



murchisonshire

Ancient land under brilliant skies

Ordinary Council Meeting

22 May 2025

Minutes Attachments



murchisonshire

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SHIRE OF MURCHISON

MONTHLY FINANCIAL REPORT

For the Period Ending 30 April 2025

*LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*



RSM Australia Pty Ltd

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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 16th May 2025

THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING

RSM Australia Pty Ltd is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

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

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General

Note

- Compilation Report
- Executive Summary

Financial Statements

- Statement of Financial Activity by Nature or Type
- Statement of Financial Activity by Program
- Statement of Financial Position
- Statement of Capital Acquisitions and Funding

Notes to the Statement of Financial Activity

- | | |
|-----------------------------------|---------|
| Significant Accounting Policies | Note 1 |
| Explanation of Material Variances | Note 2 |
| Net Current Funding Position | Note 3 |
| Cash and Investments | Note 4 |
| Trust Fund | Note 5 |
| Receivables | Note 6 |
| Cash Backed Reserves | Note 7 |
| Capital Disposals | Note 8 |
| Capital Acquisitions | Note 9 |
| Rating Information | Note 10 |
| Information on Borrowings | Note 11 |
| Grants and Contributions | Note 12 |
| Budget Amendments | Note 13 |

SHIRE OF MURCHISON
MONTHLY FINANCIAL REPORT
For the Period Ending 30 April 2025
EXECUTIVE SUMMARY

Statement of Financial Activity

Statements are presented on pages 5 and 6 showing a surplus/(deficit) as at 30 April 2025 of \$2,606,830

Significant Revenue and Expenditure

Significant Projects

	Collected / Completed %	Annual Budget \$	YTD Budget \$	YTD Actual \$
SKA Route	67%	3,661,704	3,051,380	2,446,719
Caravan Park Pool Construction	96%	1,142,000	951,660	1,099,909
Drinking Water Reticulation	33%	620,641	517,190	205,953
Carn- Mullewa Rd	97%	965,941	804,930	940,740
	69%	5,424,345	4,520,230	3,752,581

Grants, Subsidies and Contributions

Grants, subsidies and contributions	26%	9,053,755	7,545,500	2,338,429
Capital grants, subsidies and contributions	87%	7,581,424	6,317,820	6,600,040
	54%	16,635,180	13,863,320	8,938,470

