estate payment to beneficiary Sandra Nixon 1/2 AM	-\$	2,533.60
EFT64538	21/07/2022 JUDITH ANYA SAMSON	Artist Payment Ref # 13649	-\$	1,000.00
EFT64539	21/07/2022 KUMPAYA GIRGIRBA	Artist Payment Ref # 13746	-\$	300.00
EFT64540	21/07/2022 Kiarah Jadai	Artist Payment Ref # 13646	-\$	1,000.00
EFT64541	21/07/2022 Lynette Rowlands	Artist Payment Ref # 13656	-\$	147.40
EFT64542	21/07/2022 MAY CHAPMAN	Artist Payment Ref # 13656	-\$	1,500.00
EFT64544	21/07/2022 MULYATINGKI MARNEY	Artist Payment Ref # 13747	-\$	300.00
EFT64545	21/07/2022 Marika Jadai	Artist Payment Ref # 13648	-\$	202.40
EFT64546	21/07/2022 Marlene Anderson	Artist Payment Ref # 13726	-\$	511.20
EFT64547	21/07/2022 NGAMARU BIDU	Artist Payment Ref # 13728	-\$	7,074.45
EFT64548	21/07/2022 NOLA TAYLOR	Artist Payment Ref # 13716	-\$	900.00

EFT64549	21/07/2022 PAULINE WILLIAMS	Artist Payment Ref # 13705	-\$	330.00
EFT64550	21/07/2022 REENA ROGERS	Artist Payment Ref # 13715	-\$	2,500.00
EFT64551	21/07/2022 ROXANNE NEWBERRY	Artist Payment Ref # 13717	-\$	330.00
EFT64552	21/07/2022 THELMA JUDSON	Artist Payment Ref # 13725	-\$	3,000.00
EFT64553	21/07/2022 TELSTRA	Mobile Charges 05/07/22 - 04/08/22	-\$	2,295.98
EFT64554	21/07/2022 AFGRI Equipment Australia Pty Ltd	Supply of one new JOHN DEERE X570 Select Series Tractor	-\$	11,729.00
EFT64555	21/07/2022 AMIAD WATER SYSTEMS	Pressure Sustaining Valve for water sources	-\$	2,334.81
EFT64556	21/07/2022 AVIAIR	Freight of art materials from Newman to Punmu	-\$	29.40
EFT64557	21/07/2022 Annabell Landy	Travel for mandatory training workshop	-\$	666.67
EFT64558	21/07/2022 Australian Tourism Data Warehouse	ATDW support 2022-2023	-\$	1,980.00
EFT64559	21/07/2022 Bevan Klein	Phone Reimbursement to Employee - 13/07/22 - 12/08/22	-\$	100.00
EFT64560	21/07/2022 CADD Building Construction and Maintenance Pty Ltd	Capital Housing upgrade on Shire Properties	-\$	44,346.90
EFT64561	21/07/2022 CAM MANAGEMENT SOLUTIONS (CAMMS)	CAMMS Managed Service - Option 3	-\$	44,000.00
EFT64562	21/07/2022 CHILD SUPPORT AGENCY	Payroll deductions	-\$	2,768.85
EFT64563	21/07/2022 CLEANAWAY WASTE MANAGEMENT LTD (Acc 170:73037222)	Cape Keraudren bin collection	-\$	3,269.00
EFT64564	21/07/2022 CUSTOMER FIRST CONTRACTING PTY LTD	Various works - Newman Airport Property works, Whaleback Gym repairs, Caravan Park electrical repairs, Junior Sports Pavilion repairs to Kiosk, Shire Property repairs, Marble Bar depot electrical repairs and Shire administration office repairs	-\$	24,006.73
EFT64565	21/07/2022 Crawford Realty Newman	Rent - 15A Barton Way, Newman WA	-\$	1,890.00
EFT64566	21/07/2022 Department of Water and Environmental Regulation	Annual License Fee	-\$	7,865.32
EFT64567	21/07/2022 Dick Tracey Contracting Pty Ltd	Vegetation works Newman visitors Centre, repair pot holes around Newman, Maintenance works at radio hill, Remove tree surrounds at Town Square	-\$	7,790.00
EFT64568	21/07/2022 ENVIRONMENTAL INDUSTRIES	EPAC Building Site - Landscape Maintenance - Monthly account	-\$	39,399.69
EFT64569	21/07/2022 ES2 Enterprise Solutions	ES2 - IT Managed Services	-\$	10,450.00
EFT64570	21/07/2022 Easifleet Group	Novated Lease Payment	-\$	1,348.46
EFT64571	21/07/2022 East Pilbara Excavations Pty Ltd	Welsh drive fire break maintenance	-\$	8,569.00
EFT64572	21/07/2022 Elizabeth Chadwick	Various graphic design jobs for 21/22 FY	-\$	400.00
EFT64573	21/07/2022 Episafe Pty Ltd t/as Epigroup	Consultancy Services - Workplace Review	-\$	4,537.50
EFT64574	21/07/2022 Finmec Pty Ltd	Machine Servicing on grader at Nullagine Depot - parts added	-\$	10,361.91
EFT64575	21/07/2022 Froggy Property Solutions Pty Ltd	Clean of communal areas and volunteer bedroom at two Shire Properties	-\$	632.50

