



**murchisonshire**

*Ancient land under brilliant skies*

**Ordinary Council Meeting**

**26 October 2023**

**Agenda Attachments**

## Division 2 — Deputy mayors and deputy presidents

### 6. Terms used

In this Division —

*extraordinary vacancy* means a vacancy that occurs under section 2.34(1);

*office* means the office of deputy mayor or deputy president.

### 7. When council elects deputy mayor or deputy president

- (1) If the local government has an elector mayor or president the office of deputy mayor or deputy president is to be filled as the first matter dealt with —
  - (a) at the first meeting of the council after an inaugural election or a section 4.13 or 4.14 election or after an ordinary elections day; and
  - (b) at the first meeting of the council after an extraordinary vacancy occurs in the office.
- (2) If the local government has a councillor mayor or president the office of deputy mayor or deputy president is to be filled —
  - (a) as the next matter dealt with after the mayor or president is elected at the first meeting of the council after an inaugural election or a section 4.13 or 4.14 election or after an ordinary elections day; and
  - (b) subject to subclause (3), as the first matter dealt with at the first meeting of the council after an extraordinary vacancy occurs in the office.
- (3) If at a meeting referred to in clause 2(1)(b) the deputy mayor or deputy president is elected to be the mayor or president, the resulting extraordinary vacancy in the office is to be filled as the next matter dealt with at the same meeting.

### 8. How deputy mayor or deputy president is elected

- (1) The council is to elect a councillor (other than the mayor or president) to fill the office.

**Local Government Act 1995**

**Schedule 2.3** When and how mayors, presidents, deputy mayors and deputy presidents are elected by the council

**Division 2** Deputy mayors and deputy presidents

**cl. 9**

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- (2) The election is to be conducted in accordance with the procedure prescribed by the mayor or president, or if he or she is not present, by the CEO.
- (3) Nominations for the office are to be given to the person conducting the election in writing before the meeting or during the meeting before the close of nominations.
- (3a) Nominations close at the meeting at a time announced by the person conducting the election, which is to be a sufficient time after the announcement by that person that nominations are about to close to allow for any nominations made to be dealt with.
- (4) If a councillor is nominated by another councillor the person conducting the election is not to accept the nomination unless the nominee has advised the person conducting the election, orally or in writing, that he or she is willing to be nominated for the office.
- (5) The council members are to vote on the matter by secret ballot as if they were electors voting at an election.
- (6) Subject to clause 9(1) the votes cast under subclause (5) are to be counted, and the successful candidate determined, in accordance with Schedule 4.1 as if those votes were votes cast at an election.
- (7) As soon as is practicable after the result of the election is known, the person conducting the election is to declare and give notice of the result in accordance with regulations, if any.

*[Clause 8 amended: No. 64 of 1998 s. 54(2)-(4); No. 49 of 2004 s. 69(6)-(9).]*

**9. Votes may be cast a second time**

- (1) If, when the votes cast under clause 8(5) are counted, there is an equality of votes between 2 or more candidates who are the only candidates in, or remaining in, the count, the count is to be discontinued and, not more than 7 days later, a special meeting of the council is to be held.
- (2) Any nomination for the office may be withdrawn, and further nominations may be made, before or when the special meeting is held.

**Local Government Act 1995**

When and how mayors, presidents, deputy mayors and deputy presidents are elected by the council	<b>Schedule 2.3</b>
Validity of elections	<b>Division 3</b>
	<b>cl. 10</b>

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- (3) When the special meeting is held the council members are to vote again on the matter by secret ballot as if they were voting at an election.
- (4) The votes cast under subclause (3) are to be counted, and the successful candidate determined, under Schedule 4.1 as if those votes were votes cast at an election.

*[Clause 9 amended: No. 49 of 2004 s. 69(10).]*

### **Division 3 — Validity of elections**

*[Heading inserted: No. 49 of 2004 s. 69(11).]*

#### **10. Term used: election**

In this Division —

***election*** means an election under this Schedule.

*[Clause 10 inserted: No. 49 of 2004 s. 69(11).]*

#### **11. Complaints about validity of election**

- (1) A councillor who is dissatisfied with the result of an election or with the way in which an election was conducted may make an invalidity complaint.
- (2) An ***invalidity complaint*** is a complaint that an election is invalid, or that another person should be declared elected.

*[Clause 11 inserted: No. 49 of 2004 s. 69(11).]*

#### **12. Complaints to go to Court of Disputed Returns**

- (1) An invalidity complaint is to be made to a Court of Disputed Returns, constituted by a magistrate, but can only be made within 28 days after notice is given of the result of the election.
- (2) Regulations made under section 4.81(2) apply in respect of an invalidity complaint made under this Division in so far as they are capable of being so applied.
- (3) If the court declares the election to have been invalid —
  - (a) the election is null and void; and





**murchison**shire

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## **SHIRE OF MURCHISON**

### **MONTHLY FINANCIAL REPORT**

**For the Period Ending 30 September 2023**

**SHIRE OF MURCHISON**  
**MONTHLY FINANCIAL REPORT**  
**For the Period Ending 30 September 2023**  
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## **Compilation Report**

### **To the Council**

### **Shire of Murchison**

#### **Scope**

We have compiled the accompanying special purpose financial statements.

The specific purpose for which the special purpose financial report has been prepared is to provide information relating to the financial performance and financial position of the Shire that satisfies the information needs of the Council and the *Local Government Act 1995* and associated regulations.

#### **The responsibility of the Shire**

The Shire is solely responsible for the information contained in the special purpose financial report and have determined that the accounting policies used are consistent and are appropriate to satisfy the requirements of the Council and the *Local Government Act 1995* and associated regulations.

#### **Our responsibility**

On the basis of information provided by the Shire, we have compiled the accompanying special purpose financial statements in accordance with the significant accounting policies adopted as set out in Note 1 to the financial statements and APES 315: Compilation of Financial Information.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the Management provided, into a financial report. Our procedures do not include any verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

To the extent permitted by law, we do not accept liability for any loss or damage which any person, other than the Shire of Murchison, may suffer arising from negligence on our part.

This report was prepared for the benefit of the Council of the Shire of Murchison and the purpose identified above. We do not accept responsibility to any other person for the content of the report.

Travis Bate  
Signed at GERALDTON

RSM Australia Pty Ltd  
Chartered Accountants

Date 18<sup>th</sup> October 2023

#### **THE POWER OF BEING UNDERSTOOD**

**AUDIT | TAX | CONSULTING**

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RSM Australia Pty Ltd ACN 009 321 377 atf Birdanco Practice Trust ABN 65 319 382 479 trading as RSM

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**SHIRE OF MURCHISON**  
**MONTHLY FINANCIAL REPORT**  
**For the Period Ending 30 September 2023**  
**EXECUTIVE SUMMARY**

**Statement of Financial Activity**

Statements are presented on pages 5 and 6 showing a surplus/(deficit) as at 30 September 2023 of \$5,201,899

**Significant Revenue and Expenditure**

	<b>Collected / Completed %</b>	<b>Annual Budget \$</b>	<b>YTD Budget \$</b>	<b>YTD Actual \$</b>
<b>Significant Projects</b>				
Beri-Pindar Rd - Resheet Incl Floodway Sections	100%	623,448	155,862	634,561
Carn-Mul Rd 208.68 - 241.74 Reconstruct & Widen vari	19%	2,291,451	572,859	428,645
Community Swimming Pool	53%	1,050,000	262,500	-
SKA Route General Construction Works	0%	3,045,854	761,463	1,134,310
Improvements To drinking Water reticulation	0%	450,000	112,500	94,127
	31%	7,010,754	1,752,684	2,197,516
<b>Grants, Subsidies and Contributions</b>				
Grants, subsidies and contributions	23%	5,504,585	5,055,343	1,241,000
Capital grants, subsidies and contributions	17%	5,800,331	1,679,362	966,869
	20%	11,304,916	6,734,705	2,207,869
<b>Rates Levied</b>				
	69%	3,261,265	1,362,958	2,249,862

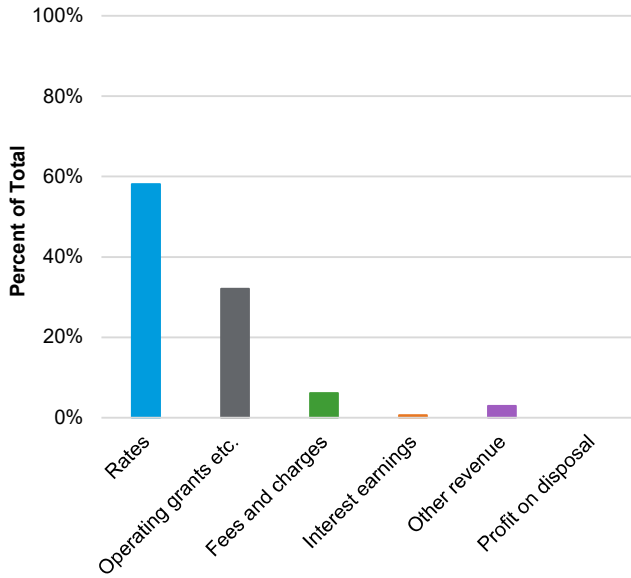
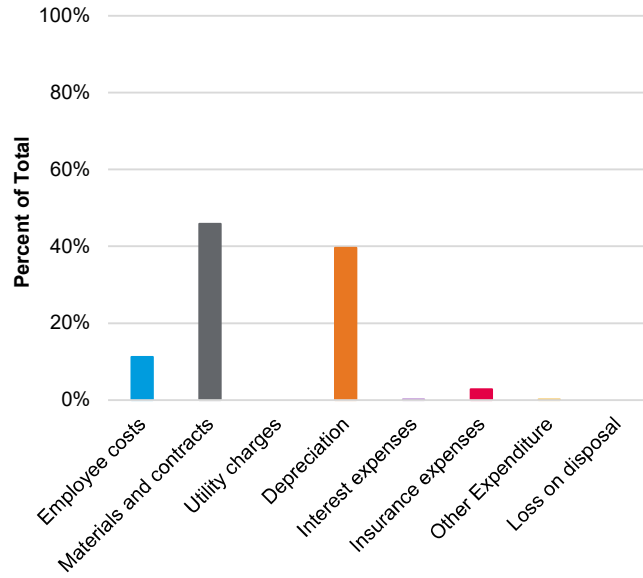
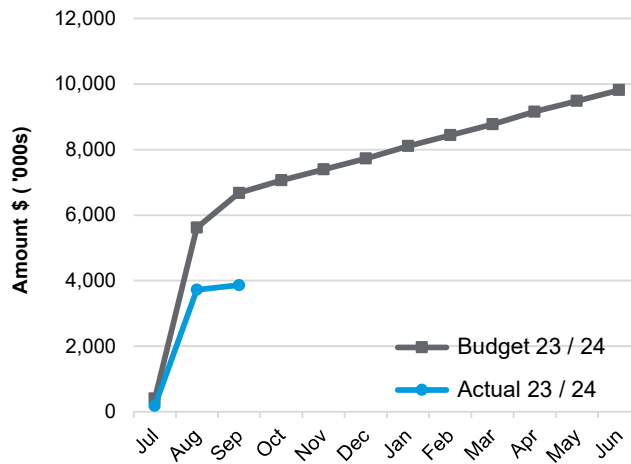
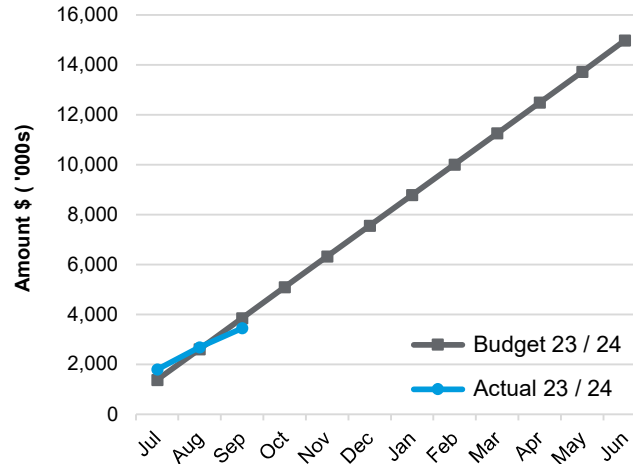
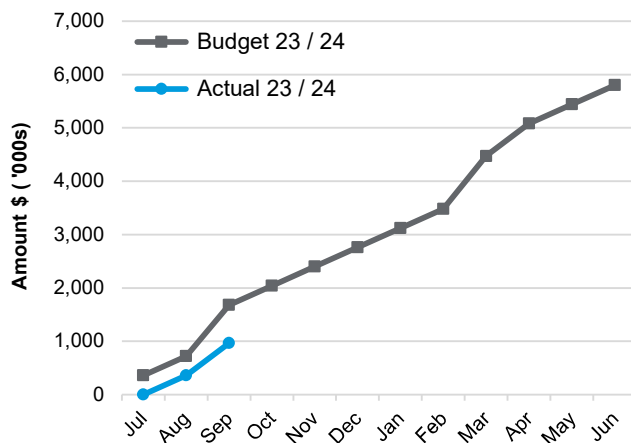
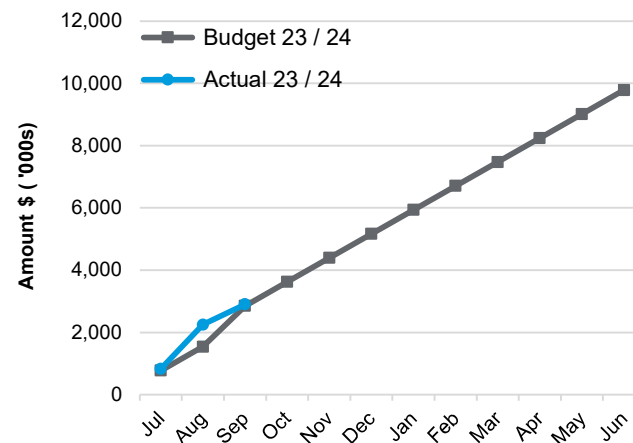
% - Compares current YTD actuals to the Annual Budget

**Financial Position**

<b>Account</b>	<b>Difference to Prior Year %</b>	<b>Current Year 30 Sep 23 \$</b>	<b>Prior Year 30 Sep 22 \$</b>
Adjusted net current assets	303%	5,201,900	1,718,646
Cash and equivalent - unrestricted	157%	3,433,434	2,193,820
Cash and equivalent - restricted	0%	5,014,186	10,324,004
Receivables - rates	490%	2,179,061	444,285
Receivables - other	10%	26,944	280,360
Payables	160%	3,175,132	1,978,506

% - Compares current YTD actuals to prior year actuals

**SHIRE OF MURCHISON**  
**MONTHLY FINANCIAL REPORT**  
For the Period Ending 30 September 2023  
**SUMMARY GRAPHS**

**Operating Income****Operating Expenditure****Operating Revenues****Operating Expenses****Capital Revenues - Investing****Capital Expenses**

**SHIRE OF MURCHISON**  
**STATEMENT OF FINANCIAL ACTIVITY**  
For the Period Ending 30 September 2023  
**NATURE OR TYPE**

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$	Var* \$	Var* %	Var
<b>Revenue from Operating Activities</b>							
Rates	10	3,261,265	1,362,958	2,249,862	886,904	65%	▲
Grants, subsidies and contributions	12(a)	5,504,585	5,055,343	1,241,000	(3,814,343)	(75%)	▼
Fees and charges		586,958	146,730	237,858	91,128	62%	▲
Interest earnings		88,100	20,646	24,333	3,687	18%	
Other revenue		378,701	94,896	114,885	19,989	21%	▲
Profit on disposal of assets	8	-	-	-	-		
		<b>9,819,610</b>	<b>6,680,573</b>	<b>3,867,938</b>			
<b>Expenditure from Operating Activities</b>							
Employee costs		(1,362,949)	(380,779)	(388,044)	(7,265)	(2%)	
Materials and contracts		(7,821,231)	(1,960,754)	(1,586,261)	374,493	19%	▲
Depreciation on non-current assets		(5,400,126)	(1,349,976)	(1,369,658)	(19,682)	(1%)	
Finance cost		(44,738)	(3,465)	(6,190)	(2,725)	(79%)	
Insurance expenses		(188,949)	(128,656)	(98,393)	30,263	24%	▲
Other expenditure		(160,373)	(36,336)	(6,088)	30,248	83%	▲
Loss on disposal of assets	8	-	-	-	-		
		<b>(14,978,366)</b>	<b>(3,859,966)</b>	<b>(3,454,633)</b>			
<b>Excluded Non-cash Operating Activities</b>							
Depreciation and amortisation		5,400,126	1,349,976	1,369,658			
Movement in Employee Benefits		-	-	-			
(Profit) / loss on asset disposal		-	-	-			
<b>Net Amount from Operating Activities</b>		<b>241,370</b>	<b>4,170,583</b>	<b>1,782,963</b>			
<b>Investing Activities</b>							
<b>Inflows from Investing Activities</b>							
Capital grants, subsidies and contributions	12(b)	5,800,331	1,679,362	966,869	(712,493)	(42%)	▼
Proceeds from disposal of assets	8	100,000	25,000	-	(25,000)	(100%)	▼
		<b>5,900,331</b>	<b>1,704,362</b>	<b>966,869</b>			
<b>Outflows from Investing Activities</b>							
Land and buildings	9(a)	(567,500)	(141,870)	(27,972)	113,898	80%	▲
Plant and equipment	9(c)	(543,000)	(543,000)	(285,547)	257,453	47%	▲
Furniture and equipment	9(b)	(91,500)	(22,872)	(25,626)	(2,754)	(12%)	
Infrastructure - roads	9(d)	(6,331,117)	(1,582,764)	(2,335,841)	(753,077)	(48%)	▼
Infrastructure - other	9(e)	(2,250,000)	(562,494)	(225,077)	337,417	60%	
		<b>(9,783,117)</b>	<b>(2,853,000)</b>	<b>(2,900,063)</b>			
<b>Net Amount from Investing Activities</b>		<b>(3,882,786)</b>	<b>(1,148,638)</b>	<b>(1,933,194)</b>			
<b>Financing Activities</b>							
<b>Inflows from Financing Activities</b>							
Transfer from reserves	7	6,327,983	6,269,037	4,684,983	(1,584,054)	25%	
		<b>6,327,983</b>	<b>6,269,037</b>	<b>4,684,983</b>			
<b>Outflows from Financing Activities</b>							
Repayment of debentures	11(a)	(189,033)	-	-	-		
Transfer to reserves	7	(2,972,301)	(631,268)	(23,178)	608,090	96%	▲
		<b>(3,161,334)</b>	<b>(631,268)</b>	<b>(23,178)</b>			
<b>Net Amount from Financing Activities</b>		<b>3,166,649</b>	<b>5,637,769</b>	<b>4,661,805</b>			
<b>Movement in Surplus or Deficit</b>							
<b>Opening Funding Surplus / (Deficit)</b>	3	508,088	508,088	690,325			
Amount attributable to operating activities		241,370	4,170,583	1,782,963			
Amount attributable to investing activities		(3,882,786)	(1,148,638)	(1,933,194)			
Amount attributable to financing activities		3,166,649	5,637,769	4,661,805			
<b>Closing Surplus / (Deficit)</b>	3	<b>33,321</b>	<b>9,167,802</b>	<b>5,201,898</b>			

\* - Note 2 provides an explanation for the relevant variances shown above.

This statement needs to be read in conjunction with the accompanying Financial Statements and Notes.