Rates Levied

	99%	724,397	603,660	714,054
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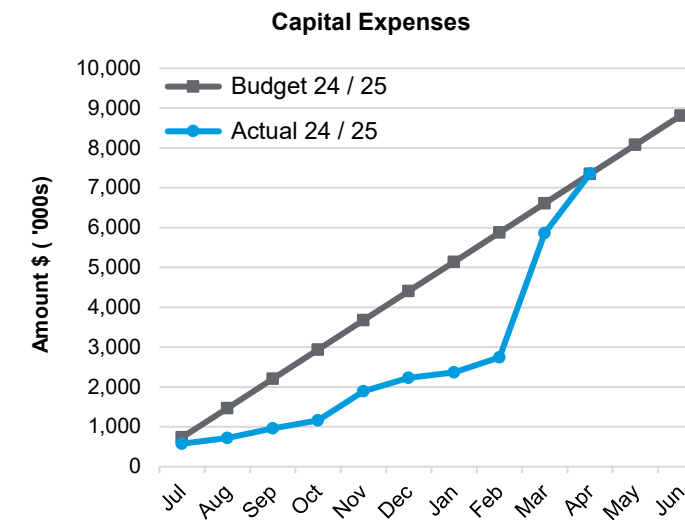
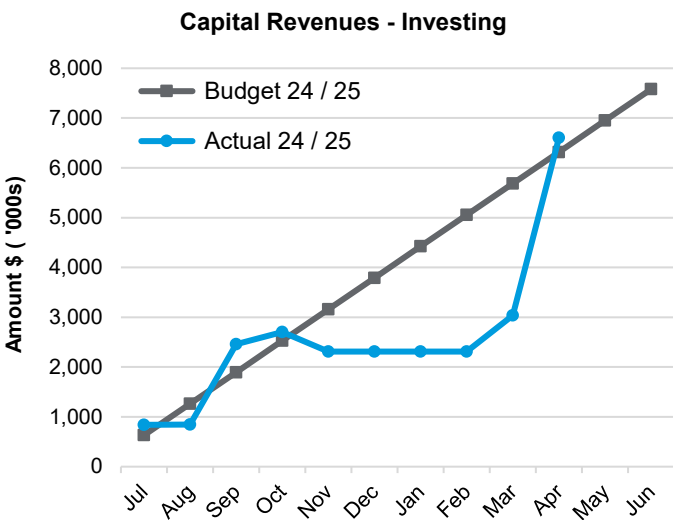