EFT64576	21/07/2022 Fuji Xerox Australia Pty Ltd	Fuji Xerox Monthly Services - July 2021 - June 2022 (inclusive)	-\$	2,037.38
EFT64577	21/07/2022 Gordon Bell	Mobile Phone Recharge	-\$	40.00
EFT64578	21/07/2022 HAYS SPECIALIST RECRUITMENT	HRO Temp - Hire/Contractor	-\$	6,253.10
EFT64579	21/07/2022 HOLCIM (AUSTRALIA) PTY LTD	Purchase of materials for project works	-\$	27.24
EFT64580	21/07/2022 Hersey's Safety	Purchase of materials for project works	-\$	242.00
EFT64581	21/07/2022 IPEC PTY LTD (NG5040)	Monthly Freight PO - January 2022	-\$	819.61
EFT64582	21/07/2022 ISC Teamwear Pty Limited	Soep Aquatic Uniforms - Min Order Quantities - Full Attire - PPE	-\$	12,205.60
EFT64583	21/07/2022 IT VISION	Roll back Synergy Soft update	-\$	825.00
EFT64584	21/07/2022 Jack Farren	Reimbursement for Admin Error - overcharged for membership	-\$	80.00
EFT64585	21/07/2022 KMART AUSTRALIA LTD	Purchase of materials for Shire Housing	-\$	38.00
EFT64586	21/07/2022 LISA DAVIS	Phone Reimbursement to Employee 13/06/22 - 12/07/22	-\$	100.00
EFT64587	21/07/2022 LYNX INTEGRATED SYSTEMS	Carry out works to upgrade Eisbar SCADA Software on Server and Client as per Quote - 13703.R01	-\$	544.50
EFT64588	21/07/2022 MARKETFORCE	North West Telegraph - Notice of Itention to Levy Differential rates	-\$	456.32
EFT64589	21/07/2022 MCLEODS BARRISTERS & SOLICITORS	Provision of legal advice	-\$	1,579.25
EFT64590	21/07/2022 Malcolm Jenkinson	Setting up the emergency lighting at Corunna Downs Airstrip	-\$	25.00
EFT64591	21/07/2022 Mandy Scheu	Refund for membership cancellation as requested by customer	-\$	190.00
EFT64592	21/07/2022 Manning Pavement Services Pty Ltd t/a Karratha Asphalt	Profiling and Asphalt works at Iron Ore Parade and Iron Ore Pde/Calcott St Roundabout which includes reduced area of 143m2	-\$	13,179.65
EFT64593	21/07/2022 Minuteman Press Perth	Set of 10 NAIDOC pop up exhibition prints	-\$	3,300.00
EFT64594	21/07/2022 NEWMAN JUNIOR SOCCER ASSOCIATION	Donation towards Junior Soccer for Lightshow BBQ	-\$	500.00
EFT64595	21/07/2022 Newman Hotel Motel	Business Expansion and Retention program - Meals at Newman Hotel	-\$	1,687.00
EFT64596	21/07/2022 Newman MM Pty Ltd - Mia Mia Newman	Accomodation for HR Manager	-\$	2,110.00
EFT64597	21/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Supply unleaded fuel for Nullagine Depot	-\$	1,640.65
EFT64598	21/07/2022 ONSITE RENTAL GROUP	The Hire Of 1 Electric Scissor Lift From The 10/6/22 To 24/6/22 And Delivery And Pick Up	-\$	3,356.82
EFT64599	21/07/2022 PARNNGURR ABORIGINAL	Items for Parnngurr art shed	-\$	40.10
EFT64600	21/07/2022 PAYWISE PTY LTD	Novated Lease Payment	-\$	2,067.88
EFT64601	21/07/2022 PILBARA ELECTRICAL	iPhone 11 Lifeproof Covers	-\$	219.90