**SHIRE OF MURCHISON**  
**STATEMENT OF FINANCIAL ACTIVITY**  
For the Period Ending 30 September 2023  
**REPORTING PROGRAM**

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$	Var* \$	Var* %
<b>Revenue from Operating Activities</b>						
Governance		45,469	11,367	4,005	(7,362)	(65%)
General purpose funding		3,556,858	1,435,724	2,326,329	890,605	62%
Law, order and public safety		19,567	18,809	4,640	(14,169)	(75%)
Housing		-	-	2,987	2,987	
Recreation and culture		9,350	2,313	1,218	(1,095)	(47%)
Transport		5,158,007	4,954,783	1,184,541	(3,770,242)	(76%)
Economic services		945,358	236,328	344,218	107,890	46%
Other property and services		85,000	21,249	-	(21,249)	(100%)
		<b>9,819,610</b>	<b>6,680,573</b>	<b>3,867,938</b>		
<b>Expenditure from Operating Activities</b>						
Governance		(888,938)	(298,673)	(178,087)	120,586	40%
General purpose funding		(14,122)	(3,525)	(12,956)	(9,431)	(268%)
Law, order and public safety		(81,961)	(23,654)	(16,189)	7,465	32%
Health		(37,904)	(9,459)	(13,074)	(3,615)	(38%)
Education and welfare		(10,357)	(1,650)	-	1,650	100%
Housing		(86,790)	(21,549)	(24,863)	(3,314)	(15%)
Community amenities		(180,489)	(41,310)	(33,992)	7,318	18%
Recreation and culture		(419,281)	(104,733)	(93,557)	11,176	11%
Transport		(11,057,300)	(2,768,061)	(2,373,714)	394,347	14%
Economic services		(2,122,234)	(530,409)	(596,641)	(66,232)	(12%)
Other property and services		(78,990)	(56,945)	(111,560)	(54,615)	(96%)
		<b>(14,978,366)</b>	<b>(3,859,968)</b>	<b>(3,454,633)</b>		
<b>Excluded Non-cash Operating Activities</b>						
Depreciation and amortisation		5,400,126	1,349,976	1,369,658		
Movement in Employee Benefits		-	-	-		
(Profit) / loss on asset disposal	8	-	-	-		
<b>Net Amount from Operating Activities</b>		<b>241,370</b>	<b>4,170,581</b>	<b>1,782,964</b>		
<b>Investing Activities</b>						
<b>Inflows from Investing Activities</b>						
Capital grants, subsidies and contributions	12(b)	5,800,331	1,679,362	966,869	(712,493)	(42%)
Proceeds from disposal of assets	8	100,000	25,000	-	(25,000)	(100%)
		<b>5,900,331</b>	<b>1,704,362</b>	<b>966,869</b>		
<b>Outflows from Investing Activities</b>						
Land and buildings	9(a)	(567,500)	(141,870)	(27,972)	113,898	80%
Plant and equipment	9(c)	(543,000)	(543,000)	(285,547)	257,453	47%
Furniture and equipment	9(b)	(91,500)	(22,872)	(25,626)	(2,754)	(12%)
Infrastructure - roads	9(d)	(6,331,117)	(1,582,764)	(2,335,841)	(753,077)	(48%)
Infrastructure - other	9(e)	(2,250,000)	(562,494)	(225,077)	337,417	60%
		<b>(9,783,117)</b>	<b>(2,853,000)</b>	<b>(2,900,063)</b>		
<b>Net Amount from Investing Activities</b>		<b>(3,882,786)</b>	<b>(1,148,638)</b>	<b>(1,933,194)</b>		
<b>Financing Activities</b>						
<b>Inflows from Financing Activities</b>						
Transfer from reserves	7	6,327,983	6,269,037	4,684,983	(1,584,054)	(25%)
		<b>6,327,983</b>	<b>6,269,037</b>	<b>4,684,983</b>		
<b>Outflows from Financing Activities</b>						
Repayment of debentures	11(a)	(189,033)	-	-	-	
Transfer to reserves	7	(2,972,301)	(631,268)	(23,178)	608,090	96%
		<b>(3,161,334)</b>	<b>(631,268)</b>	<b>(23,178)</b>		
<b>Net Amount from Financing Activities</b>		<b>3,166,649</b>	<b>5,637,769</b>	<b>4,661,805</b>		
<b>Movement in Surplus or Deficit</b>						
<b>Opening Funding Surplus / (Deficit)</b>	3	508,088	508,088	690,325		
Amount attributable to operating activities		241,370	4,170,581	1,782,964		
Amount attributable to investing activities		(3,882,786)	(1,148,638)	(1,933,194)		
Amount attributable to financing activities		3,166,649	5,637,769	4,661,805		
<b>Closing Funding Surplus / (Deficit)</b>	3	<b>33,321</b>	<b>9,167,800</b>	<b>5,201,899</b>		

\* - Note 2 provides an explanation for the relevant variances shown above

This statement needs to be read in conjunction with the accompanying Financial Statements and Notes

**SHIRE OF MURCHISON**  
**STATEMENT OF FINANCIAL POSITION**  
**For the Period Ending 30 September 2023**

	<u>NOTE</u>	<u>FY 2024</u> <u>30 September 2023</u> \$	<u>FY 2023</u> <u>30 June 2023</u> \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	7,213,053	9,307,956
Trade and other receivables	5	2,809,364	301,632
Other financial assets	4	1,234,567	1,234,567
Inventories		186,225	230,472
Other assets	7	1,774,285	1,774,285
<b>TOTAL CURRENT ASSETS</b>		<b>13,217,495</b>	<b>12,848,912</b>
<b>NON-CURRENT ASSETS</b>			
Other financial assets		20,372	20,372
Property, plant and equipment	9	13,467,379	13,172,851
Infrastructure	9	92,879,442	91,643,564
<b>TOTAL NON-CURRENT ASSETS</b>		<b>106,367,193</b>	<b>104,836,788</b>
<b>TOTAL ASSETS</b>		<b>119,584,688</b>	<b>117,685,700</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	14	2,056,902	1,538,088
Other liabilities		950,026	950,026
Borrowings	11(a)	189,033	189,033
Employee related provisions		246,429	246,429
<b>TOTAL CURRENT LIABILITIES</b>		<b>3,442,390</b>	<b>2,923,576</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	11(a)	1,533,838	1,533,838
Employee related provisions		60,087	60,087
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>1,593,925</b>	<b>1,593,925</b>
<b>TOTAL LIABILITIES</b>		<b>5,036,315</b>	<b>4,517,501</b>
<b>NET ASSETS</b>		<b>114,548,373</b>	<b>113,168,199</b>
<b>EQUITY</b>			
Retained surplus		30,144,244	26,619,903
Reserve accounts	7	4,989,061	7,133,228
Revaluation surplus		79,415,068	79,415,068
<b>TOTAL EQUITY</b>		<b>114,548,373</b>	<b>113,168,199</b>



**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ending 30 September 2023**

**1. SIGNIFICANT ACCOUNTING POLICIES**

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996 Regulation 34*.

The material variance adopted by the Shire of Murchison for the 2023/24 year is \$10,000 or 10%, whichever is greater. Items considered to be of material variance are disclosed in Note 2.

The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation. The preparation also requires management to make judgements, estimates and assumptions which effect the application of policies and the reported amounts in the statements and notes. These estimated figures are based on historical experience or other factors believed to be reasonable under the circumstances. Therefore, the actual results may differ from these reported amounts.

Actual and Budget comparatives are presented in year to date format unless otherwise stated. The Adopted Budget is used in the report until superseded by the Budget Review.

**Preparation**

Prepared by: Bertus Lochner  
 Reviewed by: Travis Bate  
 Date prepared: 18 Oct 23

**(a) Basis of Preparation**

The following financial statements are special purpose financial statements that have been prepared in accordance with the Australian Accounting Standards, Authoritative Interpretations, the *Local Government Act 1995*, and regulations, within the context in which they relate to local governments and not-for-profit entities.

With the exception of the cash flow statement and rate setting information, the following report has been prepared on an accrual basis with balances measured at historical cost unless subject to fair value adjustments. Items subject to fair value adjustments include certain non-current assets, financial assets, and financial liabilities. Items such as assets, liabilities, equity, income and expenses have been recognised in accordance with the definitions and recognition criteria set out in the Framework for the Preparation and Presentation of Financial Statements.

These financial statements comply with, and supersede, the Australian Accounting Standards with the *Local Government (Financial Management) Regulations 1996* where applicable. Further information is provided in Note 1(i).

The functional and presentation currency of the report is Australian dollars.

**(b) The Local Government Reporting Entity**

The Australian Accounting Standards define local government as a reporting entity which can be a single entity or a group comprising a parent and all its subsidiaries. All funds controlled by the Shire in order to provide its services have formed part of the following report. Transactions and balances related to these controlled funds, such as transfers to and from reserves, were eliminated during the preparation of the report.

Funds held in Trust, which are controlled but not owned by the Shire, do not form part of the financial statements. Further information on the Shire funds in Trust are provided in Note 5.

**(c) Rounding of Amounts**

The Shire is an entity to which the *Local Government (Financial Management) Regulations 1996* applies and, accordingly amounts in the financial report have been rounded to the dollar except for amounts shown as a rate in the dollar. Where total assets exceed \$10,000,000 in the prior audited annual financial report, the amounts may be rounded to the nearest \$1,000.

**SHIRE OF MURCHISON****NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY****For the Period Ending 30 September 2023****1. SIGNIFICANT ACCOUNTING POLICIES (Continued)****(d) Goods and Services Tax (GST)**

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

**(e) Superannuation**

The Shire contributes to a number of superannuation funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

**(f) Cash and Cash Equivalents**

Cash and cash equivalents normally include cash on hand, cash at bank, deposits on demand with banks, other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are shown as short term borrowings in current liabilities in Note 3 - Net Current Assets.

**(g) Financial Assets at Amortised Cost**

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

**(h) Inventories****General**

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs related to completion and its sale.

**Land Held for Resale**

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed. Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point. Land held for sale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

**(i) Trade and Other Receivables**

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for grants, contributions, reimbursements, and goods sold and services performed on the ordinary course of business.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

Trade receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected credit loss allowance for all trade receivables. To measure the expected credit losses, rates receivables are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

**SHIRE OF MURCHISON****NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY****For the Period Ending 30 September 2023****1. SIGNIFICANT ACCOUNTING POLICIES (Continued)****(j) Fixed Assets**

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

**Recognition of Assets**

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with Financial Management Regulation 17A (5). These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

**Gains and Losses on Disposal**

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

**(i) Depreciation of Non-current Assets**

The depreciable amount of fixed assets included in buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Major depreciation periods used for each class of depreciable asset are:

<b>Asset Class</b>	<b>Useful life</b>
Buildings & Improvements	7 to 90 years
Furniture and equipment	3 to 25 years
Plant and equipment	5 to 20 years
Sealed roads and streets	
formation	not depreciated
pavement	12 years
seal	10 years
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
formation	not depreciated
pavement	45 years
Footpaths	10 years
Culverts	60 years
Signs	20 years
Stock Grids	80 years
Floodways	21 years
Water supply piping and drainage systems	75 years
Bridges	80 years

**SHIRE OF MURCHISON****NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY****For the Period Ending 30 September 2023****1. SIGNIFICANT ACCOUNTING POLICIES (Continued)****(l) Trade and Other Payables**

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

**(m) Prepaid Rates**

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises revenue for the prepaid rates that have not been refunded.

**(n) Employee Benefits****Short-term employee benefits**

Provision is made for the Shire's obligation for short-term employee benefits. Short term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled. The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the determination of the net current asset position. The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the determination of the net current asset position.

**Other long-term employee benefits**

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in the statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

**(o) Interest-bearing Loans and Borrowings**

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. Subsequent measurement is at amortised cost using the effective interest method. The annual government guarantee fee is expensed in the year incurred.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

**Borrowing Costs**

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied. Fair values of borrowings are not materially different to their carrying amount, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Borrowings fair values are based on the discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy due to the unobservable inputs, including own credit risk.

## SHIRE OF MURCHISON NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

### 1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### (p) Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measure using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

#### (q) Contract Liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

#### (r) Current and Non-current Classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

#### (p) Nature or Type Classifications

##### Rates

All rates levied under the *Local Government Act 1995*. Includes general, differential, specific area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts offered. Exclude administration fees, interest on instalments, interest on arrears and service charges.

##### Grants, Subsidies and Contributions

Refer to all amounts received as grants, subsidies and contributions that are not capital grants.

##### Capital Grants, Subsidies and Contributions

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

##### Revenue from Contracts with Customers

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

##### Profit on Asset Disposal

Gain on the disposal of assets including gains on the disposal of long term investments.

##### Fees and Charges

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.

##### Service Charges

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. Regulation 54 of the *Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Excluding rubbish removal charges, interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

##### Interest Earnings

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ending 30 September 2023**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**  
**(p) Nature or Type Classifications (Continued)**

**Other Revenue / Income**

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

**Employee Costs**

All costs associated with the employment of a person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

**Materials and Contracts**

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses (such as telephone and internet charges), advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc.

**Utilities (Gas, Electricity, Water, etc.)**

Expenditures made to the respective agencies for the provision of power, gas, water and communication expenses. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

**Insurance**

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

**Loss on Asset Disposal**

Loss on the disposal of fixed assets.

**Depreciation on Non-current Assets**

Depreciation expense raised on all classes of assets.

**Finance Cost**

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

**Other Expenditure**

Statutory fees, taxes, provision for bad debts, member's fees or State taxes, donations and subsidies made to community groups.

**SHIRE OF MURCHISON****NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY****For the Period Ending 30 September 2023****1. SIGNIFICANT ACCOUNTING POLICIES (Continued)****(q) Program Classifications (Function / Activity)**

Council operations as disclosed in these financial statements encompass the following service orientated activities/programs.

**GOVERNANCE**

Administration and operation of facilities and services to members of Council. Other costs that relate to the task of assisting elected members and electors on matters which do not concern specific Council services.

**GENERAL PURPOSE FUNDING**

Rates, general purpose government grants and interest revenue.

**LAW, ORDER AND PUBLIC SAFETY**

Supervision of various by-laws, fire prevention and animal control.

**HEALTH**

Monitor health control standards within the community, provide support and assistance with airstrips to enable all residents access to the Royal Flying Doctor for regular and emergency health services.

**EDUCATION AND WELFARE**

Support of education facilities within the Shire and of any external resources necessary to assist with education programmes for all residents.

**HOUSING**

Provision and maintenance of staff housing.

**COMMUNITY AMENITIES**

Maintain a refuse site for the settlement.

**RECREATION AND CULTURE**

Provide a library and museum and operation thereof. Maintain recreation centre, sports field, parks, gardens and other recreational facilities.

**TRANSPORT**

Construction and maintenance of roads, drainage works and traffic signs. Maintenance of the settlement airstrip.

**ECONOMIC SERVICES**

Building control, provision of power and water supplies. Supply and maintenance of television re-broadcasting installation. Provision of radio communication. Maintenance of caravan park. Vermin control and area promotion.

**OTHER PROPERTY AND SERVICES**

Private works operations, plant repairs and operation costs.

SHIRE OF MURCHISON  
 STATEMENT OF CAPITAL ACQUISITIONS AND FUNDING  
 For the Period Ending 30 September 2023  
**CAPITAL ACQUISITIONS AND FUNDING**

<b>Asset Group</b>	<b>Note</b>	<b>Annual Budget \$</b>	<b>YTD Actual Total \$</b>
Land and buildings	9(a)	567,500	27,972
Plant and equipment	9(c)	543,000	285,547
Furniture and equipment	9(b)	91,500	25,626
Infrastructure - roads	9(d)	6,331,117	2,335,841
Infrastructure - other	9(e)	2,250,000	225,077
<b>Total Capital Expenditure</b>		<b>9,783,117</b>	<b>2,900,063</b>

**Capital Acquisitions Funded by:**

Capital grants and contributions	5,800,331	966,869
Borrowings	-	-
Other (disposals and c/fwd)	100,000	-
Council contribution - from reserves	1,643,000	-
Council contribution - operations	2,239,786	1,933,194
<b>Total Capital Acquisitions Funding</b>	<b>9,783,117</b>	<b>2,900,063</b>



## SHIRE OF MURCHISON

## NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

## 1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

## (r) Revenue Recognition Policy

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns / Refunds / Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Service charges	Charge for specific service	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants with no contract commitments	General appropriations and contributions with no reciprocal commitment	No obligations	Not applicable	Not applicable	Cash received	On receipt of funds	Not applicable	When assets are controlled
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	Set by State legislation or limited by legislation to the cost of provision	Based on timing of issue of the associated rights	No refunds	On payment and issue of the licence, registration or approval
Pool inspections	Compliance safety check	Single point in time	Equal proportion based on an equal annually fee	None	Set by State legislation	Apportioned equally across the inspection cycle	No refunds	After inspection complete based on a 4 year cycle

**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
For the Period Ending 30 September 2023

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(r) Revenue Recognition Policy (Continued)**

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns / Refunds / Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of revenue recognition
Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Set by State legislation or limited by legislation to the cost of provision	Applied fully on timing of inspection	Not applicable	Revenue recognised after inspection event occurs
Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	Adopted by council annually	Based on timing of entry to facility	Returns limited to repayment of transaction price	On entry or at conclusion of hire
Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Adopted by council annually	Applied fully based on timing of provision	Not applicable	Output method based on provision of service or completion of works
Sale of stock	Roadhouse fuel & kiosk sales.	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Adopted by council policy & annual fees and charges review, set by mutual agreement	Applied fully based on timing of provision	Returns limited to repayment of transaction price	Output method based on goods
Commissions	Commissions on licencing and ticket sales	Over time	Payment in full on sale	None	Set by mutual agreement with the customer	On receipt of funds	Not applicable	When assets are controlled
Reimbursements	Insurance claims	Single point in time	Payment in arrears for claimable event	None	Set by mutual agreement with the customer	When claim is agreed	Not applicable	When claim is agreed

## SHIRE OF MURCHISON

## NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

## 2. EXPLANATION OF MATERIAL VARIANCES

Variances which have exceeded the thresholds are listed below.

The material variance adopted by Council for the 2022/23 year is \$10,000 and 10%.

Nature or Type	Var	Var	Var	Timing /	Explanation of Variance
Operating Revenues	\$	%		Permanent	
Rates	886,904	65%	▲	Timing	Mostly related to change in valuation of Miscellaneous mining tenements between budget adoption and raising of rates.
Operating Grants, Subsidies and Contributions	(3,814,343)	(75%)	▼	Timing	Relates mainly to budget on flood damage, timing issue only. Refer note 12 for more detail.
Fees and Charges	91,128	62%	▲	Timing	Mostly related to Roadhouse Fuel Sales (\$84K) and Roadhouse Accommodation and Camping (\$9K) above budget at period end date.
Other Revenue	19,989	21%	▲	Timing	Mostly related to Roadhouse Shop Sales which are \$23K above budget at period end date.
Non Operating Grants, Subsidies and Contributions	(712,493)	(42%)	▼	Timing	Mainly related to MRWA - SKA Roads. Refer to Note 12 for further detail.

## Operating Expense

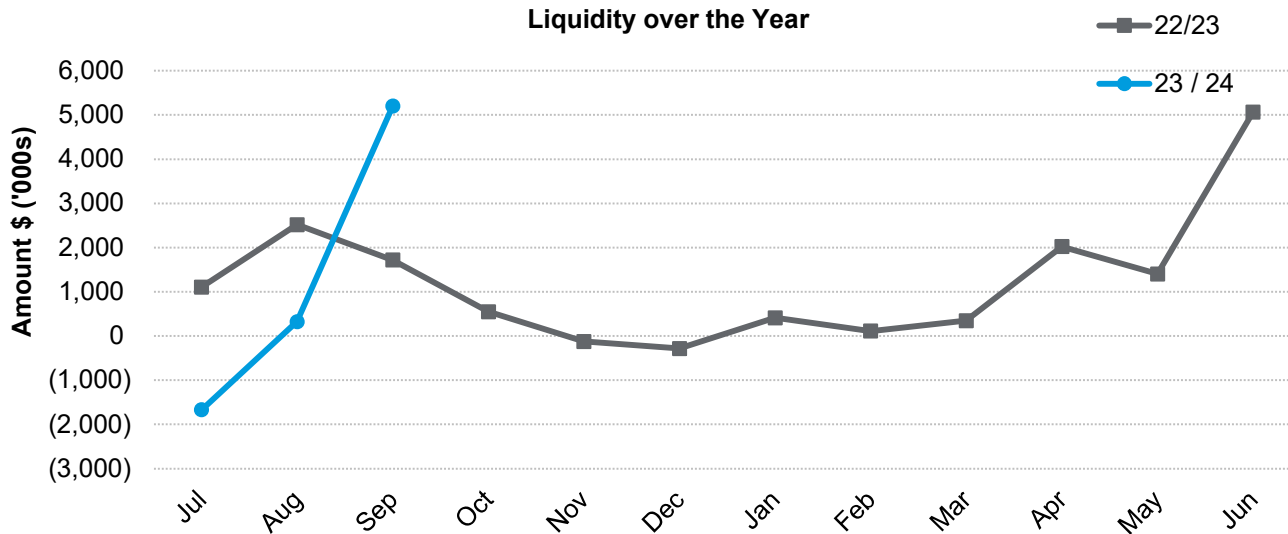
Materials and contracts	374,493	19%	▲	Timing	Primarily related to timing of Flood Damage works.
Insurance Expenses	30,263	24%	▲	Timing	Insurance costed for the year, to normalise towards year end
Other expenditure	30,248	83%	▲	Timing	Timing differences in relation to member sitting fees.