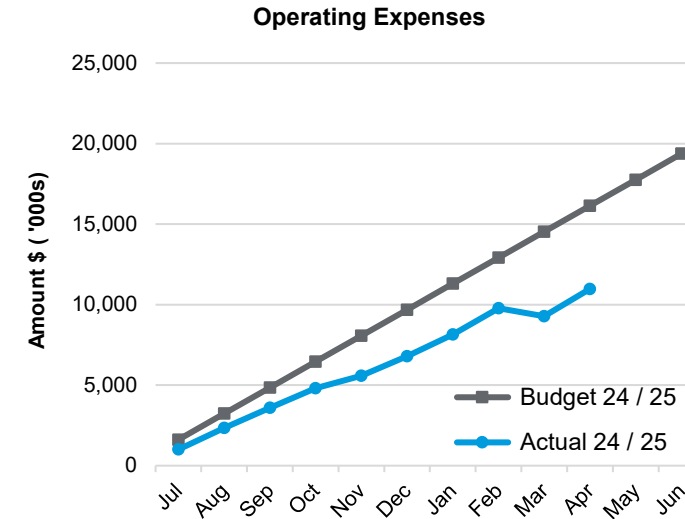
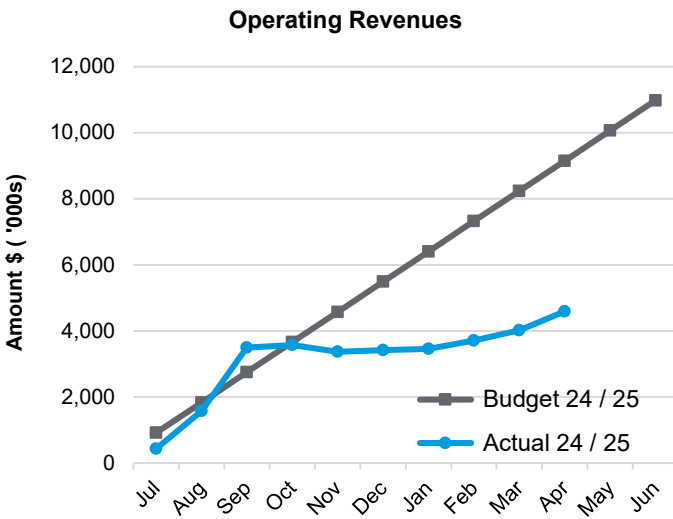
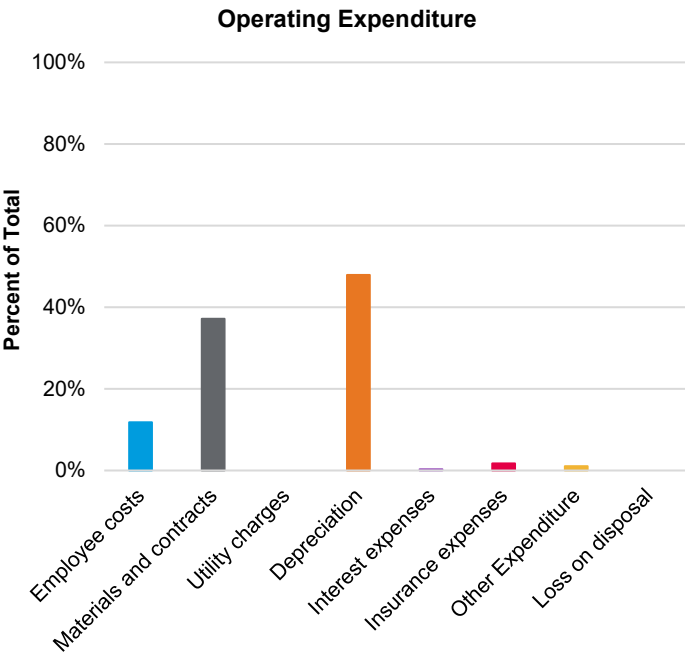
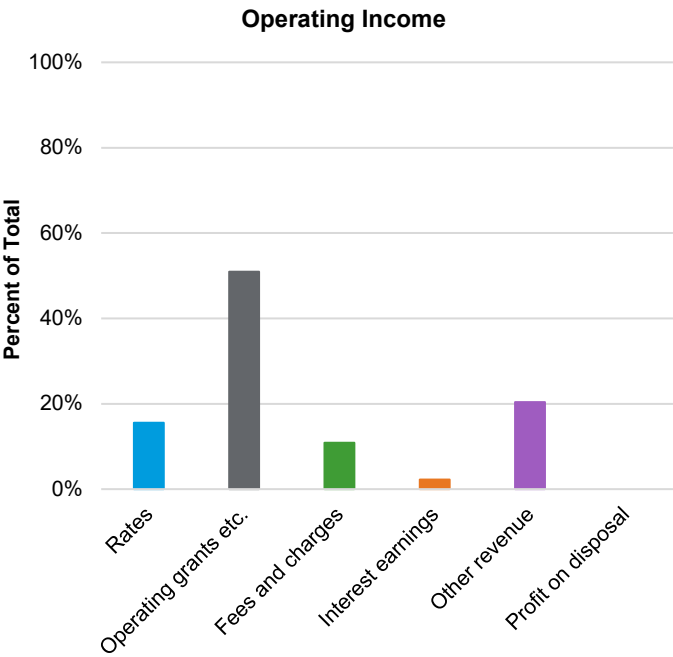
% - Compares current YTD actuals to the Annual Budget