EFT64602	21/07/2022 PILBARA MOTOR GROUP	Parts for Shire Vehicles - Bullbars and Compressor kit - Parts for servicing vehicles	-\$	11,283.61
EFT64603	21/07/2022 PLAYMASTER PTY LTD	Purchase Of Infant And Hard Swings Black Including S hooks As Per Quote.	-\$	1,874.40
EFT64604	21/07/2022 Paramount Earthmoving Pty Ltd	Hire plant mobilisation to Newman Waste Management Facility	-\$	4,400.00
EFT64605	21/07/2022 Paul Miller	Fuel Reimbursement - No BP fuel stations on Travel Route	-\$	154.00
EFT64606	21/07/2022 Pitipan Sutiwan	Reimbursement of Groceries & Mobile Camp setup items for Rural Maintenance Grader Driver	-\$	466.07
EFT64607	21/07/2022 Prudential Investment Services Corp Pty Ltd	Investment Advisory Service - 2021/2022	-\$	1,870.00
EFT64608	21/07/2022 RGR ROAD HAULAGE (NEWMAN)	Freight plants to Newman as per quote	-\$	5,009.62
EFT64609	21/07/2022 RUTH LEIGH	Consulting for Martumili records	-\$	1,125.00
EFT64610	21/07/2022 SEEK LIMITED	SEEK - ADVERTISEMENT	-\$	1,881.00
EFT64611	21/07/2022 Seton Australia	WHS Equipment - Quote 26706284	-\$	488.13
EFT64612	21/07/2022 Shiwani Nair	Groceries for Airport Emergency Exercises for public	-\$	71.55
EFT64613	21/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Shire Building Cleaning costs	-\$	104,890.12
EFT64614	21/07/2022 Sungem Investments T/as Marina Bricklayers	Various Works - Concrete footpath Construction on Kalgan Drive, Drainage renewal at Shire Property, External Drainage at Newman Netball Courts	-\$	151,774.70
EFT64615	21/07/2022 Susan Abouav	Reimbursement of Travel to organise relocation	-\$	2,030.62
EFT64616	21/07/2022 TECHNOLOGY ONE LIMITED	Uplift of RP Subscription Fees 1/2/2020 - 31/1/2023	-\$	1,291.40
EFT64617	21/07/2022 THE PAY TV GUY	Repairs to the TV at Marble Bar Camp for remote workers	-\$	2,345.67
EFT64618	21/07/2022 THE SHADE SAIL MAN	Newman Acquatic shade sale damage Jan 2022: quotation to repair and replace dated 20/1/2022	-\$	11,594.00
EFT64619	21/07/2022 TYREPOWER NEWMAN	Repairs as per quote 138918	-\$	222.63
EFT64620	21/07/2022 Tenement Administration Services	Rating Reconciliation Project - Phase 1 and 2	-\$	672.16
EFT64621	21/07/2022 UNIFORMS AT WORK PTY LTD	Ronchi, Dawn - Uniform Order	-\$	738.10
EFT64622	21/07/2022 Vanguard Publishing Pty Ltd t/a Premium Publishers	Filming of video at different locations for advertising - Kalgans, Eagle rock, hickman Crater, punda rock, nullagine skull springs, running waters, carawine gorge, meentheena Veterans retreat, marble bar, airbase glen herring gorge, doolena gorge, coppins gap and shay gap, cape keraudren	-\$	8,800.00

**THIS PAGE INCLUDES THE NAME OF A PERSON WHO IS DECEASED**

EFT64623	21/07/2022 WATER CORPORATION	Provision of General Design and Consultancy Works for the Newman WWTP Upgrade Project at hourly rates as per Contract TC 2020796 1. General Design of the Newman WWTP Emergency Bypass System 2. General Review Advice of GHD's Preliminary Design and Report submissions for the Newman WWTP Upgrade Project.	-\$	9,646.89
EFT64624	21/07/2022 Woolworths (WA) Ltd	Purchases of Groceries for Youth Centre, Shire administration, Martumili stock top up	-\$	4,507.53
EFT64625	22/07/2022 WA TREASURY CORPORATION	Loan 72 - Government Guarantee Fee for the period ending 30th June 2022	-\$	9,169.57
EFT64626	26/07/2022 BANKWEST CARD SERVICES	Corporate Card charges for the period 21.4.22-20.5.22	-\$	17,065.57
EFT64627	28/07/2022 AMY FRENCH	Artist Payment Ref # 13774	-\$	300.00
EFT64628	28/07/2022 BEVERLEY ROGERS	Artist Payment Ref # 13761	-\$	600.00
EFT64629	28/07/2022 BUGAI WHYOLTER	Artist Payment Ref # 13758	-\$	2,000.00
EFT64630	28/07/2022 CORBAN CLAUSE WILLIAMS	Artist Payment Ref # 13770	-\$	9,144.20
EFT64631	28/07/2022 Curtis Taylor	Artist Payment Ref # 13756	-\$	400.00
EFT64632	28/07/2022 DANIELLE BOOTH	Artist Payment Ref # 13769	-\$	169.40
EFT64633	28/07/2022 Danny Neach	Artist Payment Ref # 13766	-\$	254.10
EFT64634	28/07/2022 Desmond Taylor	Artist Payment Ref # 13768	-\$	400.00
EFT64635	28/07/2022 Estate of Billy Yunkurra Atkins	Deceased estate payment of beneficiary Charmaine Rogers 3/7 AM	-\$	2,884.77
EFT64636	28/07/2022 Estate of DULCIE GIBBS	Deceased Estate payment to beneficiary Peggy Gibbs 1/7AM	-\$	2,622.24
EFT64637	28/07/2022 JUDITH ANYA SAMSON	Artist Payment Ref # 13767	-\$	1,000.00
EFT64638	28/07/2022 JULIA BURTON	Artist Payment Ref # 13771	-\$	501.25
EFT64639	28/07/2022 JULIEANNE THOMAS	Artist Payment Ref # 13777	-\$	300.00
EFT64640	28/07/2022 Jonita Samson	Artist Payment Ref # 13755	-\$	204.70
EFT64641	28/07/2022 Julie Sailor	Artist Payment Ref # 13780	-\$	356.40
EFT64642	28/07/2022 KATHLEEN YUKENBARRI CHUNGERIA	Artist Payment Ref # 13745	-\$	503.83
EFT64643	28/07/2022 KUMPAYA GIRGIRBA	Artist Payment Ref # 13759	-\$	300.00
EFT64644	28/07/2022 LILY JATARR LONG	Artist Payment Ref # 13772	-\$	1,000.00
EFT64645	28/07/2022 Lucinda Burton	Artist Payment Ref # 13760	-\$	938.00
EFT64646	28/07/2022 MARIANNE BURTON	Artist Payment Ref # 13763	-\$	1,280.00
EFT64647	28/07/2022 MARY ROWLANDS	Artist Payment Ref # 13753	-\$	1,000.00
EFT64648	28/07/2022 MCLEAN WILLIAMS	Artist Payment Ref # 13713	-\$	375.00
EFT64649	28/07/2022 MULYATINGKI MARNEY	Artist Payment Ref # 13760	-\$	300.00
EFT64650	28/07/2022 Marlene Anderson	Artist Payment Ref # 13764	-\$	753.38
EFT64651	28/07/2022 Muuki Taylor	Artist Payment Ref # 13778	-\$	500.00