**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
For the Period Ending 30 September 2023

**3. NET CURRENT FUNDING POSITION**

	Note	Current Month 30 Sep 23 \$	Prior Year Closing 30 Jun 23 \$	This Time Last Year 30 Sep 22 \$
<b>Current Assets</b>				
Cash unrestricted	4	3,433,434	866,532	2,193,820
Cash restricted	4	5,014,186	9,675,991	10,324,004
Receivables - rates	6(a)	2,179,061	60,272	444,285
Receivables - sundry	6(b)	26,944	118,942	280,360
Receivables - other		590,826	170,594	358,174
Provision for doubtful debts		(8,295)	(8,295)	(22,417)
Contract assets		1,774,285	1,774,285	121,766
Inventories		186,225	230,472	141,917
<b>Total Current Assets</b>		<b>13,196,667</b>	<b>12,888,793</b>	<b>13,841,909</b>
<b>Current Liabilities</b>				
Payables - sundry		(579,844)	(234,549)	(811,435)
Payables - other		(66,733)	(82,143)	(216,605)
PAYG Tax withheld		(177,754)	(50,303)	
Accrued salaries and wages		(47,726)	(47,726)	
Accrued expenses		(646,519)	(646,519)	
Trust Liability		(251)	-	
Deposits and bonds		(156,960)	(511,211)	(423,675)
Contract liabilities		(950,026)	(950,026)	(347,543)
Murchison Community Fund		(354,767)		
Loan liabilities	11(a)	(194,552)	(194,552)	(179,248)
<b>Total Payables</b>		<b>(3,175,132)</b>	<b>(2,717,029)</b>	<b>(1,978,506)</b>
Provisions		(246,429)	(246,429)	(183,760)
<b>Total Current Liabilities</b>		<b>(3,421,561)</b>	<b>(2,963,458)</b>	<b>(2,162,266)</b>
Less: cash reserves	7	(5,014,186)	(9,675,991)	(10,324,004)
Less: movement in provisions (non current)		246,429	246,429	183,759
Add: loan principal (current)		194,552	194,552	179,248
<b>Net Funding Position - Surplus / (Deficit)</b>		<b>5,201,900</b>	<b>690,325</b>	<b>1,718,646</b>

**Liquidity over the Year**



## SHIRE OF MURCHISON

## NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

## 4. CASH AND FINANCIAL ASSETS

	Unrestricted	Restricted	Total	Institution	Interest	Maturity
	\$	\$	\$		Rate	Date
Cash					%	
Murchison Community Fund	354,767		354,767	Westpac	Variable	N/A
Municipal	2,622,860		2,622,860	Westpac	Variable	N/A
Cash On Hand	500		500	Cash on hand	Nil	N/A
Muni Short Term Investment	154,512		154,512	Westpac	Variable	N/A
Roadhouse	293,388		293,388	Westpac	Variable	N/A
CSIRO	7,407		7,407	Westpac	Variable	N/A
Reserve Funds		5,014,186	5,014,186	Westpac	Variable	N/A
<b>Total Cash and Financial Assets</b>	<b>3,433,434</b>	<b>5,014,186</b>	<b>8,447,620</b>			

## 5. TRUST FUND

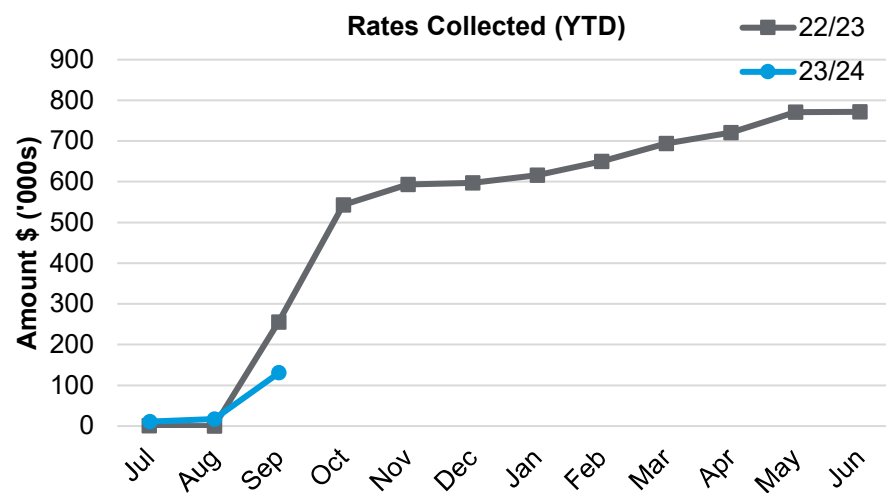
There are no funds held at balance date over which the Shire has no control

**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ending 30 September 2023**

**6. RECEIVABLES**

**(a) Rates Receivable**

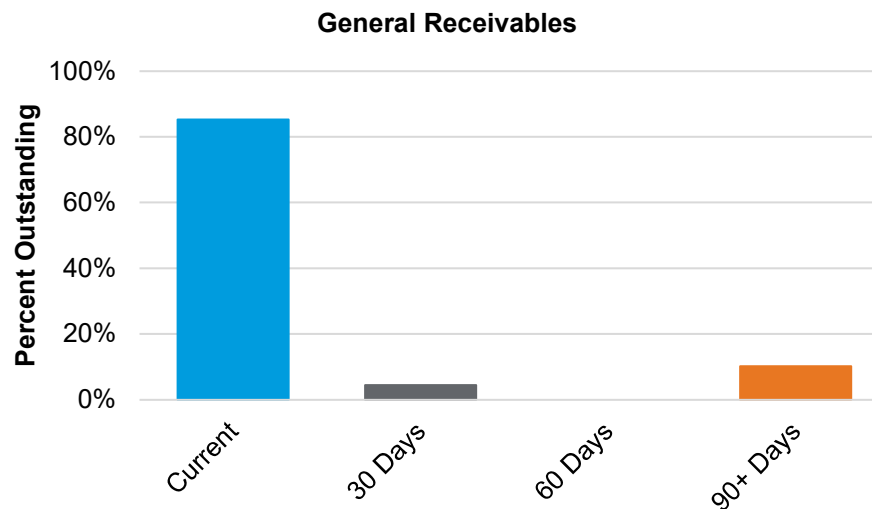
	30 Sep 23
	\$
Rates receivables	2,179,061
<b>Total Rates Receivable Outstanding</b>	<b>2,179,061</b>
Closing balances - prior year	60,272
Rates levied this year	2,249,862
Closing balances - current month	(2,179,061)
<b>Total Rates Collected to Date</b>	<b>131,073</b>



**Comments / Notes**

**(b) General Receivables**

	30 Sep 23
	\$
Current	22,999
30 Days	1,200
60 Days	-
90+ Days	2,745
<b>Total General Receivables Outstanding</b>	<b>26,944</b>



**Comments / Notes**

Amounts shown above include GST (where applicable)

## SHIRE OF MURCHISON

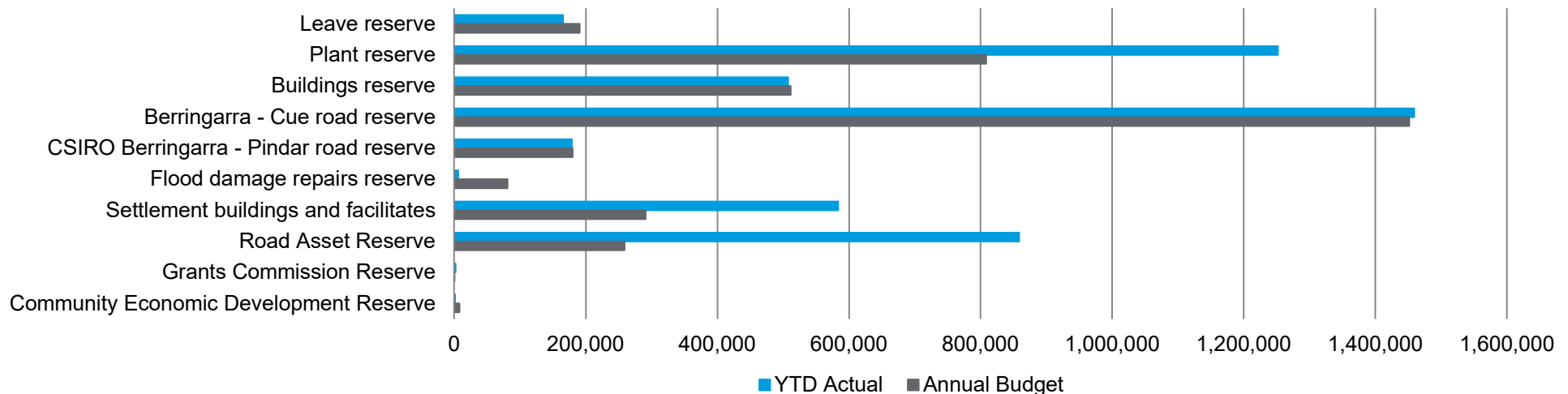
## NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

## 7. CASH BACKED RESERVES

Restricted by council:	Annual Budget				YTD Actual			
	Balance 01 Jul 23 \$	Transfers from \$	Transfer to \$	Balance 30 Jun 24 \$	Balance 01 Jul 23 \$	Transfers from \$	Transfer to \$	Balance 30 Sep 23 \$
<b>Reserve Name</b>								
Leave reserve	164,992	-	25,844	190,836	164,992	-	511	165,503
Plant reserve	1,251,758	(443,000)	-	808,758	1,251,758	-	-	1,251,758
Buildings reserve	505,854	-	5,325	511,179	505,854	-	1,567	507,421
Berringarra - Cue road reserve	1,441,587	-	10,000	1,451,587	1,441,587	-	17,500	1,459,087
CSIRO Berringarra - Pindar road reserve	178,214	-	1,875	180,089	178,214	-	552	178,766
Flood damage repairs reserve	5,968	-	75,000	80,968	5,968	-	-	5,968
Settlement buildings and facilities	581,775	(600,000)	308,961	290,736	581,775	-	1,656	583,431
Road Asset Reserve	858,912	(600,000)	-	258,912	858,912	-	-	858,912
Grants Commission Reserve	4,685,590	(4,684,983)	-	607	4,685,590	(4,684,983)	1,392	1,999
Community Economic Development Reserve	1,335	-	6,720	8,055	1,335	-	0	1,335
Carnarvon-Mullewa Mining Related	-	-	7,500	7,500	-	-	-	-
Asset Management Reserve	-	-	2,531,076	2,531,076	-	-	-	-
Museum Reserve	-	-	-	-	-	-	-	-
<b>Total Cash Backed Reserves</b>	<b>9,675,985</b>	<b>(6,327,983)</b>	<b>2,972,301</b>	<b>6,320,303</b>	<b>9,675,985</b>	<b>(4,684,983)</b>	<b>23,178</b>	<b>5,014,180</b>

Annual Budget v YTD Actual



**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
For the Period Ending 30 September 2023

**8. DISPOSAL OF ASSETS**

**Annual Budget**

	<b>WDV</b>	<b>Proceeds</b>	<b>Profit</b>	<b>(Loss)</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Transport</b>				
<b>Plant and Equipment</b>				
Plant and Equipment	100,000	100,000	-	-
<b>Total Disposal of Assets</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>Total Profit or (Loss)</b>				<b>-</b>

**YTD Actual**

	<b>WDV</b>	<b>Proceeds</b>	<b>Profit</b>	<b>(Loss)</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Other Property &amp; Services</b>				
<b>Motor Vehicle</b>				
	-	-	-	-
				-
				-
				-
<b>Total Disposal of Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Profit or (Loss)</b>				<b>-</b>



**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ending 30 September 2023**

**9. CAPITAL ACQUISITIONS**

<b>(a) Land and Buildings</b>	<b>Funding Source</b>	<b>Annual Budget \$</b>	<b>YTD Budget \$</b>	<b>YTD Actual \$</b>	<b>YTD Variance \$</b>	<b>% Complete</b>
<b>Community Amenities</b>						
	Container Deposit Shed	10,000	2,499	-	2,499	0%
<b>Economic Services</b>						
	Tour Area Prom Buildings & Improvements	507,500	126,873	27,972	98,901	6%
	Tour Area Prom Infrastructure	50,000	12,498	-	12,498	0%
<b>Total Land and Buildings</b>		<b>567,500</b>	<b>141,870</b>	<b>27,972</b>	<b>113,898</b>	

<b>(b) Furniture &amp; Equipment</b>	<b>Funding Source</b>	<b>Annual Budget \$</b>	<b>YTD Budget \$</b>	<b>YTD Actual \$</b>	<b>YTD Variance \$</b>	<b>% Complete</b>
<b>Housing</b>						
	Staff Housing Furniture & Equipment	3,000	750	2,693	(1,943)	100%
<b>Economic Services</b>						
	Cap Ex Point Of Sale System Roadhouse	25,000	6,249	-	6,249	0%
	Capex - Washing Machines	22,000	5,499	20,945	(15,446)	95%
	Roadhouse Appliances	16,000	3,999	1,988	2,011	12%
	Roadhouse Furniture	10,500	2,625	-	2,625	0%
	Tour Area & Prom Buildings & Improvements	15,000	3,750	-	3,750	0%
<b>Total Furniture &amp; Equipment</b>		<b>91,500</b>	<b>22,872</b>	<b>25,626</b>	<b>(2,754)</b>	

<b>(c) Plant and Equipment</b>	<b>Funding Source</b>	<b>Annual Budget \$</b>	<b>YTD Budget \$</b>	<b>YTD Actual \$</b>	<b>YTD Variance \$</b>	<b>% Complete</b>
<b>Transport</b>						
	Road Plant Purchases	543,000	543,000	285,547	257,453	53%
<b>Total Plant and Equipment</b>		<b>543,000</b>	<b>543,000</b>	<b>285,547</b>	<b>257,453</b>	

**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ending 30 September 2023**

**9. CAPITAL ACQUISITIONS (Continued)**

**(d) Infrastructure - Roads**

	<b>Funding Source</b>	<b>Annual Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	<b>% Complete</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>#DIV/0!</b>
<b>Transport</b>						
Beri-Pindar Rd Wreath Flower Works		-	-	15,009	(15,009)	
Beri-Pindar Rd - Resheet Incl Floodway Sections		623,448	155,862	634,561	(478,699)	
Carn-Mul Rd - Resheet Incl Floodway Sections		121,834	30,456	121,834	(91,378)	100%
Carn-Mul Rd 208.68 - 241.74 Reconstruct & Widen various s		2,291,451	572,859	428,645	144,214	19%
Reseal Works		148,530	37,131	-	37,131	0%
SKA Route General Construction Works		3,045,854	761,463	1,134,310	(372,847)	
SKA Route Twin Peaks - Wooleen Rd		-	-	1,482	(1,482)	
Capex Grids General		100,000	24,993	-	24,993	0%
		<b>6,331,117</b>	<b>1,582,764</b>	<b>2,335,841</b>	<b>(753,077)</b>	
<b>Total Infrastructure - Roads</b>		<b>6,331,117</b>	<b>1,582,764</b>	<b>2,335,841</b>	<b>(753,077)</b>	

**(e) Infrastructure - Other**

	<b>Funding Source</b>	<b>Annual Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	<b>% Complete</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b>Recreation &amp; Culture</b>						
Community Swimming Pool		1,050,000	262,500	-	262,500	0%
Sports Club Access Upgrade		30,000	7,500	-	7,500	0%
Community Splash Pool		350,000	87,498	-	87,498	0%
<b>Economic Services</b>						
Roadhouse & C/V Park Precinct Works		20,000	4,998	-	4,998	0%
Improvements To drinking Water reticulation		450,000	112,500	94,127	18,373	21%
Power Supply Upgrade		350,000	87,498	130,950	(43,452)	37%
		<b>2,250,000</b>	<b>562,494</b>	<b>225,077</b>	<b>337,417</b>	
<b>Total Infrastructure - Other</b>		<b>2,250,000</b>	<b>562,494</b>	<b>225,077</b>	<b>337,417</b>	
<b>Total Capital Expenditure</b>		<b>9,783,117</b>	<b>2,853,000</b>	<b>2,900,063</b>	<b>(47,063)</b>	

## SHIRE OF MURCHISON

## NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

## 10. RATING INFORMATION

	Rateable Value \$	Rate in \$	Number of Properties #	Annual Budget Revenue \$	Rate Revenue \$	Interim Rates CY \$	Interim Rates PY \$	YTD Actual Revenue \$
<b>General Rates</b>								
UV Pastoral	1,232,909	0.088894	22	109,655	109,655	-	-	109,655
UV Mining	16,725,080	0.169410	21	2,832,030	1,819,827	-	-	1,819,827
UV Prospecting and exploration	1,754,201	0.169410	61	297,180	297,180	-	-	297,180
<b>Total General Rates</b>				<b>3,238,865</b>	<b>2,226,662</b>	-	-	<b>2,226,662</b>
<b>Minimum Rates</b>								
UV Pastoral	21,304	800	6	4,800	4,800	-	-	4,800
UV Mining	8,140	800	4	3,200	4,000	-	-	4,000
UV Prospecting and exploration	43,144	800	18	14,400	14,400	-	-	14,400
<b>Total Minimum Rates</b>				<b>22,400</b>	<b>23,200</b>	-	-	<b>23,200</b>
<b>Total General and Minimum Rates</b>				<b>3,261,265</b>	<b>2,249,862</b>	-	-	<b>2,249,862</b>
<b>Other Rate Revenue</b>								
Facilities fees (Ex Gratia)								-
<b>Total Rate Revenue</b>				<b>3,261,265</b>				<b>2,249,862</b>

**SHIRE OF MURCHISON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ending 30 September 2023**

**11. INFORMATION ON BORROWINGS**

**(a) Debenture Repayments**

**(i) Loan 2 Roadworks in 2020-21**

	<b>Annual Budget \$</b>	<b>YTD Budget \$</b>	<b>YTD Actual \$</b>
<b>Transport</b>			
Opening balance	1,722,871	1,722,871	1,722,871
Principal payment	(189,033)	-	-
<b>Principal Outstanding</b>	<b>1,533,838</b>	<b>1,722,871</b>	<b>1,722,871</b>
Finance cost payment	(30,870)	-	-
Service fee			
<b>Total Principal, Finance Cost and Fees Paid</b>	<b>(219,903)</b>	<b>-</b>	<b>-</b>
<b>Total Principal Outstanding</b>	<b>1,533,838</b>	<b>1,722,871</b>	<b>1,722,871</b>
<b>Total Principal Repayments</b>	<b>(189,033)</b>	<b>-</b>	<b>-</b>

30/09/2023 SHIRE OF MURCHISON  
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
 For the Period Ending 30 September 2023

## 12. GRANTS, SUBSIDIES AND CONTRIBUTIONS

### (a) Grants, Subsidies and Contributions

	Program / Details	Grant Provider	Annual Budget \$	YTD Budget \$	YTD Actual \$
	<b>General Purpose Funding</b>				
03201	F.A.G Grant - General	WALGGC	151,325	37,831	37,831
03202	F.A.G. Grant - Roads	WALGGC	55,693	13,923	13,923
	<b>Law, Order and Public Safety</b>				
05102	DFES Operating Grant	DFES	18,560	18,560	4,640
	<b>Community Amenities</b>				
	<b>Transport</b>				
12212	MRWA Direct	MRWA	269,961	67,488	269,961
12219	WANDRRA Flood Damage	MRWA	4,887,046	4,887,046	913,741
	<b>Economic Services</b>				
13201	Tour Area Prom Revenue		32,000	7,998	904
13609	Roadhouse Other Revenue		5,000	1,248	-
	<b>Other Property &amp; Services</b>				
14404	Diesel Fuel Rebate		85,000	21,249	-
<b>Total Grants, Subsidies and Contributions</b>			<b>5,504,585</b>	<b>5,055,343</b>	<b>1,241,000</b>

### (b) Capital Grants, Subsidies and Contributions

	<b>Transport</b>				
12213	MRWA Specific	MRWA	1,062,746	265,686	360,000
12216	Roads to Recovery		288,121	72,030	-
12238	LRCIP		632,708	-	36,899
12237	MRWA - SKA Roads	MRWA	2,956,810	739,200	-
12244	Mining Related Road Contributions		7,500	-	-
	<b>Recreation &amp; Culture</b>				
11311	Other Rec & Sport Grants		852,446	602,446	569,970
<b>Total Capital Grants, Subsidies and Contributions</b>			<b>5,800,331</b>	<b>1,679,362</b>	<b>966,869</b>
<b>Total Grants, Subsidies and Contributions</b>			<b>11,304,916</b>	<b>6,734,705</b>	<b>2,207,869</b>

Check			
Operating	5,504,585	5,055,343	1,241,000
Variance	-	-	-

Non-operating	5,800,331	1,679,362	966,869
Variance	-	-	-

## SHIRE OF MURCHISON

## NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 September 2023

## 13. BUDGET AMENDMENTS

GL Code	Job Code	Description	Council Resolution	Classification	Increase in Cash	Decrease in Cash	Running Balance
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19.1.1 - October 2023

## Free placemaking training and resources for WA local governments



DLGSC is building the capacity of all WA local governments to be placemakers – helping to create stronger communities and better places

This is the first time in Australia this kind of training has been provided for a whole sector – 22,000+ employees and 1,200+ Elected Members



Department of  
Local Government, Sport  
and Cultural Industries



Online courses and Top 10 tips resources are available via:

[www.placemaking.education](http://www.placemaking.education)





## Who is it for?

We provide this training for people around the world, in partnership with global custodian of placemaking – PlacemakingX.