Financial Position

Account

	Difference to Prior Year %	Current Year 30 Apr 25 \$	Prior Year 30 Apr 24 \$
Adjusted net current assets	101%	2,606,830	2,586,678
Cash and equivalent - unrestricted	138%	2,426,126	1,760,866
Cash and equivalent - restricted	0%	3,993,086	4,656,523
Receivables - rates	(1,546,958%)	92,817	(6)
Receivables - other	30%	845,723	2,795,592
Total Current Liabilities	130%	3,499,278	2,699,090

% - Compares current YTD actuals to prior year actuals



SHIRE OF MURCHISON
STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025
NATURE OR TYPE

17.2.1 - May 2025

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$	Var* \$	Var* %	Var
Revenue from Operating Activities							
Rates	10	724,397	603,660	714,054	110,394	18%	▲
Grants, subsidies and contributions	12(a)	9,053,755	7,545,500	2,338,429	(5,207,071)	(69%)	▼
Fees and charges		701,253	584,340	498,867	(85,474)	(15%)	▼
Interest earnings		147,786	123,140	102,997	(20,143)	(16%)	▼
Other revenue		353,260	293,585	935,903	642,318	219%	▲
Profit on disposal of assets	8	-	-	-	-		
		10,980,452	9,150,225	4,590,249			
Expenditure from Operating Activities							
Employee costs		(1,454,755)	(1,211,480)	(1,296,523)	(85,043)	(7%)	
Materials and contracts		(11,188,396)	(9,322,280)	(4,080,327)	5,241,953	56%	▲
Depreciation on non-current assets		(6,289,154)	(5,240,820)	(5,259,026)	(18,206)	(0%)	
Finance cost		(59,937)	(49,940)	(34,307)	15,633	31%	▲
Insurance expenses		(194,028)	(161,510)	(190,279)	(28,769)	(18%)	▼
Other expenditure		(185,707)	(154,710)	(115,628)	39,082	25%	▲
Loss on disposal of assets	8	-	-	-	-		
		(19,371,977)	(16,140,740)	(10,976,090)			
Excluded Non-cash Operating Activities							
Depreciation and amortisation		6,289,154	5,240,820	5,259,026			
Movement in Employee Benefits		-	-	-			
(Profit) / loss on asset disposal		-	-	-			
Net Amount from Operating Activities		(2,102,371)	(1,749,695)	(1,126,815)			
Investing Activities							
Inflows from Investing Activities							
Capital grants, subsidies and contributions	12(b)	7,581,424	6,317,820	6,600,040	282,220	4%	
Proceeds from disposal of assets	8	6,500	2,708	6,500	3,792	140%	
		7,587,924	6,320,528	6,606,540			
Outflows from Investing Activities							
Land and buildings	9(a)	(340,481)	(283,690)	(179,760)	103,930	37%	▲
Plant and equipment	9(c)	(35,056)	(29,200)	(30,056)	(856)	(3%)	
Furniture and equipment	9(b)	(43,000)	(35,820)	(839)	34,981	98%	▲
Infrastructure - roads	9(d)	(5,576,933)	(4,647,330)	(4,776,216)	(128,886)	(3%)	
Infrastructure - other	9(e)	(2,911,798)	(2,426,420)	(2,368,721)	57,699	2%	
		(8,907,269)	(7,422,460)	(7,355,593)			
Net Amount from Investing Activities		(1,319,345)	(1,101,932)	(749,053)			
Financing Activities							
Inflows from Financing Activities							
Transfer from reserves	7	4,932,788	4,684,983	4,332,788	(352,195)	8%	
		4,932,788	4,684,983	4,332,788			
Outflows from Financing Activities							
Repayment of debentures	11(a)	(192,531)	-	(197,445)	(197,445)		
Transfer to reserves	7	(1,856,026)	(1,581,383)	(96,570)	1,484,813	94%	▲
		(2,048,557)	(1,581,383)	(294,015)			
Net Amount from Financing Activities		2,884,231	3,103,600	4,038,773			
Movement in Surplus or Deficit							
Opening Funding Surplus / (Deficit)							
Amount attributable to operating activities	3	443,925	443,925	443,925			
Amount attributable to investing activities		(2,102,371)	(1,749,695)	(1,126,815)			
Amount attributable to financing activities		(1,319,345)	(1,101,932)	(749,053)			
		2,884,231	3,103,600	4,038,773			
Closing Surplus / (Deficit)	3	(93,560)	695,898	2,606,830			

* - 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 April 2025
REPORTING PROGRAM