EFT64652	28/07/2022 NANCY CHAPMAN	Artist Payment Ref # 13759	-\$	1,064.25
EFT64653	28/07/2022 Nuria Shirley Jadaí	Artist Payment Ref # 13765	-\$	400.00
EFT64654	28/07/2022 Sylvia Wilson	Artist Payment Ref # 13758	-\$	384.30
EFT64655	28/07/2022 Marsh Pty Ltd	Emergency Management Planning and Management Consulting Services	-\$	23,254.00
EFT64656	28/07/2022 ARRB Group Ltd	Undertake data collection and condition assessment on rural roads network, footpaths and kerbs	-\$	233,057.00
EFT64657	28/07/2022 AVIAIR	Freight for art materials delivery from Newman to Punmu/Parngurr	-\$	38.20
EFT64658	28/07/2022 Airport Lighting Specialists	Supply and Deliver 10 x V1/PK30D200 - 200W-PK30D-MS 6.6A LAMP	-\$	517.55
EFT64659	28/07/2022 Allied Pumps Pty Ltd	RFQ 02-2021/22 - Design and Construction of Bore Water Storage & Distribution Infrastructure	-\$	87,959.37
EFT64660	28/07/2022 Annabell Landy	Jigalong to Newman 248kms Newman to Jigalong 248kms	-\$	720.50
EFT64661	28/07/2022 Austalian Barbell Company Pty Ltd	Ketbell Set 6-24kg x2 6kg Powder Blue, x2 8kg Pink, x2 10kg White, x2 12kg Orange, x2 16kg Yellow, x2 20kg Ocean Blue, x2 24kg Dark green	-\$	2,078.26
EFT64662	28/07/2022 Austindo Engineering Pty Ltd	Construction on new roof to dwelling for Shire Property	-\$	48,903.25
EFT64663	28/07/2022 Autopro Newman	Supply goods as per quote 9341	-\$	1,374.95
EFT64664	28/07/2022 BEAUREPAIRES PORT HEDLAND	Supply and fit Tyres as per quote U526105212	-\$	2,591.02
EFT64665	28/07/2022 Blackwoods	purchase of x50 traffic cones, x6 boxes of hand towel, x1 battery charger, nullagine.	-\$	993.28
EFT64666	28/07/2022 Brent Downes	Relocation Expenses	-\$	1,686.49
EFT64667	28/07/2022 CHAPMAN & BAILEY	RFT 10-202021 - Art Supplies MM supply of art materials to Martumili Artists FY 2021/22	-\$	1,617.00
EFT64668	28/07/2022 CLEANAWAY PTY LTD (acct 53651265)	Newman Town Litter Collection	-\$	69,811.77
EFT64669	28/07/2022 CUSTOMER FIRST CONTRACTING PTY LTD	Marble Bar repairs on airconditiors, Shire property repairs and Facility Repairs	-\$	20,135.33
EFT64670	28/07/2022 Corporate Travel Management Group Pty Ltd	Corporate Travel	-\$	13,689.71
EFT64671	28/07/2022 Crawford Realty Newman	Rent - Manager Martumili	-\$	630.00
EFT64672	28/07/2022 DAVID WELLS	post production for 2 x films for Waru project. 1 x trailer (1min), 1 x exhibition foil (10mins)	-\$	8,200.00
EFT64673	28/07/2022 Department of Premier & Cabinet	PO for Gazettal of the change of rating for Roy Hill from UV to GRV	-\$	124.80
EFT64674	28/07/2022 Dick Tracey Contracting Pty Ltd	Remove Distructive tree and poision stump , Supply emergency vegetation aound Marble Bar	-\$	27,390.00
EFT64675	28/07/2022 Dunnings	Supply and Deliver Diesel to Marble Bar Council Depot	-\$	160,452.91