It was set up in 2022.

The DLGSC has engaged Town Team Movement to deliver free training and professional development for WA local government staff and Elected Members

## How to access:



are based in WA

### Option 1

Go to [placemaking.education/courses](https://placemaking.education/courses) 

choose the product you would like to access, go to the checkout for the product and add the coupon code – **WALOCALGOV** – in the Order Summary section. This will automatically apply the 100% discount and allow you to purchase the course or product for free.

### Option 2

Email [hello@placemaking.education](mailto:hello@placemaking.education) and we will send you a flyer and links to access the materials. You just need to click on the link, register your details and get started!

**Note:** Personal coaching sessions are not included in this package (neither Option 1 nor 2). They can be purchased separately at an additional cost.



## What to expect

It is not just a city thing.  
Regional towns often do it best!

Learn at your own pace:  
anywhere, any time

Available until  
30 June 2024

Library staff, depot crews and  
economic development staff often  
champion the training

Feedback has  
been amazing -  
rated 9+ out of 10

Around 5 hours

9.3 out of 10

Learn at your  
own pace

The courses take around 5-6  
hours to do. The Top 10 Tips  
download provides all the  
best information in 20 pages



Time required



User rating



Learning  
approach

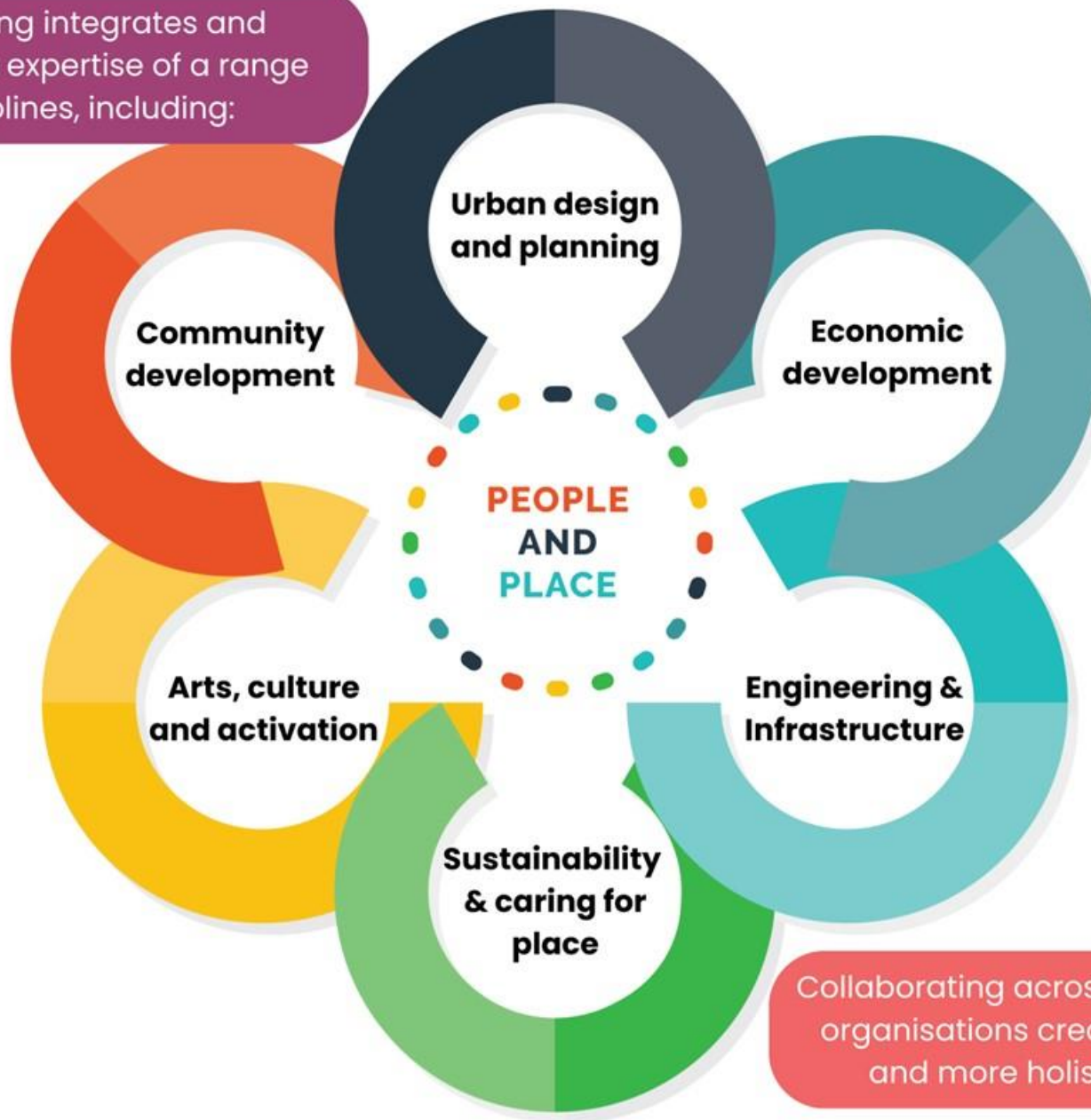


# What is placemaking?





Placemaking integrates and builds on the expertise of a range of disciplines, including:



Collaborating across disciplines and organisations creates better ideas and more holistic outcomes

## Placemaking is

About creating places that people love

People-focused

Inclusive and collaborative

Visionary, but also practical

Letting go and sharing responsibility

Flexible and adaptable

## Placemaking is not

Based on delivering a project

A design-led masterplan or policy

One-off events or artworks

Just about the visible outcomes

Done by one person or team

Infrastructure upgrades alone

“Placemaking is a philosophy and an iterative, collaborative process for creating public spaces that people love and feel connected to.”

‘Placemaking is like turning a house into a home.’

David Engwicht



# The hardware and software of places

Just like a computer, we need to upgrade the software,  
as well as the hardware of places



## Software

The software of a place is less tangible: the people; activity; vibrancy; the 'vibe'; the personality of the place; feelings; confidence and enthusiasm.

The software is provided by local businesses, landowners, residents and visitors.

Whilst critical, the software can't always paper over major hardware faults or missing pieces.

## Hardware

The hardware of a place is the physical attributes.

It is usually delivered by urban designers, landscape architects and engineers and includes roads, trees, footpaths, utilities, services etc.

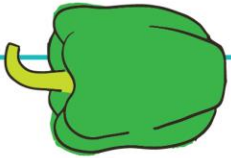
Whilst vital, the hardware can't give a place soul, character or feeling.



# Placemaking is like the cheese on the place-and-community-building pizza



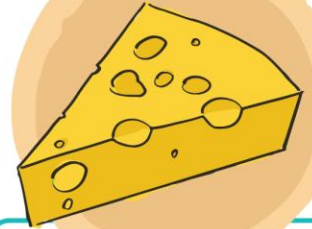
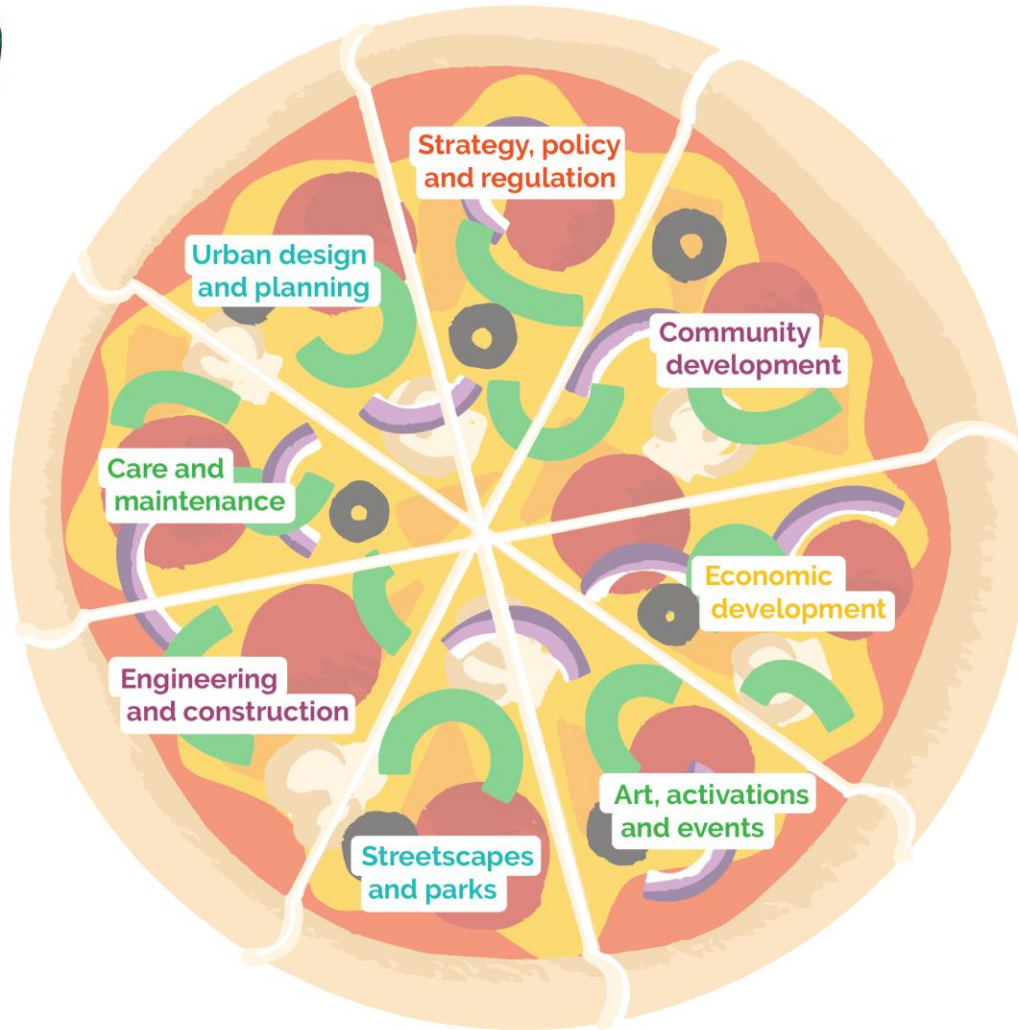
People have different tastes and like different kinds of pizzas



One topping and no cheese makes a bad pizza!



Cooking pizzas with love makes them taste much better!



A place is like a pizza base. The 'placemaking cheese' helps to connect and add flavour to diverse ingredients.



Carefully selected, high quality ingredients makes places and pizzas delicious!



# What are the outcomes of placemaking?



50% is about the temporary or permanent changes to create a place people want to go to and be in.



50% is about the changes to people's thinking and becoming more active and involved in their community.

Placemaking is both an ethos and hands-on approach to improving places.  
It needs to be done *with* the community being involved.



# Who can be a placemaker?





# At the LGA level

Creating great places is an opportunity for everyone to contribute



## Doing **To**, **For**, **With** or **By** Community



**It's the government's responsibility**  
**Encourages passive consumers**

**Shared responsibilities**  
**Encourages active citizens**

### Doing **TO** the community

Actions done by a government to a community based on what it thinks the community needs.

Whilst this approach can be quicker and more easily controlled, it may deliver things that the community may not want or need. It can also generate suspicion and mistrust in the community.

### Doing **FOR** the community

Actions done by a government for a community, informed by feedback or consultation processes.

The actions are more likely to be valued by the community, but this approach can be expensive, lead to consultation fatigue and build dependency in the community.

### Doing **WITH** the community

Collaborative actions done with the active involvement of both government and community members.

It requires a different approach and more time upfront to build trust and relationships, but can create ongoing benefits by developing the capacity of community members to be positive contributors.

### Doing **BY** the community

Actions done by the community that are allowed, encouraged or enabled by government.

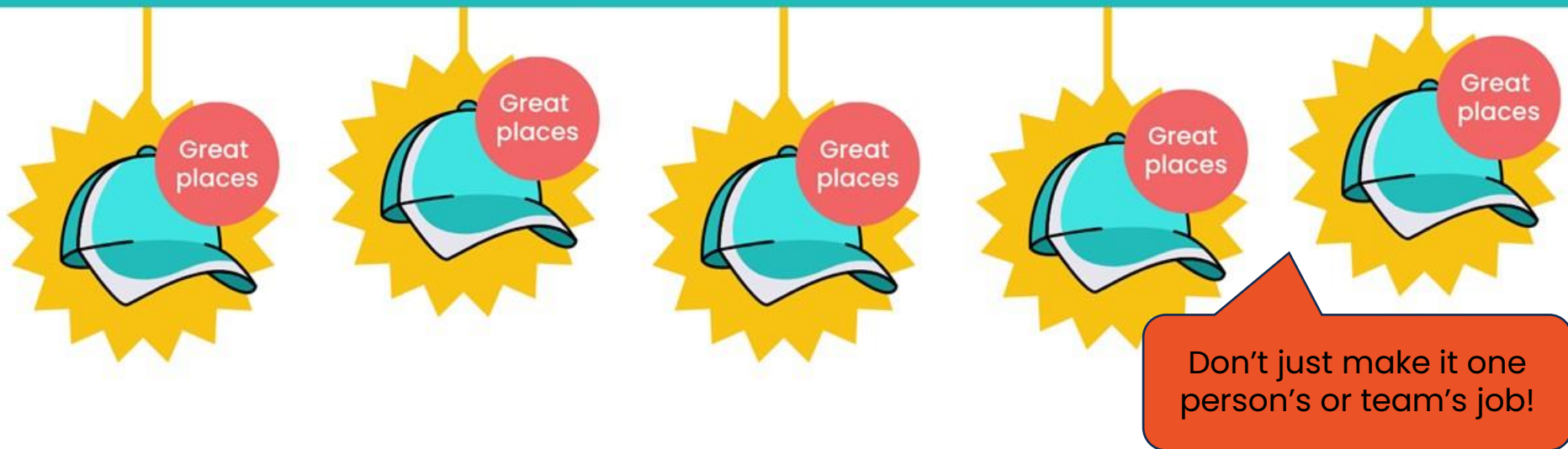
It can create win-win outcomes as governments can focus on other important things and the community can be better connected, organised and empowered. If you want to see it happen, make it easier to do!

# Within your local government



## Everyone can make a contribution to creating great places

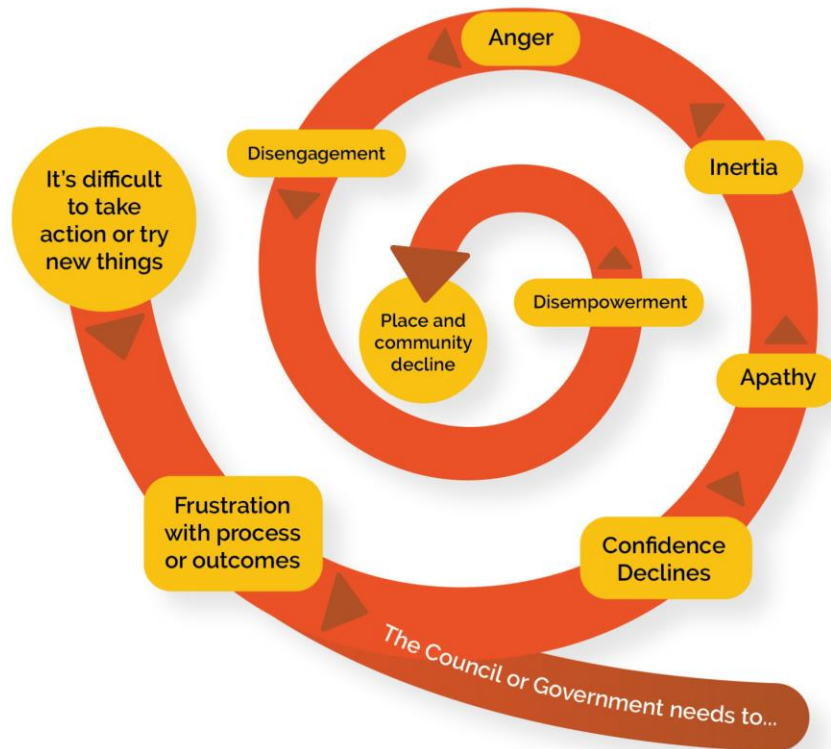
It is a way to build cross-functional collaboration