17.2.1 - May 2025

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$	Var* \$	Var* %
Revenue from Operating Activities						
Governance		8,212	6,840	1,041	(5,799)	(85%)
General purpose funding		1,527,580	1,272,950	1,309,458	36,508	3%
Law, order and public safety		20,520	17,090	15,295	(1,795)	(11%)
Housing		-	-	23,151	23,151	
Community amenities		186	150	533	383	256%
Recreation and culture		9,414	7,740	5,993	(1,747)	(23%)
Transport		8,208,013	6,839,990	2,384,733	(4,455,257)	(65%)
Economic services		1,049,747	874,760	746,904	(127,856)	(15%)
Other property and services		156,782	130,630	103,141	(27,489)	(21%)
		10,980,452	9,150,150	4,590,250		
Expenditure from Operating Activities						
Governance		(755,644)	(629,440)	(521,555)	107,886	17%
General purpose funding		(61,363)	(51,120)	(33,179)	17,941	35%
Law, order and public safety		(88,655)	(73,830)	(74,106)	(276)	(0%)
Health		(70,687)	(58,870)	(43,477)	15,393	26%
Education and welfare		(7,596)	(6,320)	(70)	6,250	99%
Housing		-	410	(95,435)	(95,845)	23,377%
Community amenities		(192,341)	(160,080)	(126,274)	33,806	21%
Recreation and culture		(553,308)	(460,820)	(424,007)	36,813	8%
Transport		(15,239,523)	(12,699,010)	(7,637,879)	5,061,131	40%
Economic services		(2,272,096)	(1,892,840)	(1,738,474)	154,366	8%
Other property and services		(130,765)	(108,820)	(281,635)	(172,815)	(159%)
		(19,371,977)	(16,140,740)	(10,976,090)		
Excluded Non-cash Operating Activities						
Depreciation and amortisation		6,289,154	5,240,820	5,259,026		
Movement in Employee Benefits		-	-	-		
(Profit) / loss on asset disposal	8	-	-	-		
		(2,102,371)	(1,749,770)	(1,126,815)		
Net Amount from Operating Activities						
Investing Activities						
Inflows from Investing Activities						
Capital grants, subsidies and contribution	12(b)	7,581,424	6,317,820	6,600,040	282,220	4%
Proceeds from disposal of assets	8	6,500	2,708	6,500	3,792	140%
		7,587,924	6,320,528	6,606,540		
Outflows from Investing Activities						
Land and buildings	9(a)	(340,481)	(283,690)	(179,760)	103,930	37%
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Infrastructure - roads	9(d)	(5,576,933)	(4,647,330)	(4,776,216)	(128,886)	(3%)
Infrastructure - other	9(e)	(2,911,798)	(2,426,420)	(2,368,721)	57,699	2%
		(8,907,269)	(7,422,460)	(7,355,593)		
		(1,319,345)	(1,101,932)	(749,053)		
Net Amount from Investing Activities						
Financing Activities						
Inflows from Financing Activities						
Transfer from reserves	7	4,932,788	4,684,983	4,332,788	(352,195)	(8%)
		4,932,788	4,684,983	4,332,788		
Outflows from Financing Activities						
Repayment of debentures	11(a)	(192,531)	-	(197,445)	(197,445)	
Transfer to reserves	7	(1,856,026)	(1,581,383)	(96,570)	1,484,813	94%
		(2,048,557)	(1,581,383)	(294,015)		
		2,884,231	3,103,600	4,038,773		
Net Amount from Financing Activities						
Movement in Surplus or Deficit						
Opening Funding Surplus / (Deficit)						
Amount attributable to operating activities	3	443,925	443,925	443,925		
Amount attributable to investing activities		(2,102,371)	(1,749,770)	(1,126,815)		
Amount attributable to financing activities		(1,319,345)	(1,101,932)	(749,053)		
		2,884,231	3,103,600	4,038,773		
Closing Funding Surplus / (Deficit)						
	3	(93,559)	695,823	2,606,830		

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 April 2025

	FY 2025 30 April 2025	FY 2024 30 June 2024
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	6,419,212	8,523,978
Trade and other receivables	1,180,309	3,507,380
Inventories	228,849	220,515
Other assets	1,883,777	120,489
TOTAL CURRENT ASSETS	9,712,147	12,372,362
NON-CURRENT ASSETS		
Other financial assets	20,793	20,793
Property, plant and equipment	14,801,822	13,176,287
Infrastructure	96,805,266	96,340,734
TOTAL NON-CURRENT ASSETS	111,627,881	109,537,813
TOTAL ASSETS	121,340,028	121,910,175
CURRENT LIABILITIES		
Trade and other payables	1,029,609	1,542,115
Other liabilities	2,082,623	2,161,932
Borrowings	196,094	192,531
Employee related provisions	196,861	196,861
TOTAL CURRENT LIABILITIES	3,505,187	4,093,440
NON-CURRENT LIABILITIES		
Borrowings	1,145,213	1,341,307
Employee related provisions	95,557	95,557
TOTAL NON-CURRENT LIABILITIES	1,240,771	1,436,865
TOTAL LIABILITIES	4,745,958	5,530,304
NET ASSETS	116,594,070	116,379,871
EQUITY		
Retained surplus	28,951,053	31,975,741
Reserve accounts	8,227,949	4,989,061
Revaluation surplus	79,415,068	79,415,068
TOTAL EQUITY	116,594,070	116,379,871