EFT64676	28/07/2022 ES2 Enterprise Solutions	Maintenance on Cisco Switches and Routers as per Quote - QU3941 01/08/2022 - 31/07/2023	-\$	5,323.13
EFT64677	28/07/2022 FINE LINE PAINTING & DECORATING	New purchase Property - Full internal paint	-\$	17,482.00
EFT64678	28/07/2022 GOESCAPE Pty Ltd	Cape Keraudren Dwelling hot water system - supply and install new solar system	-\$	11,348.01
EFT64679	28/07/2022 Hersey's Safety	Supply tree ties as per quote QU0156	-\$	242.00
EFT64680	28/07/2022 ISC Teamwear Pty Limited	Councillor NAIDOC Shirts	-\$	379.50
EFT64681	28/07/2022 Jasko Airport Services	Provide new WHMP for Newman Airport	-\$	2,750.00
EFT64682	28/07/2022 Karen Lesley Hunter	Rates Assistance & Advice	-\$	2,475.00
EFT64683	28/07/2022 LAND INSIGHTS PTY LTD	As per quote Q905/1 - East Pilbara Land Asset Strategy	-\$	6,682.50
EFT64684	28/07/2022 LANDGATE (DOLA)	Gross Rental Values Revaluation 2021/22 Country Region	-\$	83,793.70
EFT64685	28/07/2022 Lang Tree Eric Coppin	Marble Bar - Newman - Marble Bar 860kms	-\$	890.27
EFT64686	28/07/2022 MARKETFORCE	Notice of intention to Levy Differential Rates 2022 - 2023 / The West Australian	-\$	709.98
EFT64687	28/07/2022 MCLEODS BARRISTERS & SOLICITORS	Provision of legal advice	-\$	1,394.45
EFT64688	28/07/2022 MT STEWART RESOURCES PTY LTD	Rates refund for assessment A702373 UNIT P46/1736 LOT P46/1736 PROSPECTING LEASE	-\$	99.64
EFT64689	28/07/2022 NEWMAN HOME HARDWARE & ICE PLUS	Purchase of ckeaning supplies, maintenance stock and works, storage containers, Shire property keys cut and gas bottle	-\$	1,234.95
EFT64690	28/07/2022 Newman Hotel Motel	2 x rooms Brad Holder PCC Productions.	-\$	270.00
EFT64691	28/07/2022 Newman MM Pty Ltd - Mia Mia Newman	Chris Mcnamara 12-06-2022 to 17-06-2022	-\$	898.00
EFT64692	28/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Morning tea and Lunch Order OCM 24 June 2022	-\$	536.70
EFT64693	28/07/2022 PARNNGURR ABORIGINAL	Parnngurr art shed food supplies	-\$	33.80
EFT64694	28/07/2022 PILBARA ELECTRICAL	Eufy 2K add-on Camera - Additional Depot Cameras	-\$	916.00
EFT64695	28/07/2022 PILBARA GLAZING SERVICES	Supply and install front windscreen to toyota prado 150 series - EP.6312	-\$	662.31
EFT64696	28/07/2022 PILBARA MOTOR GROUP	Remove and Replace of Clutch - Safety Vehicle - REGO 121EPS includes Tow from Newman Airport to Toyota Workshop	-\$	4,391.63
EFT64697	28/07/2022 PIRTEK NEWMAN	Jetwash Hose Assembly - Newman Landfill	-\$	651.62
EFT64698	28/07/2022 Professional Arts Management - (Jack C Pam)	Martumili installing nhew paintings and fittings - full day	-\$	3,682.00
EFT64699	28/07/2022 RAND MAINTENANCE SERVICES	Newman Recreation Centre LED Lighting Upgrade as per scope provided	-\$	20,200.00
EFT64700	28/07/2022 Ronice Preston	Reimbursement of supplies for Community Sundowner, Fri 15/07/22	-\$	276.00
EFT64701	28/07/2022 SEEK LIMITED	SEEK - ADVERTISEMENT	-\$	3,998.50
EFT64702	28/07/2022 SOHAN ARIEL HAYES	2022 Pilbara Light Show - Projection		