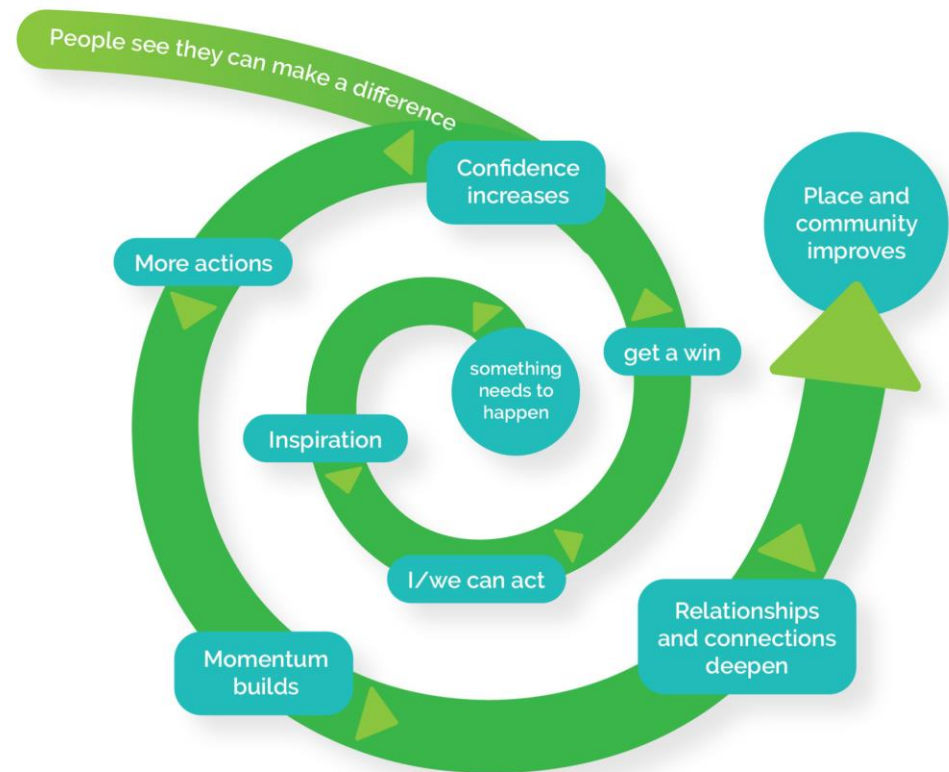


# Start with some small wins

Some communities  
get stuck in the  
negative place spiral

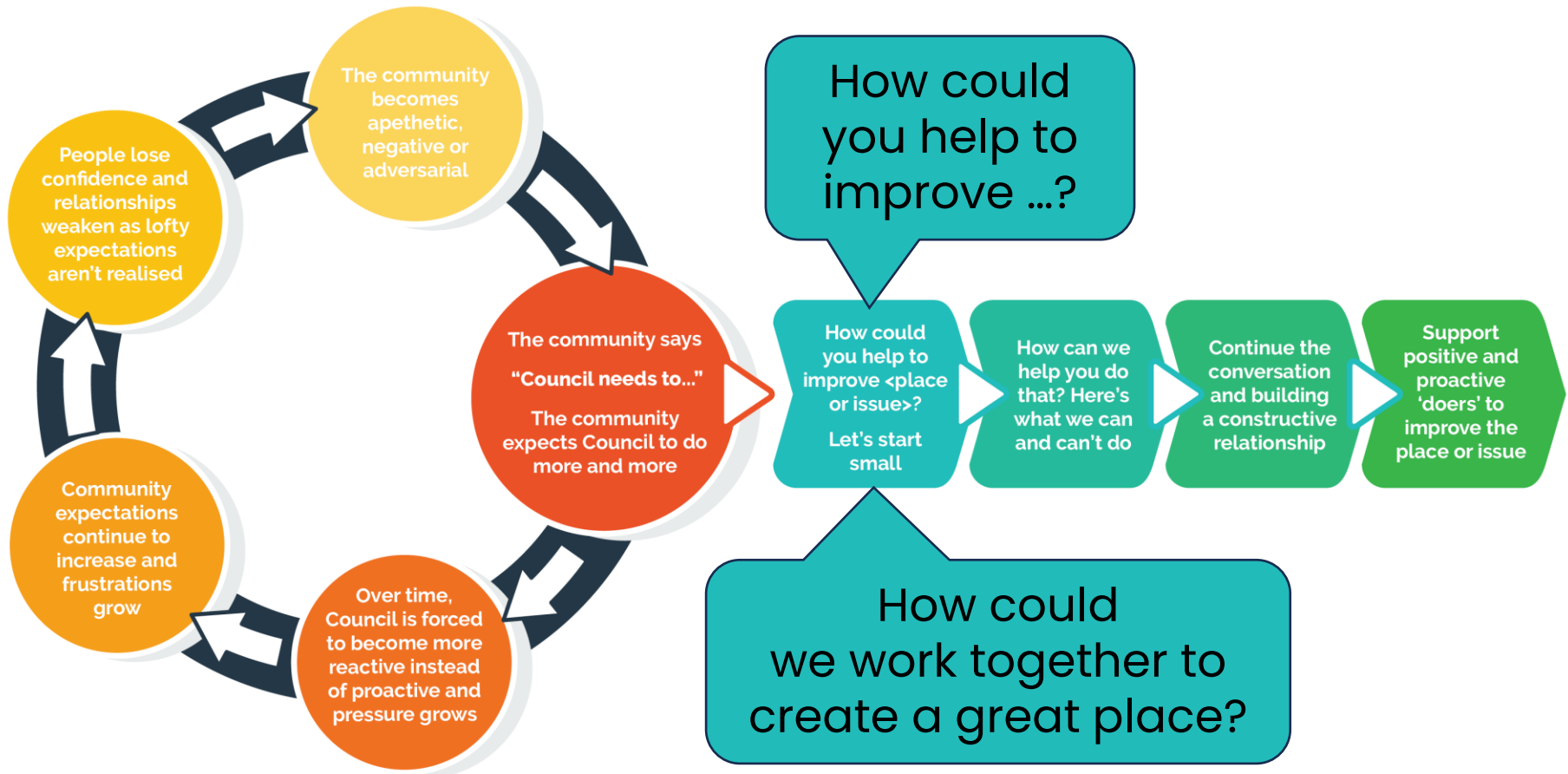


The positive place  
spiral often starts with  
some quick wins



# Sparking different thinking

## Placemaking as a way to break the “Council needs to...” loop



# Why is placemaking important?





## What are the benefits of the place improvement approach?

### Social

**6**  
benefits

1. It is participatory and inclusive
2. It fosters connections, belonging and civic pride
3. It encourages people to get involved in their community. Everyone can contribute something
4. It builds personal confidence and capacity
5. It improves physical and mental health
6. It improves safety (perceived and actual) and reduces vandalism and anti-social behaviour

### Cultural

**4**  
benefits

1. It promotes creativity and the arts
2. It fosters a 'sense of place' and place identity
3. It helps to share traditions, music, food and stories across cultures
4. It encourages each place to "be the best version of itself", based on its own unique strengths, opportunities and mix of people

### Environmental

**3**  
benefits

1. It creates more comfortable, attractive and accessible places for people - 'human habitats'
2. It encourages greener, shadier, more bio-diverse places, which also help with urban heat mitigation
3. It fosters a sense of custodianship, connection to place and the human and natural worlds

### Economic

**3**  
benefits

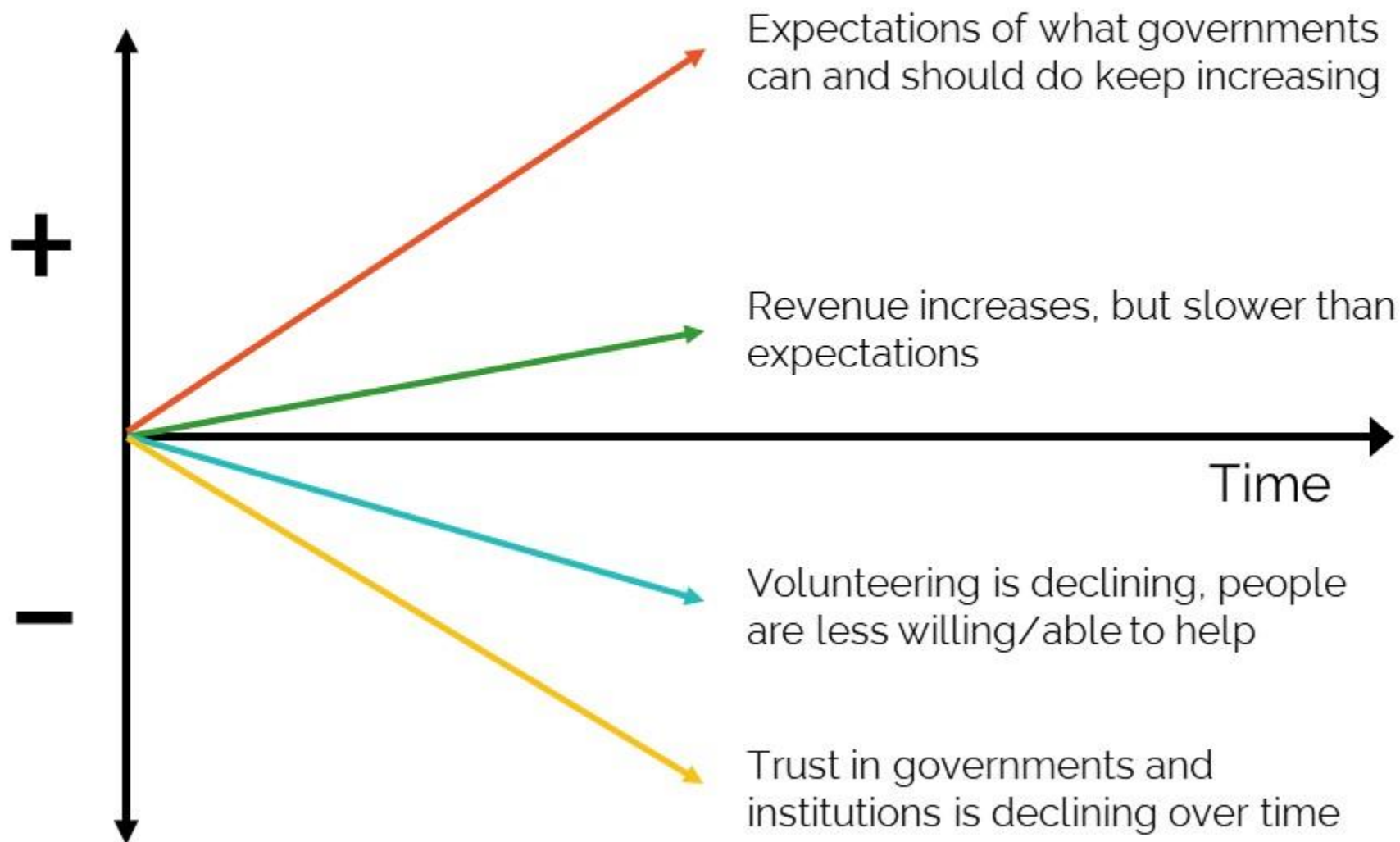
1. It supports local businesses and economic resilience. Great places are good for business
2. It increases visitation (footfall) and encourages people to 'linger for longer', helping local businesses to better compete with online retail and shopping centres
3. It helps to reduce shop vacancies, which can negatively affect an area

### Governance

**4**  
benefits

1. It encourages collaboration between teams
2. It helps to reset expectations and responsibilities
3. It helps to mitigate some strategic risks for governments, including loss of trust and confidence and the continually rising expectations of what governments can and should do
4. It encourages people to get involved and contribute

## Why is placemaking important for governments?



# Placemaking as a way to mitigate strategic and project risks

"No organisation can afford to ignore risk ... But the thing about planning for risk is that it can make us fixate on potential threats. We can become so worried about the things that might happen that we introduce systems of protection that are themselves sources of risk. We set up processes that slow down our (organisation), frustrate our employees and create a culture of suspicion and mistrust, and these can cause more harm than the original threats we hoped to protect ourselves against."

Lisa Sisson in her book  
*Risk Starts and Ends with People*





## Placemaking as a way to mitigate strategic risks

**Risk** – Continually growing expectations of what the local government can and should do

**Mitigation** – Shift from service delivery to enabling outcomes. Share responsibilities, allow others to contribute

**Risk** – Disengagement, disconnection and disempowerment (by staff, electors, businesses or residents)

**Mitigation** – Engage, connect with and empower staff and community to be placemakers

## Placemaking as a way to mitigate project risks

**Risk** – Adverse publicity or reaction from community

**Mitigation** – Do projects WITH community involved or enable them to lead it. Council could sometimes be an enabler rather than leader

**Less**

No, because ...

**More**

Yes, if ...

# What are the real risks to mitigate?

An over-emphasis on the small risks actually produces bigger risks

The biggest risk is a misalignment between the purpose and goals of an organisation and its actions

Saying "No" consistently can lead to frustration, apathy and inertia in your people, potentially a much bigger risk than the original risk identified

People are the greatest asset of any place and organisation. Their potential disengagement is a huge risk

Risk management is about making decisions and taking action in line with your organisation's purpose and goals

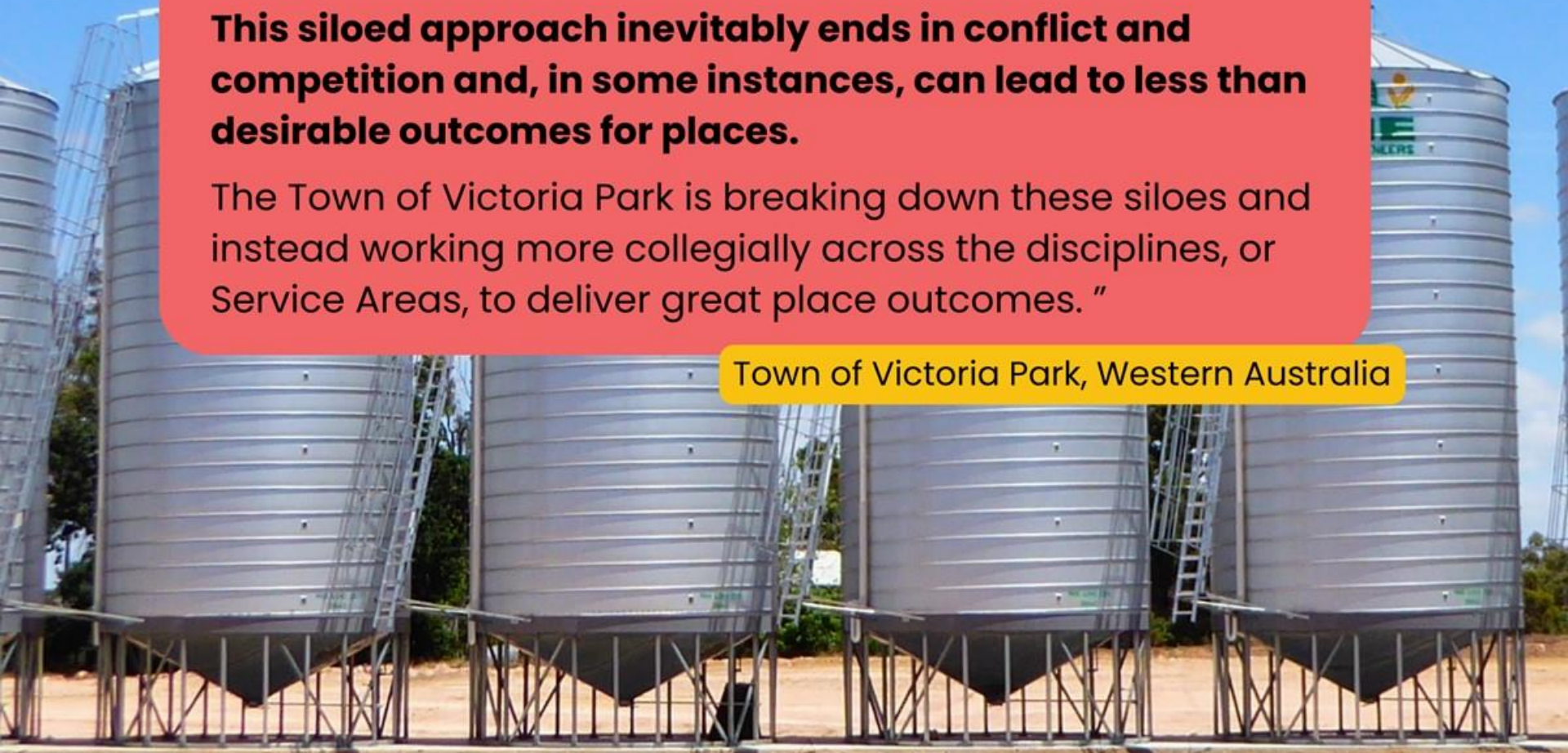


“Traditionally councils have separated the responsibility of delivering great places across a variety of different disciplines.

**This siloed approach inevitably ends in conflict and competition and, in some instances, can lead to less than desirable outcomes for places.**

The Town of Victoria Park is breaking down these siloes and instead working more collegially across the disciplines, or Service Areas, to deliver great place outcomes. ”

Town of Victoria Park, Western Australia





# 'Place' provides a shared goal and mechanism to foster collaboration



## Specialised service delivery

Business as usual **separates** interests and disciplines, which leads to competition for scarce resources and budgets. For example, health issues are seen to have little to do with housing, transport, education or urban design.

**Result** – lack of coordination, piecemeal programs, ad hoc outcomes



## Enabling collaboration through a place focus

A **shared focus** on creating great places encourages collaboration and creative, win-win outcomes. Everything is connected to and flows from a collective vision. For example, health outcomes could be improved by providing better housing, more employment prospects, walkable neighbourhoods and building community connections.

**Result** – improved coordination + more holistic, higher quality outcomes

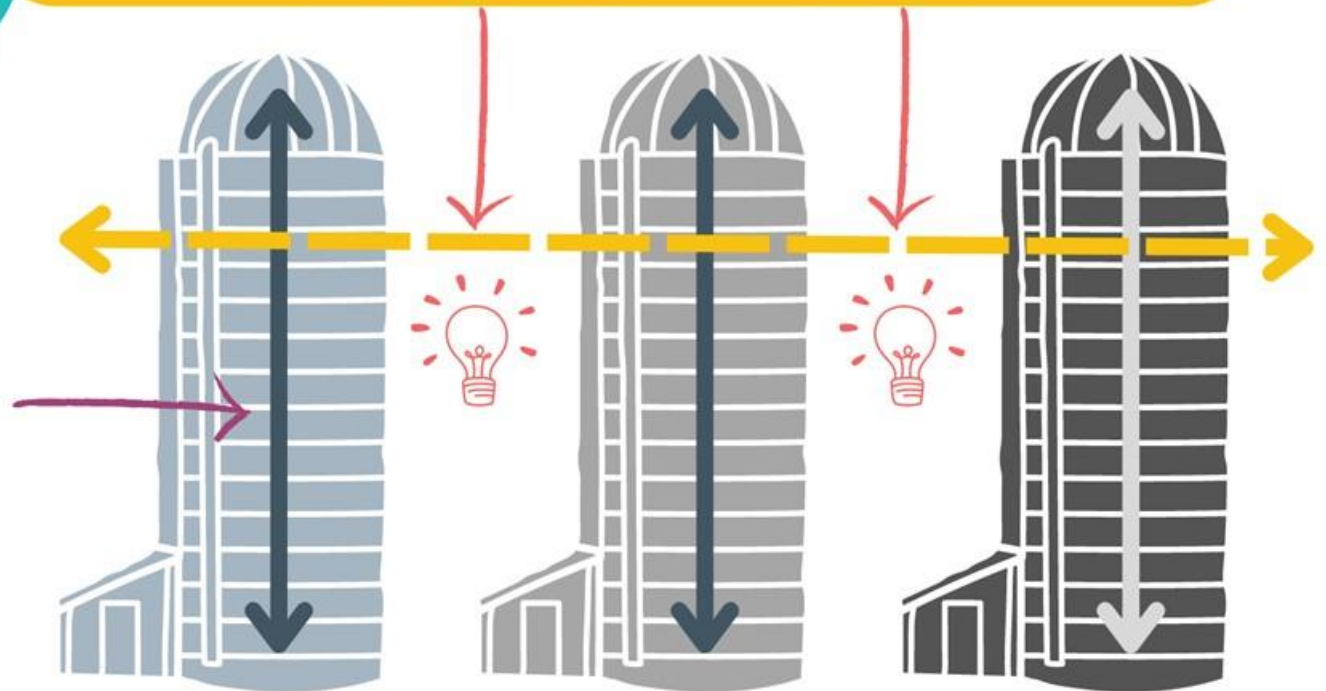
## Placemaking is a collaborative innovation process

When you focus on  
'place', you do  
everything differently

Placemaking seeks to create new value by collaboratively working across disciplines, interests and perspectives towards a *common goal*;  
**creating great places for people**

### Business as usual

Disciplines and departments usually create value by working vertically within their 'silo' towards their own plan and budgets





How can it be done?



# Utilising strategic and tactical actions to create a great place

Place improvement is most effective and impactful when the smaller-scale quick wins and major strategic initiatives work together to help create great places.