SHIRE OF MURCHISON

STATEMENT OF CAPITAL ACQUISITIONS AND FUNDING

For the Period Ending 30 April 2025

CAPITAL ACQUISITIONS AND FUNDING

Asset Group	Note	Annual Budget \$	YTD Actual Total \$
Land and buildings	9(a)	340,481	179,760
Plant and equipment	9(c)	35,056	30,056
Furniture and equipment	9(b)	43,000	839
Infrastructure - roads	9(d)	5,576,933	4,776,216
Infrastructure - other	9(e)	2,911,798	2,368,721
Total Capital Expenditure		8,907,269	7,355,593

Capital Acquisitions Funded by:

Capital grants and contributions	7,581,424	6,600,040
Other (disposals and c/fwd)	6,500	6,500
Council contribution - from reserves	600,000	-
Council contribution - operations	719,345	749,053
Total Capital Acquisitions Funding	8,907,269	7,355,593

SHIRE OF MURCHISON

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 April 2025

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 2024/25 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: 16 May 25

(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 April 2025

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 April 2025

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:

Asset Class	Useful life
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 April 2025****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.

(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.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(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.

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.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(p) Nature or Type Classifications (Continued)

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 April 2025****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 there of. 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

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 April 2025

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 April 2025

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

2. EXPLANATION OF MATERIAL VARIANCES

Variances which have exceeded the thresholds are listed below by Program. Significant variances within the Program are listed underneath it by Nature or Type.

The material variance adopted by Council for the 2024/25 year is \$10,000 and 10%.

Nature or Type Operating Revenues	Var \$	Var %	Var	Timing /		Explanation of Variance
				Permanent		
Rates	110,394	18%	▲	Timing		Timing of budget profile. Rate revenue in line with annual budget.
Grants, Subsidies and Contributions	(5,207,071)	(69%)	▼	Timing		Main contribution to difference relates to flood damage timing of claims and MRWA SKA Roads opposed to budget profile. See Note 12 for further detail.
Fees and Charges	(85,474)	(15%)	▼	Timing		Mostly related to Roadhouse fuel sales (\$101K) and Income other economic services (\$14K) below budget, offset by Roadhouse accommodation and camping revenue (\$36K) above budget.
Other Revenue	642,318	219%	▲	Timing		Mostly related to Beringara/Pindar Roads reimbursement \$665k not included in budget