		artist fees to adapt vision and audio and technical attendance on site"	-\$	28,600.00
EFT64703	28/07/2022 SONIC HEALTHPLUS PTY LTD	Pre Employment Medical	-\$	767.80
EFT64704	28/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Shire Building Cleaning costs	-\$	87,525.16
EFT64705	28/07/2022 Steve Dhu	Electricity Reimbursement 23/11/21 - 17/01/22	-\$	594.76
EFT64706	28/07/2022 Steven Tweedie	New Councillor Induction and employee training	-\$	4,400.00
EFT64707	28/07/2022 Susanne Millar	Assist with Account Reconciliations	-\$	5,000.00
EFT64708	28/07/2022 TOTAL EDEN PTY LTD	Retic parts as per quote 20411374	-\$	24,194.45
EFT64709	28/07/2022 TYREPOWER NEWMAN	Tyre Repair On 120 EPS As Per Quote	-\$	45.00
EFT64710	28/07/2022 Theresa Foster ta Newman Graffiti Removal	Removal of graffiti at several sites in Newman as per quote QU-0025	-\$	4,191.00
EFT64711	28/07/2022 Trakka Mining Services Pty Ltd	Mechanical repairs Marble Bar through month of June 2022	-\$	30,519.17
EFT64712	28/07/2022 ULTI MECH	Fix issues with Kubota TRV-X900W-H-AU - not starting	-\$	444.40
EFT64713	28/07/2022 Veritas Engineering Pty Ltd	Supply of RED ASIC for Gordon Urquhart - VEA0280166	-\$	257.40
EFT64714	28/07/2022 WESTRAC PTY LTD	Service and Repairs by Caterpillar Dealer as per quote 7M48719 - 004 M728912	-\$	25,437.37
EFT64715	28/07/2022 Water Infrastructure Science And Engineering (WISE)	Newman Liquid Waste Facility Detailed Design and Superintendency	-\$	15,098.71
EFT64716	28/07/2022 Wilson Parking Australia 1992 Pty Ltd	Provide car park monitoring services at Newman Airport for FY 21/22	-\$	1,650.00
EFT64717	28/07/2022 Woolworths (WA) Ltd	Dog and Cat food for Newman pound.	-\$	188.00
EFT64718	28/07/2022 Stacey Smith	July 2022 OCM Port Hedland - Newman Newman - Port Hedland	-\$	935.82
EFT64719	28/07/2022 Wendy McWhirter-Brooks	Expense on Citizenship Day	-\$	19.00
Total			-\$	3,478,744.70

# APPENDIX 4

Name	Account Number	Transaction Date Narration	Debit
Amy Mukherjee	5586 0207 3966 3119	28/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 270.00
	5586 0207 3966 3119	28/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 20.00
	5586 0207 3966 3119	27/07/2022 ABORIGINAL HOSTELS L SOUTH HEDLAND	-\$ 180.00
	5586 0207 3966 3119	27/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 250.00
	5586 0207 3966 3119	25/07/2022 Adobe Sydney AU	-\$ 28.59
	5586 0207 3966 3119	25/07/2022 AIRBNB * HMRTKRBN4Y Surry Hills AU	-\$ 1,524.99
	5586 0207 3966 3119	20/07/2022 Europcar Perth Airport PERTH AIRPORTWA	-\$ 135.96
	5586 0207 3966 3119	19/07/2022 SQ *TOURIST WHEEL FRE Fremantle AU	-\$ 24.48
	5586 0207 3966 3119	19/07/2022 EZI*GG VA InflightFoo MASCOT AU	-\$ 20.00
	5586 0207 3966 3119	19/07/2022 SEC*INTEGRITY COACH LI MIDVALE WA	-\$ 128.00
	5586 0207 3966 3119	19/07/2022 SEC*INTEGRITY COACH LI MIDVALE WA	-\$ 136.00
	5586 0207 3966 3119	19/07/2022 BOCELLI ESPRESSO PERTH GPO WA	-\$ 9.20
	5586 0207 3966 3119	19/07/2022 SHIRE OF EAST PILBAR NEWMAN	-\$ 36.00
	5586 0207 3966 3119	19/07/2022 DELAWARE NORTH RETAQPS REDCLIFFE	-\$ 15.40
	5586 0207 3966 3119	18/07/2022 BAR 68 Newman WA	-\$ 10.00
	5586 0207 3966 3119	18/07/2022 COLES 4824 CLOVERDALE AU	-\$ 19.01
	5586 0207 3966 3119	18/07/2022 CHINESE CANTON BELMO CLOVERDALE WA	-\$ 36.50
	5586 0207 3966 3119	18/07/2022 CITY OF FREMANTLE FREMANTLE AU	-\$ 7.00
	5586 0207 3966 3119	18/07/2022 AMBERJACKS COTTESLOE	-\$ 40.80
	5586 0207 3966 3119	18/07/2022 COTTESLOE GENERALSTORE COTTESLOE WA	-\$ 34.99
	5586 0207 3966 3119	18/07/2022 CPP CITIPLACE NORTHBRIDGE	-\$ 5.05
	5586 0207 3966 3119	18/07/2022 Optus PrePaid MELBOURNE AU	-\$ 60.00
	5586 0207 3966 3119	18/07/2022 CITY OF FREMANTLE FREMANTLE AU	-\$ 12.50
	5586 0207 3966 3119	18/07/2022 COLES EXPRESS 6907 CLOVERDALE AU	-\$ 30.52
	5586 0207 3966 3119	18/07/2022 TIKKA TURBAN CLOVERDALE	-\$ 22.00
	5586 0207 3966 3119	13/07/2022 MY DEAL COM AU MELBOURNE VI	
	5586 0207 3966 3119	13/07/2022 SHIRE OF EAST PILBARA NEWMAN AU	-\$ 25.00
	5586 0207 3966 3119	11/07/2022 MAILCHIMP *MISC MAILCHIMP.COMGA	-\$ 104.02
	5586 0207 3966 3119	8/07/2022 SMARTMART NEWMAN NEWMAN WA	-\$ 26.00
	5586 0207 3966 3119	7/07/2022 SQ *DARKSTAR DIGITAL Alexandria AU	-\$ 65.41
	5586 0207 3966 3119	6/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 540.00
	5586 0207 3966 3119	6/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 540.00