## Community-led actions

Examples include:

- Community social events
- Street trading and outdoor dining
- Festivals and markets
- Verge gardens
- Placemaking grants
- Artworks
- Environmental projects

## Tactical urbanism

Examples include:

- Streetscape improvement trials
- Traffic calming
- Moveable picnic tables or seats
- Better Blocks
- Temporary artworks
- Play Streets
- Pop-up events
- Parklets

## Creative and cultural

Examples include:

- Murals – including wall, road and pavement artwork
- Cultural gatherings & events (e.g. Diwali)
- Cultural or heritage walks
- Public art

## Economic development

Examples include:

- Encouraging street trading and outdoor dining
- Policy and process improvements
- Night-time activations
- Trader engagement
- Place marketing and promotions

## Place strategy

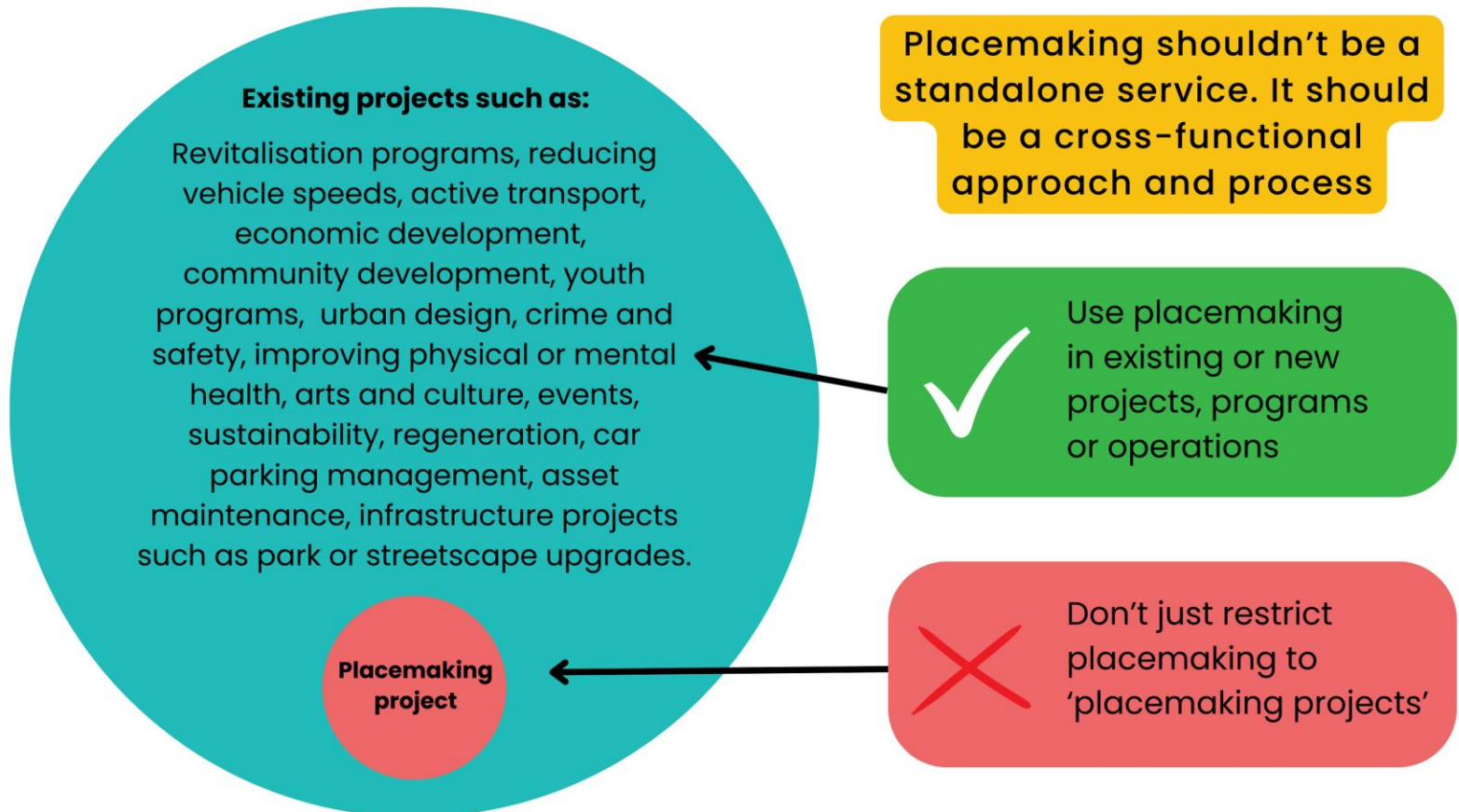
Examples include:

- Placemaking Framework
- Major redevelopments
- Place Plans
- Streetscape improvement plans
- Place governance
- Capital works programs
- Park and facility upgrades



# Use placemaking in existing projects

The real value in placemaking is to use it as a mindset and process to unlock and create new value for existing projects, programs and operations.





# The Enabling Mindset

Service Delivery Mindset	Enabling Mindset
Deliver services to customers	Empower civil society to act
Control & regulate	Enable & incentivise
Linear and service-based	Multi-dimensional and place-based
Centralised decision-making	Localism & distributed power
Governments expected to 'do it all'	Shared responsibilities
Consistency and efficiency	Resilience and effectiveness

The service delivery model aims to deliver efficient services to customers.

The enabling approach seeks to foster the right conditions for outcomes to emerge and be created.

# What the Enabling Mindset might sound like

We don't know  
everything and don't  
have all the answers

How can we work  
together to create  
win-win outcomes  
and a great place?

This is what we will **allow**  
and **encourage** you to.  
This is what is not  
possible.

How would you like to  
contribute? What could  
you add to make this  
better?

What you **don't do** can be just as important as what you do in placemaking. It is not always about working harder. It's about thinking creatively, inspiring and enabling others to act. It's about working smarter!

Placemaking.Education

# The Enabling Mindset in action

## South Hedland community-led placemaking

South Hedland, W.A.

Led by local Aboriginal Elders and youth to bring their stories and culture to a public place.

Enablers – Town Team Movement, RAC WA, Town of Port Hedland, Kariyarra Aboriginal Corporation, Blank Walls, Hedland Follow the Dream, Volunteering WA and the Australian Government Department of Social Services.

Youtube video –

<https://youtu.be/hWu9IHSJL2c>





19.1.1 - October 2023

Tuckey Lane, Mandurah  
Artist: Tahnee Kelland





19.1.1 - October 2023

Tuckey Lane, Mandurah  
Tahnee did much more  
than just paint a mural!





# The Enabling Mindset in action

## The permissions-based approach

Governments can be thought of as having four critical roles in managing change:

1. **Produce** change themselves
2. **Prevent** change
3. **Allow** change to happen
4. **Enable** or encourage change

Each role can be important, but 3. and 4. can offer the most potential.

Midcoast Council in NSW is using a 'permissions-based approach' to encourage business to improve the public realm.



## VIBRANT SPACES

**Imagine** how you can welcome people to the street, draw them into surrounding businesses and encourage them to linger. Why not have a comfortable armchair, some quirky art, pot plants, a game for kids to play or popular magazines? Encourage busking or have your morning coffee in front of your shop.

### 5 EASY STEPS TO GET STARTED

- 1 COMMON SENSE APPROACH**  
We want "common sense" thinking to prevail. When placing anything on the footpath remember this is a community space. Consider the needs of the youngest child, people with limited abilities and our oldest citizen – can they still use the path safely, get to their car, post the mail, wait for the bus or cross the road? Is everyone safe? Look up and make sure people won't hit their heads and that everything is secure during strong winds and put away at night.
- 2 COOPERATE AND COLLABORATE**  
Work together with neighbouring businesses to attract people to linger on our streets. You know best how to attract customers, so expand those ideas onto the street. Through collaboration and cooperation, you can create exciting places. For example, a clothing shop can benefit from having outdoor dining extended over the footpath from the neighbouring cafe. Many great shopping purchases can be made while waiting for a coffee to arrive. Activities should not impede or compromise neighbouring businesses.
- 3 BE RESPONSIBLE FOR THE FOOTPATH**  
You will be the first stop for people with compliments and criticism. Take on board what people say, listen to concerns and make changes - especially when safety and access is raised.
- 4 HAVE PUBLIC LIABILITY INSURANCE**  
You may need to have a chat with your insurer. Your public liability insurance will need to cover the use of the footpath (a minimum of \$20 million liability). Remember that while we encourage activity on the footpaths there is still legislation that needs to be complied with, for example liquor licensing and food licensing.
- 5 REGISTER WITH US**  
Register your business to participate in Vibrant Spaces. Visit [midcoast.nsw.gov.au/vibrantspaces](http://midcoast.nsw.gov.au/vibrantspaces) for all the information you need, plus the registration form. You will need to re-register each year and attach current copies of your public liability insurance.

[www.midcoast.nsw.gov.au/vibrantspaces](http://www.midcoast.nsw.gov.au/vibrantspaces)

**MIDCOAST**  
council

# The Placemaking Participation Spectrum

Stage	Regulate	Deliver	Allow	Collaborate	Empower
<b>Role of Government</b>	Government is focussed on its statutory and regulatory roles. It typically does not get involved in placemaking activities.	Government is focussed on its statutory and regulatory roles, but may also lead or deliver some placemaking activities.	Government is more open to innovation and new ideas. It starts to let go of control. It allows (or leads) trials and placemaking activities.	Governments work with positive partners to improve places. It builds long-term relationships, encourages innovation and enables action.	Government devolves some non- statutory responsibilities to positive partners. It is an enabler, funder and supporter of placemaking.
<b>Role of Civil Society &amp; Community</b>	Residents and businesses are passive and have little awareness of or willingness to improve the place	Residents and businesses are generally passive, but may participate in some placemaking activities led by others.	Residents, businesses and civil society are challenged to step up, get involved and be positive placemaking contributors	Residents, businesses and civil society become place leaders and important contributors.	Community groups, social enterprises and civil society lead the place vision and are the makers of place.




**For** community



**With** community



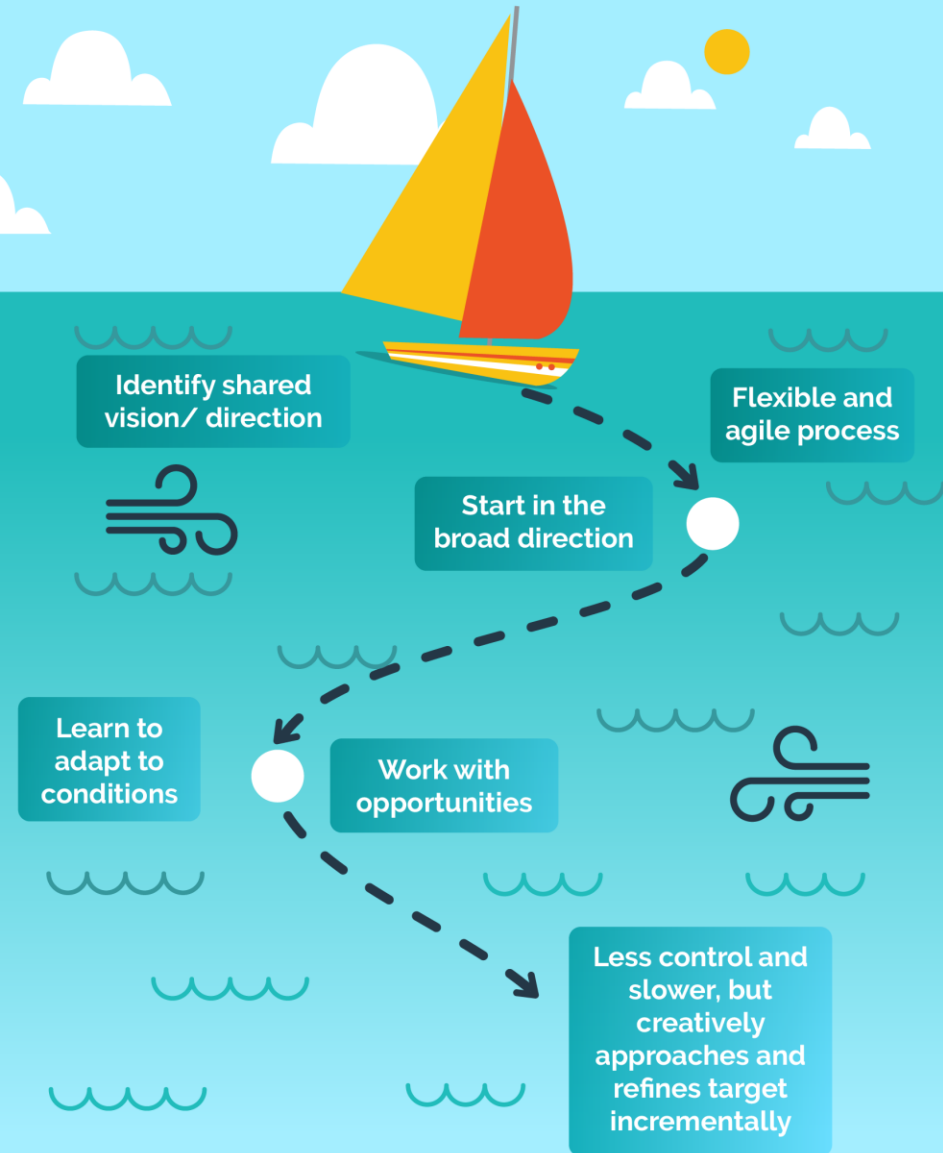
**By** community



## Conventional approach to place planning and project delivery



## Iterative, agile approach to place improvement



## Masterplanning process

START



END

**Responsibility** - It's the government's job to ....

**Based on** - A linear, reductionist approach

**Method** - 80% behind the scenes, 20% discovering & engaging

**Main outputs** - A static masterplan and identified actions

### Pros

- Business as usual and generally well understood
- Provides more control for governments
- Process, outputs and timeframes are more predictable

### Cons

- Inflexible - doesn't handle change and complexity well
- Assumes the future and the community's aspirations
- Lacks creativity and innovation
- Expensive to prepare and deliver on
- Often not delivered "as promised" - need to start again

## Place enabling process

START



EVOLVES  
& CONTINUES

**Responsibility** - Creating great places is a shared responsibility

**Based on** - An iterative, collaborative approach

**Method** - 20% behind the scenes, 80% discovering & engaging

**Main outputs** - An Action Plan that is updated regularly

### Pros

- Maximises the strengths and opportunities of the place
- More creative and flexible
- Engages and empowers local stakeholders
- Less expensive to prepare and deliver on
- Focuses on delivering actions rather than planning

### Cons

- Requires a change in mindset and approach
- Less control of process, outcomes and timeframes for govt.
- Less clear on when it finishes. Need to consider what happens afterwards and how it will continue and evolve

## Top 10 Placemaking Tips for Local Governments



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Education**

the online place to learn about placemaking

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TOWN TEAM  
MOVEMENT

PLACEMAKING

X

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Presented by Town Team Movement

# Book of Doing

Town Teams in Action

#togetherwecan

#makeithappen

#townteams

#actlocal

#forthebetter



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## Next steps

1. Encourage Elected Members and staff to register and give it a go

2. Ask us if you need any help or have questions

3. Think about how it can create a more positive culture and work environment

4. Encourage your community to also step up to be positive place contributors

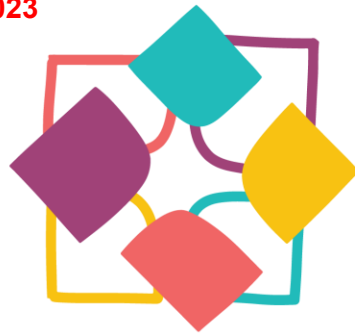
Available until  
30 June 2024

Courses available to WA local governments for free via

[www.placemaking.education](http://www.placemaking.education)



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19.1.2 - October 2023

# Your Placemaking Training Menu



Available to WA local governments for free via

[www.placemaking.education](http://www.placemaking.education)



Training and professional development for all W.A. local government staff and Elected Members, sponsored by the Department of Local Government, Sport and Cultural Industries. There are two ways you can access the courses and resources for free.

Register  
by 30 June  
2024

## Option 1

Go to [placemaking.education/courses](http://placemaking.education/courses)



choose the product you would like to access, go to the checkout for the product and add the coupon code - **WALOCALGOV** - in the Order Summary section. This will automatically apply the 100% discount and allow you to purchase the course or product for free.

## Option 2

Click on the course or product link below to open it. Scroll down the page and find the purple **Sign Up to Start Now** button.

**Note:** Coaching sessions are not included in this package (neither Option 1 nor 2). They can be purchased separately at an additional cost.



### Placemaking: Making it happen in local governments

Ideas and tools for making it happen in a local government context, plus practical, street-level secrets from placemakers with decades of experience

- 9 lessons
- Around 5 hours of learning and content

Receive a personal Certificate of Completion, endorsed by Town Team Movement and PlacemakingX.

[Click here to register for this course](#)



### Top 10 placemaking tips for local governments

Provides simple, but powerful concepts you can use internally and with external stakeholders. It includes common ingredients for success and suggested approaches for finding quick placemaking wins.

[Click here to access the Top Ten Tips](#)



Go to the checkout and apply the coupon code:

**WALOCALGOVTOP10TIPS**



### An Introduction to Placemaking

This is a general course on placemaking and will enable you to learn the what, why, who and how of placemaking.

- 9 lessons
- Around 6 hours of learning and content

Receive a personal Certificate of Completion, endorsed by Town Team Movement and PlacemakingX.

[Click here to register for this course](#)



More courses on the next page!



19.1.2 - October 2023

# Your Placemaking Training Menu



**Placemaking.  
Education**

the online place to learn about placemaking

Available to WA local governments for free via

[www.placemaking.education](http://www.placemaking.education)



## An Introduction to Placemaking - Abridged Version -

Learn placemaking's key concepts  
Discover the street-level secrets



### An Introduction to Placemaking: Abridged version

This is a shorter version of the introductory course. It will enable you to think like a placemaker and learn the what, why, who and how of placemaking.

- 4 lessons
- Around 2 hours of learning and content

[Click here to register for this course](#)



## Placemaking in 12 Minutes

A quick introduction to the placemaking essentials

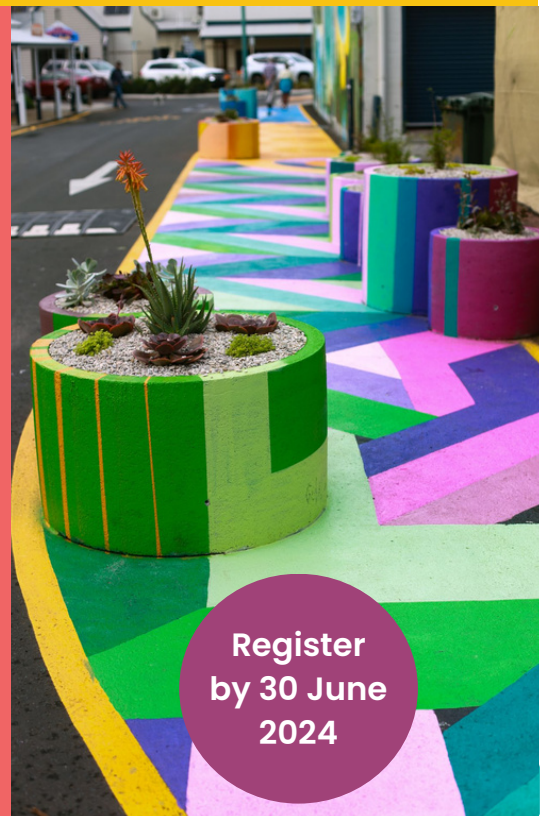


### Placemaking in 12 minutes

This course provides a very quick introduction to placemaking in just 12 minutes! It aims to provide you with:

- A better understanding of what placemaking is and is not
- Some ideas on the personal benefits of placemaking
- A few examples to show you what it can look like

[Click here to register for this course](#)



**Register  
by 30 June  
2024**

More courses and products coming soon!



Got a question? Need help?



Email [hello@placemaking.education](mailto:hello@placemaking.education)



Call Dean Cracknell on 0468 38 1745



[www.placemaking.education](http://www.placemaking.education)



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MOVEMENT





19.1.3 - October 2023

# TOWN TEAM CONVERGENCE

*Make it  
Happen!*

JOONDALUP CITY CENTRE  
OCTOBER 27-28 2023



PROGRAM

PRESENTED BY





19.1.3 - October 2023

# TOWN TEAM CONVERGENCE

*Make it  
Happen!*

FRIDAY 27 OCTOBER 2023  
JOONDALUP CITY CENTRE

FOR GOVERNMENT

# TOWN TEAM CONVERGENCE

*Make it  
Happen!*

SATURDAY 28 OCTOBER 2023  
JOONDALUP CITY CENTRE

Connect, inspire and engage through placemaking

# TOWN TEAM CONVERGENCE *Make it Happen!*

Join the government professionals, placemaking experts and community champions and learn how to become an enabler, doer and make it happen!

The sixth annual Town Team Convergence Conference is taking place in the Joondalup City Centre on 27 and 28 October 2023. With the theme MAKE IT HAPPEN, the event focuses on collaboration and breaking down the barriers to empower and enable communities to reimagine the places they live and provide an avenue to positively influence change.

This is a free and inclusive placemaking event, that over two days will offer a series of engaging and interactive seminars and workshops that will support and build the capacity of local and state government staff, volunteers, local community and businesses, and anyone interested in building a community, place activation, local economic development and community wellbeing or connecting with community-minded doers!

# WHAT'S ON

## FRIDAY 27th October

9.30am to 1.00pm

Central Walk, Joondalup

Series of inspiring workshops for the local and state government staff and elected members, followed by long table lunch.

9.30am Registration

9.55am Opening Session

10.15am - 1pm Workshops

from 1pm Long table lunch

DAY 1 >

## SATURDAY 28th October

11.30am to 4.00pm

Central Walk + City Centre Joondalup

The main Convergence event (all welcome), official opening, interactive placemaking workshops, hands-on activations, followed by the block party.