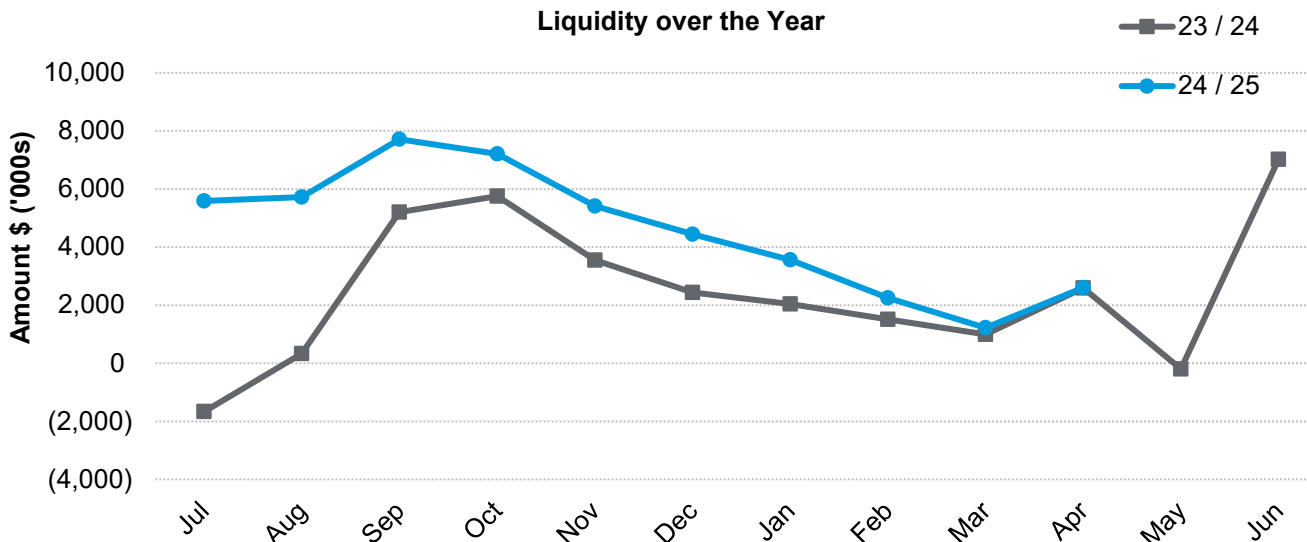
Operating Expense

Materials and contracts	5,241,953	56%	▲	Timing	Mainly due to timing of Flood Damage works on rain events March 2022 and February 2021 (\$3.6M), SKA Road Maintenance (\$1M), General road maintenance (\$147K) Parts & Repairs (\$108K), Fuel & oils (\$81K), Gravel pits (\$75K), IT Expenses (\$60K) below budget.
Depreciation on Non-current Assets	(18,206)	(0%)		Timing	Depreciation above budget due to update of asset register at 30 June 2024. To be reviewed at budget review.
Finance cost	15,633	31%	▲	Timing	Timing issue in relation to budget profile.
Insurance Expenses	(28,769)	(18%)	▼	Timing	\$7K refund received post budget review and timing of budget profile. Year to date expense is below full year budget.
Other expenditure	39,082	25%	▲	Timing	Timing differences in relation to payment of member costs and below budget legal expenses.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

3. NET CURRENT FUNDING POSITION

	Note	Current Month 30 Apr 25 \$	Prior Year Closing 30 Jun 24 \$	This Time Last Year 30 Apr 24 \$
Current Assets				
Cash unrestricted	4	2,426,126	294,675	1,760,866
Cash restricted	4	3,993,086	8,229,304	4,656,523
Receivables - rates	6(a)	92,817	(14,723)	(6)
Receivables - sundry	6(b)	845,723	3,446,102	2,795,592
Receivables - other		243,017	46,310	166,402
Provision for doubtful debts		(7,157)	(7,157)	(8,295)
Contract assets		1,883,777	120,489	-
Inventories		228,849	220,515	223,438
Total Current Assets		9,706,239	12,335,515	9,594,519
Current Liabilities				
Payables - sundry		(172,631)	(394,291)	(1,580,251)
Payables - other		(299,788)	(356,667)	(157,982)
PAYG Tax withheld		(30,069)	(32,212)	(66,301)
Accrued salaries and wages		-	(60,402)	-
Accrued expenses		-	(141,793)	(38,750)
Trust Liability		49	49	(357,605)
Deposits and bonds		(159,154)	(156,604)	(155,949)
Contract liabilities		(2,082,623)	(2,161,932)	-
Murchison Community Fund		(362,108)	(358,434)	-
Loan liabilities	11(a)	(196,094)	(197,445)	(95,824)
Total Payables		(3,302,417)	(3,859,731)	(2,452,661)
Provisions		(196,861)	(196,861)	(246,429)
Total Current Liabilities		(3,499,278)	(4,056,592)	(2,699,090)
Less: cash reserves	7	(3,993,086)	(8,229,304)	(4,656,523)
Less: provisions		196,861	196,861	246,429
Less: Self-supporting loan		-	-	-
Add: Disposal of Asset TBA		-	-	-
Add: Loan principal (current)		196,094	197,445	101,343
Add: trust transactions to municipal		-	-	-
Net Funding Position - Surplus / (Deficit)		2,606,830	443,925	2,586,678



SHIRE OF MURCHISON

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 April 2025

4. CASH AND FINANCIAL ASSETS

	Unrestricted	Restricted	Total	Institution	Interest	Maturity
	\$	\$	\$		Rate	Date
					%	
Cash						
Murchison Community Fund	362,108		362,108	Westpac	Variable	N/A
Municipal	2,020,199		2,020,199	Westpac	Variable	N/A
Cash On Hand	500		500	Cash on hand	Nil	N/A
Muni Short Term Investment	7,705		7,705	Westpac	Variable	N/A
Roadhouse	28,193		28,193	Westpac	Variable	N/A
CSIRO	7,421		7,421	Westpac	Variable	N/A
Term Deposit		3,676,198	3,676,198	Westpac	3.25%	9-May-25
Reserve Funds		316,887	316,887	Westpac	Variable	N/A
Total Cash and Financial Assets	2,426,126	3,993,086	6,419,212			