	5586 0207 3966 3119	5/07/2022	Optus PrePaid	MELBOURNE	AU	-\$	50.00
	5586 0207 3966 3119	4/07/2022	MYOB AUSTRALIA	BURWOOD EAST		-\$	160.00
	5586 0207 3966 3119	4/07/2022	SKYMESH	Fortitude Val	AU	-\$	69.95
	5586 0207 3966 3119	1/07/2022	WOOLWORTHS	4381 NEWMAN	AU	-\$	51.80
<hr/>							
Steven Harding	5586 0251 5116 3217	29/07/2022	Marble Bar Travellers	Marble Bar	WA	-\$	81.50
	5586 0251 5116 3217	28/07/2022	THE MARBLE BAR IRONC	MARBLE BAR		-\$	126.00
	5586 0251 5116 3217	27/07/2022	SHIRE OF EAST PILBAR	NEWMAN		-\$	90.00
	5586 0251 5116 3217	26/07/2022	WOOLWORTHS	4381 NEWMAN	AU	-\$	29.82
	5586 0251 5116 3217	26/07/2022	Optus PrePaid	MELBOURNE	AU	-\$	30.00
	5586 0251 5116 3217	25/07/2022	WOOLWORTHS	4381 NEWMAN	AU	-\$	212.18
	5586 0251 5116 3217	25/07/2022	SEASONS HOTEL NEWMAN	NEWMAN		-\$	105.50
	5586 0251 5116 3217	22/07/2022	NECTARCC_AAA CONF	CARINA	QL	-\$	2,356.20
	5586 0251 5116 3217	22/07/2022	NECTARCC_AAA CONF	CARINA	QL	-\$	2,356.20
	5586 0251 5116 3217	22/07/2022	NECTARCC_AAA CONF	CARINA	QL	-\$	2,356.20
	5586 0251 5116 3217	22/07/2022	Mia Mia Newman	Newman	AU	-\$	963.48
	5586 0251 5116 3217	14/07/2022	Optus PrePaid	MELBOURNE	AU	-\$	30.00
	5586 0251 5116 3217	13/07/2022	AUST PRINTED RIBBON	MOUNT WAVERLEV		-\$	537.55
	5586 0251 5116 3217	12/07/2022	RED ROOSTER MAC	EAST MACKAY	QL	-\$	10.51
	5586 0251 5116 3217	12/07/2022	DELAWARE NORTH RETAI	REDCLIFFE		-\$	56.00
	5586 0251 5116 3217	11/07/2022	GM CABS PTY LTD	MASCOT		-\$	65.84
	5586 0251 5116 3217	11/07/2022	CROKERS FUEL AND OILS	PAGET		-\$	94.75
	5586 0251 5116 3217	11/07/2022	UBER *TRIP	Sydney	AU	-\$	45.91
	5586 0251 5116 3217	8/07/2022	FACEBK *QGEMRFBHR2	fb.me/ads	IR	-\$	21.39
	5586 0251 5116 3217	7/07/2022	Woodman's Axe Espress	Mackay	QL	-\$	15.17
	5586 0251 5116 3217	7/07/2022	GOLDEN WOK IN PTY LTD	MACKAY	AU	-\$	34.80
	5586 0251 5116 3217	5/07/2022	VIRGIN AU7951517419818	BRISBANE	AU	-\$	123.00
	5586 0251 5116 3217	5/07/2022	VIRGIN AU7951517419649	BRISBANE	AU	-\$	123.00
	5586 0251 5116 3217	5/07/2022	VELOCITY MOTEL	KARRATHA	WA	-\$	1,528.07
	5586 0251 5116 3217	5/07/2022	Burger Urge Mackay	Mackay	QL	-\$	42.04
	5586 0251 5116 3217	5/07/2022	BP KARRATHA WEST 7651	KARRATHA	WA	-\$	21.25
	5586 0251 5116 3217	5/07/2022	DELAWARE NORTH RETAQPS	REDCLIFFE		-\$	33.80
	5586 0251 5116 3217	4/07/2022	Hungry Jacks	Perth	AU	-\$	32.30