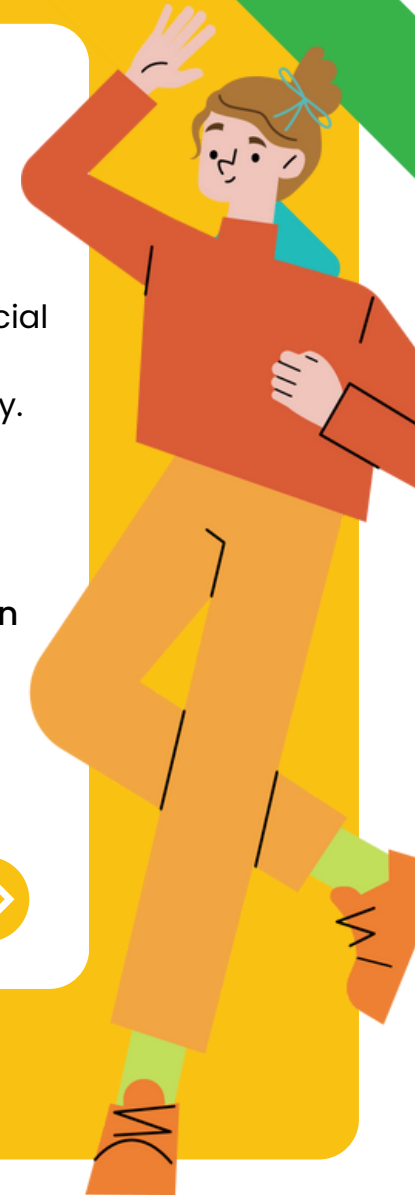
11.30am Registrations, coffee + lunch

12.10pm Official Opening, Welcome to Country and cultural immersion

12.40pm to 3.40pm Workshops & activations

from 4pm Block Party

DAY 2 >



# AIMS OF THE CONFERENCE

The conference will focus on inspiring and supporting local communities, businesses and local government to get involved, collaborate and participate in or lead projects to help make the communities more active, connected, healthier, vibrant and liveable.

This project is made possible thanks to our major partner City of Joondalup, as well as Department of Local Government, Sport and Cultural Industries, City of Wanneroo, Department of Planning, Land and Heritage, our principal partner RAC and Placemaking. Education.

Thank you for helping *Make it Happen!*

For more information please visit our website [www.townteammovement.com](http://www.townteammovement.com) or contact us on [hello@townteammovement.com](mailto:hello@townteammovement.com)

#placemaking #placeactivation #makeithappen  
#actlocal #togetherwecan #betterconnected  
#townteams

# Make it Happen!





DAY 1

# CONVERGENCE

FRIDAY 27 OCTOBER 2023 FOR GOVERNMENT

9.30am to 1pm

Series of inspiring workshops for the local and state government staff and elected members, followed by long table lunch and networking.

Learn from the government professionals, industry experts and community leaders on how to become an enabler and placemaker and make it happen in your local government.

9.30am Registrations

Opening Session

9.55am Welcome speech from Joondalup Deputy Mayor

10:05am Inspirational speech from Emma Cole, former Mayor of Vincent

10.15am – 1pm Workshops (See following pages for details)

1–3pm Long Table Lunch and networking

*\*Please note, this program is subject to change.*



ACTIVITY INFO



## Activity 1 – Prototyping vs Planning

Prototyping place improvement initiatives are a fast growing approach to involve community in planning design. This is a fantastic way to engage community and work with them in terms of having them engage with a fun, hands on approach where the ideas are generated and 'prototyped' with the community in the public realm. This session will be run by TTM's lead Placemaker, Emma Snow.



## Activity 2 – The power of placemaking in making our streets safer and more activated

A session delivered by Road Safety Commission and Town Team Movement on how we can support community and local governments to take action in utilising the power of placemaking in making our streets safer and more activated. This session will launch the Safer Speeds and Better Places Community Toolkit.



## Activity 3 – What are Town Teams, why is RAC involved?

What are town teams? What are the benefits to a LGA? How to go about starting a town team and finding project funding – Facilitated by Claire Cardew, Head Coach TTM and Dahna Stead, Sponsorship Advisor RAC



### Activity 1 – Making it Happen: Together!

How local government and community can work better together – group funshop, facilitated by Dean Cracknell, curator of Placemaking.Education and Emma Snow, TTM lead Placemaker.



### Activity 2 – Presentation by the Department of Transport and Main Roads WA

How DoT and local governments can work together to enable more walking, wheeling and riding in local communities – presented by Katy Sullivan and Justine Smith, DoT Low Cost Urban Safety Program and Speed Zoning initiatives – presented by Ian Thompson and Tony Lendrum, Main Roads WA



### Activity 3 – Challenges of Place in Local Government

A facilitated discussion by Mel Shaw and Callum Prior to unpack and discuss the challenges of placemaking in the context of local government in WA. Curated by the Local Government Placemaking Network





## DAY 1

## SESSION 3 12.15pm – 1pm

### Activity 1 – Top 40 Placemaking ‘Quick Wins’ to build community energy and momentum!

Claire Cardew and Jimmy Murphy from Town Team Movement will take you through some hands-on learning activities you can do in your communities to help create a town team or rebuild momentum in existing groups. With accompanying the release of the ‘40 quick wins’ placemaking DIY handbook is a must-do for anyone wanting to take action!



### Activity 2 – Beyond Consultation: Working with the next generation of placemakers

Learn how local governments and community groups have gone beyond surveys to engage and upskill young people in tackling issues in the public realm. Reflecting on the award-winning, youth-led project in South Hedland, and the Wellard 7Day Makeover, Kendell Terrell from RAC will share insights into this innovative approach.



### Activity 3 – How Can Government Enable Communities for Success?

Best place practice in local government – policies, plans, strategies and how to enable community, tips + examples:

- City of Joondalup – Pauline Wark
- City of Wanneroo – Mel Shaw
- Town of Port Hedland – Rebecca Fogarty



**1PM LONG TABLE LUNCH!**



DAY 2

# CONVERGENCE

SATURDAY 28 OCTOBER 2023

11.30am to 4pm

The main Convergence event (all welcome), official opening, cultural immersion, interactive placemaking workshops, hands-on activations, followed by the block party.

This is a free event for all community volunteers, local government, place professionals and anyone interested in building a community, activating public spaces in your area or connecting with community-minded doers!

The day will be packed with inspiring and hands-on workshops and activations where you can learn from placemaking experts and town teams how to become the driver and doer and make a difference in your community.

11.30am	Registrations, coffee + lunch
12.10pm	Official Opening, Welcome to Country and Cultural Immersion
12.40pm to 3.40pm	Workshops & activations
from 4pm	Block Party (followed by the after party...)

*\*Please note, this program is subject to change.*



ACTIVITY INFO

## Activity 1 – Town Teams IOI + Finding your teams purpose

Everything about Town Teams with Claire Cardew, Head Coach, and Emma Snow, lead Placemaker from Town Team Movement

## Activity 2 – Lets get Techy

Rory Murray from Manning Town Team and TTM Operations Lead, and Monica Sacroug from Leederville Connect give various tech and communications tips for Town Teams

## Activity 3 – Designing places with children

Sarah Quinton from Valuing Children Initiative will talk about how we can empower children and young people in our communities and places

## Activity 4 – Placemaking in 12 minutes

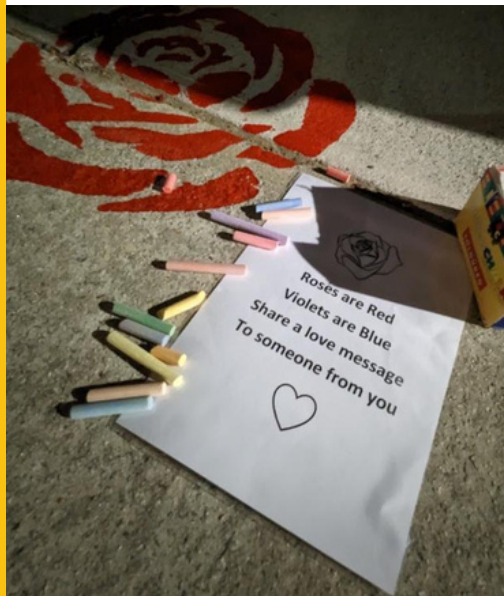
Quick introduction to placemaking by Dean Cracknell, TTM Co-founder and Executive Director and curator of Placemaking.Education





### Activity 1 – 40 Quick wins in action

Join Claire and Dean from TTM and Flower District West Leederville Town Team in the guerilla activation around the Joondalup city centre – various activities from seed bombing, guerilla gardening, street art, chalk, stencils...



### Activity 2 – Keeping the Tills Ringing and the Community Swinging!

Through stories and humour Peter Kenyon from Bank of I.D.E.A.S. will share the lessons and success ingredients learnt from enterprising communities about strengthening local business and community life.



### Activity 3 – Town Teams for Business

Building a financially sustainable town team or community organisation – presented by Town Teams



### Activity 4 – Safer Speeds and Better Places Community Toolkit

Join Patrycja Rosinska, TTM Community and Place Specialist, to explore opportunities for communities to be part of the speed related change to improve the safety and vibrancy of our local streets.





### Activity 1 – Transforming the heart of the Joondalup City Centre

The City of Joondalup is embarking on a journey to realise the vision of Joondalup as the heart and soul of the north. This Q&A session will explore the City's integrated approach including the City's place activation and City Centre projects, new destination brand "Uptown", Heartbeat Joondalup Town Team, business support and engagement and events.



### Activity 2 – 7 Day Makeover + Heartbeat Joondalup laneway transformation

Empowering communities to reinvent public spaces – hands on presentation by Wellard Village People and Heartbeat Joondalup Town Teams



### Activity 3 – Role of placemaking and Town Teams in the community wellbeing, local economies and the 'care economy'

Discussion and inspiring examples of positive impact of placemaking and town teams on our communities and local economies.



**4PM BLOCK PARTY!**

# PRESENTERS



## Sharon Wood-Kenney

**Executive cultural navigator for South West Kinships Cultural Immersions**

Sharon is a proud Noongar Yamatji woman with family ties across Whadjuk Country.

A strong advocate for tough conversations on disruption thinking, challenging non-functioning systems and cross-cultural awareness, Sharon brings people together and with a strong leadership style, working through a complex cultural lens with a scope beyond many.



## Dean Cracknel

**Co-Founder and Executive Director of Place, Town Team Movement**

Prior to Town Team Movement he worked in local government for 12 years as a strategic urban planner/placemaker and was Deputy Chair of the first Town Team, the Beaufort Street Network, for 4 years. Dean has a wide range of experience, from assisting local Town Teams, facilitating education and training programs, consulting services, giving presentations and hosting workshops. He loves drinking coffee, gardening, brewing kombucha and is a football fanatic across AFL, NFL and soccer. Ask some questions about placemaking to get him really talking!



## Jimmy Murphy

**Co-Founder and Executive Director Town Team Movement**

Jimmy is one of the animating forces behind the formation of the Town Team Movement

Prior to cofounding Town Team Movement, Jimmy co-founded Upbeat Events, which worked with councils and Town Teams to help produce large scale community events like the Subiaco Street Party, Mt Hawthorn Streets and Lanes Festival, Vic Park Summer Street Party and Light Up Leederville Carnival.

Jimmy is 2023 Local Hero as part of the Australian of the Year Awards.



# PRESENTERS



## Emma Snow

**Placemaker and Executive Director  
Town Team Movement**

Emma's relationship with place projects started with her involvement in establishing an early town team in her neighbourhood – Creative Maylands.

She has over 15 years experience working in local government, first in strategic urban planning and then in placemaking and place management. She has collaborated to bring many successful and enduring groups and projects to life.

Her personal projects include a passion for Danish design and enjoying teas of all kinds.



## Peter Kenyon OAM

**Director Bank of I.D.E.A.S.**

A community enthusiast and social capitalist, motivated by the desire to help create caring, healthy, inclusive, connected and enterprising communities, where all community members feel 'they matter, belong and can contribute', and where communities discover and mobilise their strengths and transform themselves.

Peter is especially passionate about small rural town reinvention and has worked with over 2000 rural communities seeking to spark their own ideas and invest themselves in building sustainable economic futures.



## Patrycja Rosinska

**Community and Place Specialist at  
TTM, Portside Town Team co-founder**

Patrycja is an experienced and passionate Arts and Culture, Community Engagement, Community Development and Place Activation specialist with a career spanning across the private, not-for-profit and public sectors in Europe and Australia. She has two decades of solid expertise in delivering high quality community programs and strategies that create opportunities for the community to connect and engage and improve liveability of local communities. She strongly believes in the power of art, culture, placemaking and empowering communities to transform lives and make our community a better place.



# PRESENTERS



## Sarah Quinton

**Development Executive for the  
Valuing Children Initiative**

A former journalist turned political campaigner, community organiser, media adviser and strategic communications specialist, has worked for Ministers and Senators, unions and the not-for-profit sector. She campaigned for greater funding into community mental health supports for the WA Association for Mental Health and ending homelessness with the WA Alliance to End Homelessness. Sarah advocated fiercely for family and children services in her community. She understands that children's voices are central to developing progressive systemic change.



## Claire Cardew

**Head Coach at Town Team  
Movement, Wellard Village People  
Town Team co-founder**

Claire has over a decade of coaching experience in the corporate sector, specialising in creating team culture and capacity building. She is passionate about enabling people to volunteer and developing connected communities.

Claire's greatest community project to date is the 7 Day Makeover Wellard Village where her Town Team, local businesses and the local government cut red tape to work together to makeover their entire town centre in just seven days.



## Pauline Wark

**Place Activation Officer, City of  
Joondalup**

Pauline is a visual and social creative who sees opportunities and space for connection socially, spatially, and environmentally to build sustainable business and community outcomes. An experienced community development practitioner in local government with degrees in Arts and Social Impact, and a community enthusiast who is passionate about social justice, the need for belonging and sense of place. Her work with the City has spanned the areas of inclusive communities, volunteering, and capacity building. She is currently working on the implementation of the Small Business Friendly Approvals Program, Joondalup Place Activation Strategy and the City Centre Place Activation Plan.

# PRESENTERS



## Cate Baker

**Place Consultant & Town Team Builder,  
Town Team Movement**

Cate works in TTM's consulting team for over two years and enjoys their collaborative projects involving place activation, community capacity building, place plan and strategy development, implementing place planning and placemaking principles for local and state government and private sector clients. After 17 years in the commercial property industry in WA and NSW she moved to a long-held industry of interest, Planning. She enjoys the learning opportunities and seeing the trends towards people and place evolving, Cate's consulting role is combined with supporting, connecting, and promoting new and existing Town Teams, with a focus on Perth's developing North East Metro corridor.



## Ian Thompson

**Principal Advisor – Urban Road Safety  
Program, Main Roads Western Australia**

Ian has an honours degree in Civil Engineering and a master's degree in Transport Engineering and Planning and is a Chartered Engineer and Member of the Institution of Civil Engineers, and Institution of Highway and Transportation. He worked in design and implementation of road safety schemes, local transport plans, network management, capital and revenue projects, transport policy, car parking services in UK and Australia. Ian is currently responsible for delivering low-cost solutions on local roads to reduce KSI casualty crashes and improve the safety outcomes for local communities, within the Perth Metropolitan area.



## Dahna Stead

**Sponsorship Advisor, RAC**

Responsible for managing RAC funding rounds, and the Principal Partnership with Town Team Movement, Dahna has a true passion for supporting community groups to help improve their slice of heaven in WA. Dahna is a skilled community relations professional, experienced in working proactively with local community members, local governments, businesses, and residents to achieve their neighbourhood's vision. Dahna is motivated to empower community members, inspire local doers, and educate our broader community on RAC's vision to achieve a safer, sustainable and better-connected WA by 2030. Join Dahna, as she shares what a successful application looks like when applying for sponsorship with RAC.

# PRESENTERS



## Monica Sacroug

**Digital Marketing Consultant, Founder of Ramiken**

Monica is a digital marketing consultant and founder of Ramiken who is passionate about empowering organisations and local communities to grow 🌱

Monica has been working behind the scenes at Leederville Connect for more than 10 years, supporting the team in comms, administration, marketing and anything to help move the needle forward in community-led projects and events. She will be running a workshop with Rory Murray on how to use technology to communicate effectively and collaborate with volunteers to get projects off the ground and into fruition.



## Emma Cole

**Former Mayor, City of Vincent**

After ten years in local government, Emma has recently hung up the Mayoral chains at the City of Vincent. Emma has worked to ensure Vincent's neighbourhoods and town centres are greener, pedestrian friendly and vibrant with more opportunities for people to come together through active involvement in the places they love, inclusive events and inviting public spaces. She has driven reform in the way that local government serves community, encourages participation and seeks positive and progressive change.

With an interest in planning and high quality, sensitive design, Emma is a Commissioner on the Western Australian Planning Commission. She is Deputy Chair of the State Emergency Management Committee and a Board Member of Keystart Homeloans.



## Kendell Terrell

**Manager Community Impact and Engagement, RAC**

Kendell, Manager Community Impact and Engagement at RAC WA, brings over a decade of experience in community engagement and sponsorship, partnering with 80+ organizations to create impactful initiatives in Western Australia.

Kendell also serves as a Founding Committee Member at ARTS Impact WA and is a dedicated community volunteer with a background in marketing, youth engagement, strategic program design and event management.



# PRESENTERS



**Melissa Shaw**

**Place Specialist at the City of Wanneroo**

With a background in Urban and Regional planning Melissa is a community planning specialist with over 20 years' experience across various fields. She has a passion for all things that create unique and welcoming places and has extensive experience working across different sectors to help plan, deliver, grown and manage authentic communities and places.

Throughout her professional career Melissa's diverse experience has given her rare insights into many different communities from various perspectives including community facility and open space planning, urban planning and design, placemaking, community engagement, place activation, and community development.



**Adrian Warner**

**Commissioner, Road Safety Commission**

Adrian was appointed as Road Safety Commissioner in WA in April 2020. During this time he has overseen the development of the Driving Change road safety strategy for WA, re-oriented the RSC education and media efforts towards digital and social channels, and increased resources for data analysis and research programs. He is leading the implementation of a new infringement processing system for WA Government that will help with the rollout of modern road safety camera technologies to support enforcement of offences relating to P2P average speed, mobile phones and seatbelt use.

Adrian has over 18 years of executive management experience in public sector including CEO for Workcover WA, and had held senior executive roles with a focus on inter-governmental relations, remote community housing, social housing policy and housing data and research.



**Tim Fraser**

**Executive Director Local Government at Department of Local Government, Sport and Cultural Industries (DLGSC)**

Tim Fraser is the Executive Director Local Government at DLGSC and leads the Local Government area of the Department as well as being the Presiding Member of the LG standards Panel.

He has an extensive background in State Government in senior executive roles in the areas of State Development and justice and has led major reforms, regulation agencies and project delivery.

Tim has also been a Chief of Staff and Policy Advisor for several Ministers in the Gallop and McGowan Governments.

# PRESENTERS



## Rebecca Fogarty

**Senior Events Officer at the Town of Port Hedland**

Bec is a creative thinker and loves being part of a solution. She has worked in business development, gallery management, corporate hospitality for not for profits while her experiences as a consultant, embedded contractor and self-employed brings a diverse perspective towards making events happen. Bec currently works as the Senior Events Officer for the Town of Port Hedland leading the team to achieve community events that create a liveable and loveable Hedland.

Out of the office she is an avid veggie gardener and loves sharing the gardens bounty with her neighbours and colleagues.

## THE FLOWER DISTRICT

## The Flower District

**The Flower District West Leederville Town Team**

A volunteer run Town Team is dedicated to bring the West Leederville community together, celebrate local culture and promote business - making it a vibrant place to live, work and play.

To meet their endeavour of GATHERING WITH PURPOSE, the team is connecting and celebrating the diverse West Leederville community, while creatively activating spaces, creating new experiences and initiating meaningful conversations.



## Katy Sullivan

**Team Leader Travel Behaviour Change at Department of Transport**

BSc (Env Health), Post Grad Dip (Health Promotion)

With 15 years' experience in local government public health and health promotion roles, Katy has been a member of DoT's Behaviour Change team since 2015. Katy led the Your Move Communities projects in Bassendean, Stirling and Canning and now leads the Your Move Schools program.

Katy lives for authentic connection with others, helping enable change journeys and delights in seeing the benefits that they result in.

19.1.3 - October 2023

# CONFERENCE ACKNOWLEDGMENTS

PRESENTED BY







## Policy

12 December 2020

## 1.3 Committees and Working Groups

### Well-being

Civic Leadership

### Objectives

To provide formal opportunities for individual persons to assist Council in performance of its functions and to widen the scope of input in doing so through the establishment and operation of appropriate operating structures for Committees and Working Groups.