	5586 0251 5116 3217	4/07/2022	FACEBK *7YHGZFTGR2	fb.me/ads	IR	-\$	100.00
Steve Leeson	5586 0272 0116 3627	28/07/2022	Seven Network Ops Limi	Docklands	NS	-\$	879.99
	5586 0272 0116 3627	28/07/2022	DOMEN NEWMAN	NEWMAN		-\$	15.40
	5586 0272 0116 3627	26/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	93.15
	5586 0272 0116 3627	26/07/2022	Tickets-Town Team Conf	MCMAHONS POINA		-\$	256.75
	5586 0272 0116 3627	26/07/2022	SEMINARS AUS PL	BUNGENDORE		-\$	795.60
	5586 0272 0116 3627	25/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	55.40
	5586 0272 0116 3627	25/07/2022	AMBER LEE FAY	NEWMAN		-\$	79.00
	5586 0272 0116 3627	22/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	164.40
	5586 0272 0116 3627	22/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	93.15
	5586 0272 0116 3627	22/07/2022	PARNAWARRIIGA L0033	NEWMAN	AU	-\$	92.16
	5586 0272 0116 3627	22/07/2022	Woolworths Online	BELLA VISTA	AU	-\$	65.80
	5586 0272 0116 3627	20/07/2022	LinkedIn 7202354906	Inkd.in/bill	AU	-\$	128.79
	5586 0272 0116 3627	19/07/2022	AIRBNB * HMXFTEKQZD	Surry Hills	AU	-\$	3,673.83
	5586 0272 0116 3627	18/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	287.70
	5586 0272 0116 3627	18/07/2022	WANEWSDTI	Osborne Park	WA	-\$	28.00
	5586 0272 0116 3627	15/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	76.60
	5586 0272 0116 3627	15/07/2022	NULLAGINE HOTEL	NULLAGINE	WA	-\$	300.00
	5586 0272 0116 3627	12/07/2022	DEPT OF JUSTICE-CTG PA	PERTH		-\$	74.50
	5586 0272 0116 3627	8/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	41.20
	5586 0272 0116 3627	8/07/2022	EAST WEST KITCHEN	NEWMAN	WA	-\$	26.00
	5586 0272 0116 3627	8/07/2022	AMBER LEE FAY	NEWMAN		-\$	30.00
	5586 0272 0116 3627	7/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	25.86
	5586 0272 0116 3627	7/07/2022	Battery World Joondal	Joondalup	WA	-\$	70.00
	5586 0272 0116 3627	7/07/2022	Battery World Joondal	Joondalup	WA	-\$	910.00
	5586 0272 0116 3627	7/07/2022	EAST WEST KITCHEN	NEWMAN	WA	-\$	68.00
	5586 0272 0116 3627	7/07/2022	AMBER LEE FAY	NEWMAN		-\$	29.50
	5586 0272 0116 3627	5/07/2022	XERO AU INV-22673775	HAWTHORN	VI	-\$	80.00
	5586 0272 0116 3627	4/07/2022	TELSTRA BSINSS APPS	ADELAIDE	SA	-\$	170.28
Billing Account	5586 0290 0108 8665	11/07/2022	FOREIGN TRANSACTION FEE			-\$	3.07
	5586 0290 0108 8665	11/07/2022	PERIODICAL PAYMENTS	06			



5586 0290 0108 8665	8/07/2022 FOREIGN TRANSACTION FEE	-\$	0.63
5586 0290 0108 8665	4/07/2022 FOREIGN TRANSACTION FEE	-\$	2.95
Total		-\$	24,929.34

**11.2.5 MINUTES OF THE AUDIT, RISK AND GOVERNANCE COMMITTEE  
MEETINGS HELD 22 JULY 2022 AND 25 AUGUST 2022**

This report will be circulated prior to the Ordinary Council Meeting, following the convening of the Audit, Risk and Governance meeting on 25 August 2022.

- 12    MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
- 13    QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN  
GIVEN**
- 14    NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY A  
DECISION OF COUNCIL**

## **15 CONFIDENTIAL MATTERS BEHIND CLOSED DOORS**

### **15.1 DIRECTOR CORPORATE SERVICES**

#### **15.1.1 DIGITAL PLAN**

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Steve Leeson  
Director Corporate Services

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

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#### **REASONS FOR CONFIDENTIALITY**

That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

s5.23 (f) a matter that if disclosed, could be reasonably expected to:

- (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or
  - (ii) endanger the security of the local government's property; or
  - (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety.
-

**15.2 DIRECTOR ORGANISATION DEVELOPMENT**

**15.2.1 COMMUNITY SUPPORT GRANTS PROGRAM 2022-23**

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Emma Landers  
Deputy CEO / Director Organisation  
Development

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

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**REASONS FOR CONFIDENTIALITY**

That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

- (c) A contract entered into or which may be entered into by the Local Government and relates to matters to be discussed at the meeting.

**16 DATE OF NEXT MEETING**

30 September 2022

**17 CLOSURE**