### Details

#### **Formal Committees**

##### *Operation*

S5.8 of the *Local Government Act 1995* provides the opportunity establish committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.

When establishing a Formal Committee Council shall first establish the Committee is the best option or form of assistance and whether other less formal means are more applicable.

When establishing and from time to time reviewing the operation of a Committee, appropriate terms of reference are required to be established. Matters to be considered for inclusion in the relevant Terms of Reference include but are not limited to the following:

- ~ Role, functions and objectives
- ~ Powers and any Delegated Authority if applicable
- ~ Duties and responsibilities.
- ~ Membership, meeting requirements and reporting functions

Without in any way limiting the number of Formal Committees that may be established the following are recognised:

- ~ Audit Committee
- ~ Community Fund Management Committee

#### *Payments and Reimbursements*

The *Local Government Act 1995* provides two different classifications of expenses that can be reimbursed to members. They are those that “shall” be paid and those that “may” be paid.

Council will reimburse expenses as set out in Council's Councillor Expenses Policy to members of committees who are not elected members or employees of the Murchison Shire.

## **Working Groups**

### *Operation*

Council may from time to time establish a less formal form of structured consultation and decision making through the establishment of Working Groups.

Any Working Group so established has the role to assist the Chief Executive Officer in a consultative manner in the performance of his or her duties. The Working Group has no formal powers to act but can make recommendations and provide assistance that may

- ~ be included as background information in relevant council meeting agenda items as presented by the Chief Executive Officer
- ~ be used to assist the Chief Executive Officer in making a decision through action through his or hers delegated authority.

When establishing a Working Group, the form of structure should be tailor made to suit the specific circumstances. Regular ongoing Working Groups should have formal Terms of Reference established whilst others with specific short-term objectives may be less formal in nature.

Matters to be considered for inclusion in the relevant Terms of Reference include but are not limited to the groups purpose, membership, scope, structure and meeting expectations.

Without in any way limiting the number of Working Groups that may be established the following regular ongoing Working Groups are recognised:

- ~ Community Development Working Group
- ~ Economic Development Working Group
- ~ Plant Working Group
- ~ Settlement Drinking Water Working Group
- ~ Settlement Power Supply Working Group
- ~ Wild Dog Control Working Group

### *Payments and Reimbursements*

The *Local Government Act 1995* provides two different classifications of expenses that can be reimbursed to members. They are those that "shall" be paid and those that "may" be paid.

Council may at its absolute discretion reimburse expenses as set out in Council's Councillor Expenses Policy to members of working groups who are not elected members or employees of the Shire of Murchison.

## **Previous**

2005 Policy Manual - 25 November 2020 Update

<b>Committee / Working Groups / Delegates Membership 2022</b>			
<b>Committees</b>	<b>Member</b>	<b>Staff</b>	<b>Community</b>
Audit Committee	Cr Rossco Foulkes-Taylor Cr A Whitmarsh Cr Q Fowler		
Murchison Community Fund Management Committee	Cr Rossco Foulkes-Taylor	CEO	Paul Squires
Local Emergency Management Committee	Cr Rossco Foulkes-Taylor	CEO Works Manager	
<b>Working Groups</b>	<b>Member</b>	<b>Staff</b>	<b>Community</b>
Plant Working Group	Cr Rossco Foulkes-Taylor Cr A Whitmarsh Cr Greydon Mead	CEO Works Manager	
Community Development Working Group	Incorporated into Settlement Redevelopment Working Group		
Economic Development Working Group	Incorporated into Settlement Redevelopment Working Group		
Settlement Redevelopment Working Group	Cr E Foulkes-Taylor Cr A Whitmarsh Cr S Fowler	CEO Works Manager Community Manager	
Settlement Drinking Water Working Group (New)	Cr Rossco Foulkes-Taylor Cr Q Fowler	CEO Works Manager Health Officer	Henry Foulkes-Taylor
Settlement Power Supply Working Group	Cr Rossco Foulkes-Taylor Cr A Whitmarsh	CEO Works Manager	Tom Foulkes-Taylor
Wild Dog Control Working Group	Cr A Whitmarsh Cr Greydon Mead	CEO	Tom Foulkes-Taylor
Information Bay Working Group	Cr S Fowler	CEO Community Manager	Paul Squires Francis Pollock
<b>Organisations</b>	<b>Delegate</b>	<b>Observer</b>	<b>Community</b>
Murchison Regional Road Group	Cr Rossco Foulkes-Taylor Cr G Mead (proxy)		N/A
WALGA Zone Delegates	Cr Rossco Foulkes-Taylor Cr A Whitmarsh		N/A
Murchison Geo Region	Cr E Foulkes-Taylor		N/A





**Murchison Community Fund Management Committee  
MCFMC  
Terms of Reference**

*Re-Adopted by Council on 14 December 2019*

Shire of Murchison is to establish a committee to be known as the Murchison Community Fund Management Committee

The committee is to be comprised of:

- 1 Shire President
- 2 Shire CEO
- 3 Two Community Representatives

The term of office of the committee will expire on ordinary elections day of council;

The CEO will have the right to vote at committee meetings

The terms of reference for the committee will be;

- 1 to manage the written applications of requests for financial assistance from community members and community groups or organisations;
- 2 to approve suitable applications that fit Murchison Community Fund guidelines;
- 3 approve payment of monies from the Murchison Community Fund (Council will provide the necessary written instrument of delegation to enable the committee to fulfil this role)
- 4 Committee to report to Council its minutes and payments



## **Audit Committee**

### **Terms of Reference**

**Revised by Council on 24 October 2019**

#### **Objectives of Audit Committees**

The primary objective of the Audit Committee is to accept responsibility for the annual external audit and liaise with the local government's auditor so that Council can be satisfied with the performance of the local government in managing its financial affairs.

Reports from the Committee will assist Council in discharging its legislative responsibilities of controlling the local government's affairs, determining the local government's policies and overseeing the allocation of the local government's finances and resources. The Committee will ensure openness in the local government's financial reporting and will liaise with the CEO to ensure the effective and efficient management of local government's financial accounting systems and compliance with legislation.

The Committee is to facilitate:

- the enhancement of the credibility and objectivity of external financial reporting;
- effective management of financial and other risks and the protection of Council assets;
- compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management and legislative compliance;
- the provision of an effective means of communication between the external auditor, the CEO and the Council;

#### **Powers of the Audit Committee**

The Committee is a formally appointed Committee of Council and is responsible to that body. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

The Committee is to report to Council and provide appropriate advice and recommendations on matters relevant to its term of reference in order to facilitate informed decision-making by Council in relation to the legislative functions and duties of the local government that have not been delegated to the CEO.

#### **Membership**

The Committee will consist of (TBA). All Members shall have full voting rights.

The tenure of Member to the Committee is in accordance with Section 5.11 of the Local Government Act 1995.

The CEO and other employees are not members of the Committee.

The CEO or his/her nominee is to be available to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required.

The local government shall provide secretarial and administrative support to the Committee.

## Meetings

The Committee shall meet at least annually.

Additional meetings shall be convened at the discretion of the presiding person.

## Reporting

Reports and recommendations of each Committee meeting shall be presented to the next ordinary meeting of the Council.

## Duties and Responsibilities

The duties and responsibilities of the Committee will be-

- (a) Provide guidance and assistance to Council as to the carrying out the functions of the local government in relation to audits.
- (b) Develop and recommend to Council an appropriate process for the selection and appointment of a person as the local government's auditor.
- (c) Develop and recommend to Council –
  - a list of those matters to be audited; and
  - the scope of the audit to be undertaken.
- (d) Recommend to Council the person or persons to be appointed as auditor.
- (e) Develop and recommend to Council a written agreement for the appointment of the Auditor. The agreement is to include –
  - the objectives of the audit;
  - the scope of the audit;
  - a plan of the audit;
  - details of the remuneration and expenses to be paid to the auditor; and
  - the method to be used by the local government to communicate with, and supply information to, the auditor.
- (f) Meet with the auditor once in each year and provide a report to Council on the matters discussed and outcome of those discussions.
- (g) Liaise with the CEO to ensure that the local government does everything in its power to –
  - assist the auditor to conduct the audit and carry out his or her other duties under the Local Government Act 1995; and
  - ensure that audits are conducted successfully and expeditiously.
- (h) Examine the reports of the auditor after receiving a report from the CEO on the matter and –
  - determine if any matters raised require action to be taken by the local government; and
  - ensure that appropriate action is taken in respect of those matters.
- (i) Review the report prepared by the CEO on any actions taken in respect of any matters raised in the report of the auditor and presenting the report to Council for adoption prior to the end of the next financial year or 6 months after the last report prepared by the auditor is received, whichever is the latest in time.
- (j) Review the scope of the audit plan and program and its effectiveness.



- (k) Seek information or obtain expert advice through the CEO on matters of Concern within the scope of the Committee's Terms of Reference following authorisation from the Council.
- (l) Review the annual Compliance Audit Return and report to the Council the results of the review.
- (m) Consider the CEO's biennial reviews of the appropriateness and effectiveness of the local governments systems and procedures in regard to risk management, internal control and legislative compliance, required to be provided to the committee, and report to the council the results of those reviews.



## **Plant Working Group (PWG) Terms of Reference**

*Re-endorsed by Council on 14 December 2019*

Shire of Murchison is to establish a Working Group to be known as the Plant Working Group (PWG)

### **Members**

- The PWG shall consist of three members of Council; (who are nominated by Council) the CEO, and the works supervisor.

### **Purpose**

- The aim of the PWG is to utilise specialist knowledge that may be within the Council ranks to help Council in making informed decisions regarding plant.
- The purpose of the group is to periodically inspect the condition of Shire plant (as often as is agreed necessary, but at least annually), suggest, research, investigate and help the Shire administration source new and replacement machinery as well as investigate the most effective ways of disposing of old machinery, and monitor the standard of mechanical work being carried out.

### **Scope**

- The group shall make recommendations regarding plant to the CEO for presentation to Council. These recommendations will be included as background information in relevant council meeting agenda items

### **Structure**

- The chairperson of the group shall be a member of Council and chosen by a vote of the five PWG members.
- Other councillors are welcome to attend and contribute to meetings and plant inspections, but only the five PWG members can vote on any recommendations.
- The CEO shall keep a brief, written record of meetings, but formal minutes will not be kept.
- PWG and guest councillor travel costs for attending meetings or plant inspections shall be covered by the Shire, but no sitting or attendance fees will be paid.
- All teleconference fees for meetings of the PWG shall be paid by the Shire.
- If individuals within the PWG carry out travel or research on their own, they will do this on a voluntary basis unless full Council has specifically authorised and instructed them to carry out such activities.
- The term of office of the working group will expire on ordinary Election Day of council.

### **Meetings**

- Meetings may be held via teleconference or in person. At least once a year the meetings will be in person to allow an inspection of the shire plant and machinery to be carried out.
- Meetings will be carried out as often as required to give guidance to Council.



## **Settlement Drinking Water Working Group (SDWWG) Terms of Reference**

*Re-endorsed by Council on 14 December 2019*

Shire of Murchison is to establish a Working Group to be known as the Settlement Drinking Water Working Group (SDWWG)

### **Members**

- The SDWWG shall consist of two members of Council (who are nominated by Council) the CEO, the contract Health Officer, the Works Supervisor and a specialist member of the public.

### **Purpose**

- To utilise specialist knowledge that may be within the Council and community ranks to help Council in making informed decisions regarding the establishment of a water filtration plant and processes to deliver potable water to the Murchison Settlement.
- To ensure that the water filtration plant and ongoing processes conform to water quality compliance standards set by the Department of Health and Department of Water.
- To ensure that residents of and visitors to the Murchison Settlement have access to safe drinking water that they can trust.

### **Scope**

- The group shall make recommendations regarding options to supply potable water to the Murchison Settlement to the CEO for presentation to Council. These recommendations will be included as background information in relevant council meeting agenda items

### **Structure**

- The chairperson of the group shall be a member of Council, and chosen by a vote of the six SDWWG members.
- Other councillors are welcome to attend and contribute to meetings, but only the six SDWWG members can vote on any recommendations.
- The CEO shall keep a brief, written record of meetings, but formal minutes will not be kept.
- SDWWG and guest councillor travel costs for attending meetings shall be covered by the Shire, but no sitting or attendance fees will be paid.
- All teleconference fees for meetings of the SDWWG shall be paid by the Shire.
- If individuals within the SDWWG carry out travel or research on their own, they will do this on a voluntary basis unless full Council has specifically authorised and instructed them to carry out such activities.
- The term of office of the working group will expire on ordinary Election Day of council.

### **Meetings**

- Meetings may be held via teleconference or in person.
- Meetings will be carried out as often as required to give guidance to Council.





## **Settlement Power Supply Working Group (SPSWG) Terms of Reference**

*Re-endorsed by Council on 14 December 2019*

Shire of Murchison is to establish a Working Group to be known as the Settlement Power Supply Working Group (SPSWG)

### **Members**

- The SPSWG shall consist of three members of Council (who are nominated by Council) the CEO, the Works Supervisor and a specialist member of the public.

### **Purpose**

- To utilise specialist knowledge that may be within the Council and community ranks to help Council in making informed decisions regarding the establishment of an alternate power supply to replace the diesel generators at the Murchison Settlement.

### **Scope**

- The group shall make recommendations regarding the efficiency, capital cost and ongoing running and maintenance costs of different alternative power sources eg solar, wind, solar/hybrid to the CEO for presentation to Council. These recommendations will be included as background information in relevant council meeting agenda items

### **Structure**

- The chairperson of the group shall be a member of Council, and chosen by a vote of the six SPSWG members.
- Other councillors are welcome to attend and contribute to meetings, but only the six SPSWG members can vote on any recommendations.
- The CEO shall keep a brief, written record of meetings, but formal minutes will not be kept.
- SPSWG and guest councillor travel costs for attending meetings shall be covered by the Shire, but no sitting or attendance fees will be paid.
- All teleconference fees for meetings of the SPSWG shall be paid by the Shire.
- If individuals within the SPSWG carry out travel or research on their own, they will do this on a voluntary basis unless full Council has specifically authorised and instructed them to carry out such activities.
- The term of office of the working group will expire on ordinary Election Day of council.

### **Meetings**

- Meetings may be held via teleconference or in person.
- Meetings will be carried out as often as required to give guidance to Council.



## **Wild Dog Control Working Group (WDCWG) Terms of Reference**

*Re-endorsed by Council on 14 December 2019*

Shire of Murchison is to establish a Working Group to be known as the Wild Dog Control Working Group (WDCWG)

### **Members**

- The WDCWG shall consist of one member of Council; (who is nominated by Council) the CEO, and two community representatives.

### **Purpose**

- The aim of the WDCWG is to help Council to make informed decisions regarding vermin control- specifically wild dogs.
- The purpose of the group is to develop and implement a plan of action with achievable and measurable goals.

### **Scope**

- The group shall make recommendations regarding vermin control initiatives to the CEO for presentation to Council. These recommendations will be included as background information in relevant council meeting agenda items.

### **Structure**

- The chairperson of the group shall be a member of Council.
- Other councillors are welcome to attend and contribute to meetings, but only the actual WDCWG members can vote on any recommendations.
- The CEO shall keep a brief, written record of meetings, but formal minutes will not be kept.
- WDCWG and guest councillor travel costs for attending meetings shall be covered by the Shire, but no sitting or attendance fees will be paid.
- All teleconference fees for meetings of the WDCWG shall be paid by the Shire.
- If individuals within the WDCWG carry out travel or research on their own, they will do this on a voluntary basis unless full Council has specifically authorised and instructed them to carry out such activities.
- The term of office of the working group will expire on ordinary Election Day of Council.

### **Meetings**

- Meetings may be held via teleconference or in person.
- Meetings will be carried out as often as required to give guidance to Council.



## Settlement Redevelopment Working Group (SRDWG)

### Terms of Reference

October 2023

The Murchison Shire is to establish a Working Group to be known as the Settlement Redevelopment Working Group (SRDWG). This Group broadly replaces the functions of the former Community Development Working Group (CDWG) and Economic Working Group (EDWG).

#### Members

The SRDWG shall consist of the following.

- ~ Two members of Council; (who are nominated by Council)
- ~ CEO; Works Manager, Community Development Officer and Senior Works Finance Admin Officer.
- ~ A minimum of three community members.

#### Purpose

The aim of the (SRDWG) is to assist by way of eliciting community input and provide a community focus to shape the redevelopment of the Murchison Settlement broadly through a "placemaking" approach through the Murchison Settlement Masterplan, Roadhouse Precinct Redevelopment and Murchison Vast Sky Experience Business Case and other supporting plans that from time to time arise. In doing so, amongst other things it is

- ~ To suggest; research; investigate and help the Shire administration implement projects that maintain and enhance the community's aspirations and preserves the social and cultural fabric of the community.
- ~ To advise and assist the Shire administration in highlighting improvements to the general amenity of the Settlement.
- ~ To provide input to any proposed alterations/additions for new or replacement of community facilities.
- ~ To provide a placemaking approach to elicit community interaction and shape community infrastructure projects

#### Scope

- ~ The group shall make recommendations regarding community development projects and facility improvements to the CEO for presentation to Council. These recommendations will be included as background information in relevant council meeting agenda items.
- ~ From time to time the Group may liaise with and work with Councils Museum Working Group (MWG) and Murchison Arts Council (MAC)

#### Structure

- ~ The chairperson of the group shall be a member of Council and chosen by a vote of the SRDWG members.
- ~ Other councillors or members of the community are welcome to attend and contribute to meetings, but only the actual SRDWG members can vote on any recommendations.
- ~ The CEO shall keep a brief, written record of meetings, but formal minutes will not be kept.
- ~ SRDWG and guest councillor travel costs for attending meetings shall be covered by the Shire, but no sitting or attendance fees will be paid.
- ~ All teleconference fees for meetings of the SRDWG shall be paid by the Shire.
- ~ If individuals within the SRDWG carry out travel or research on their own, they will do this on a voluntary basis unless full Council has specifically authorised and instructed them to carry out such activities.
- ~ The term of office of the working group will expire on ordinary Election Day of council.

#### Meetings

- ~ Meetings may be held via teleconference or in person.
- ~ Meetings will be carried out as often as required to give guidance to the CEO and Council.





## Museum Working Group (MWG) Terms of Reference

*October 2023*

The Murchison Shire is to establish a Working Group to be known as the Museum Working Group (MWG). This Group broadly speaking formalises the current informal community operation which has successfully operated over many years.

### Members

The MWG shall consist of the following.

- ~ Two members of Council; (who are nominated by Council)
- ~ CEO; Works Manager, Community Development Officer and Senior Works Finance Admin Officer.
- ~ A minimum of two community members and from time-to-time community volunteers to assist delivering projects or undertaking on site maintenance or construction activities.

### Purpose

The aim of the (MWG) is to assist provide community input into reviewing current operations and setting and implementing an overall direction by which the Museum delivers information and services that intertwine the pastoral and cultural aspects of the Shire. In doing so, amongst other things it is

- ~ To review current operations and provide input and advice into refining the overall strategic direction.
- ~ To provide input to any proposed alterations/additions for new or replacement of museum facilities.
- ~ From time-to-time coordinate and oversee community volunteers who assist delivering projects or undertaking onsite maintenance or construction.

### Scope

- ~ The group shall make recommendations regarding community development projects and facility improvements to the CEO for presentation to Council. These recommendations will be included as background information in relevant council meeting agenda items.
- ~ From time to time the Group may liaise with and work with Councils Murchison Settlement Redevelopment Working Group (SRDWG) and Murchison Arts Council (MAC)

### Structure

- ~ The chairperson of the group shall be a member of Council and chosen by a vote of the MWG members.
- ~ Other councillors or members of the community are welcome to attend and contribute to meetings, but only the actual MWG members can vote on any recommendations.
- ~ The CEO shall keep a brief, written record of meetings, but formal minutes will not be kept.
- ~ MWG and guest councillor travel costs for attending meetings shall be covered by the Shire, but no sitting or attendance fees will be paid.
- ~ All teleconference fees for meetings of the MWG shall be paid by the Shire.
- ~ If individuals within the MWG carry out travel or research on their own, they will do this on a voluntary basis unless full Council has specifically authorised and instructed them to carry out such activities.
- ~ The term of office of the working group will expire on ordinary Election Day of council.

### Meetings

- ~ Meetings may be held via teleconference or in person.
- ~ Meetings will be carried out as often as required to give guidance to the CEO and Council.