5. TRUST FUND

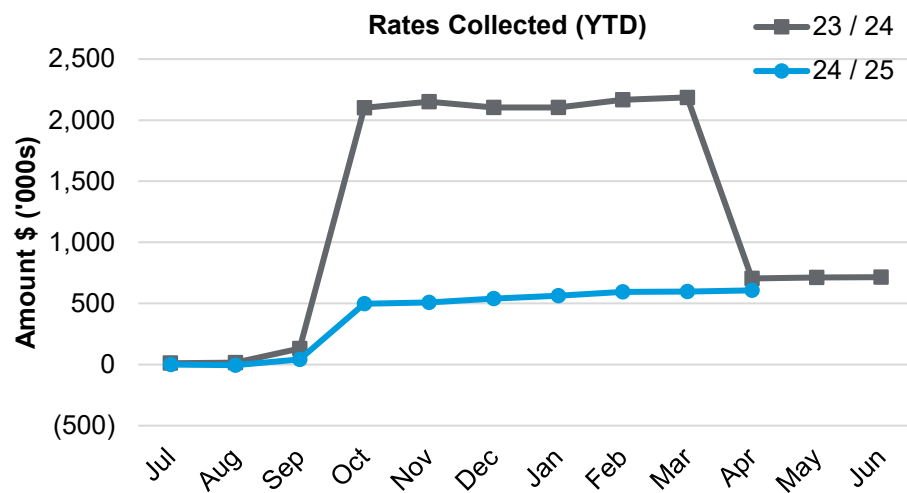
There are no funds held at balance date over which the Shire has no control

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

6. RECEIVABLES

(a) Rates Receivable

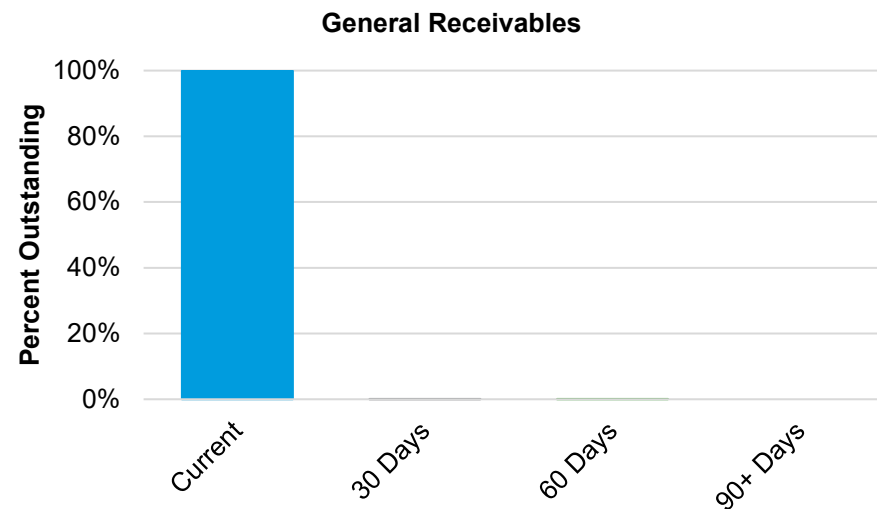
	30 Apr 25
	\$
Rates receivables	92,817
Total Rates Receivable Outstanding	92,817
Closing balances - prior year	(14,723)
Rates levied this year	714,054
Closing balances - current month	(92,817)
Total Rates Collected to Date	606,513



Comments / Notes

(b) General Receivables

	30 Apr 25
	\$
Current	844,883
30 Days	315
60 Days	525
90+ Days	-
Total General Receivables Outstanding	845,723



Comments / Notes

Amounts shown above include GST (where applicable)

SHIRE OF MURCHISON

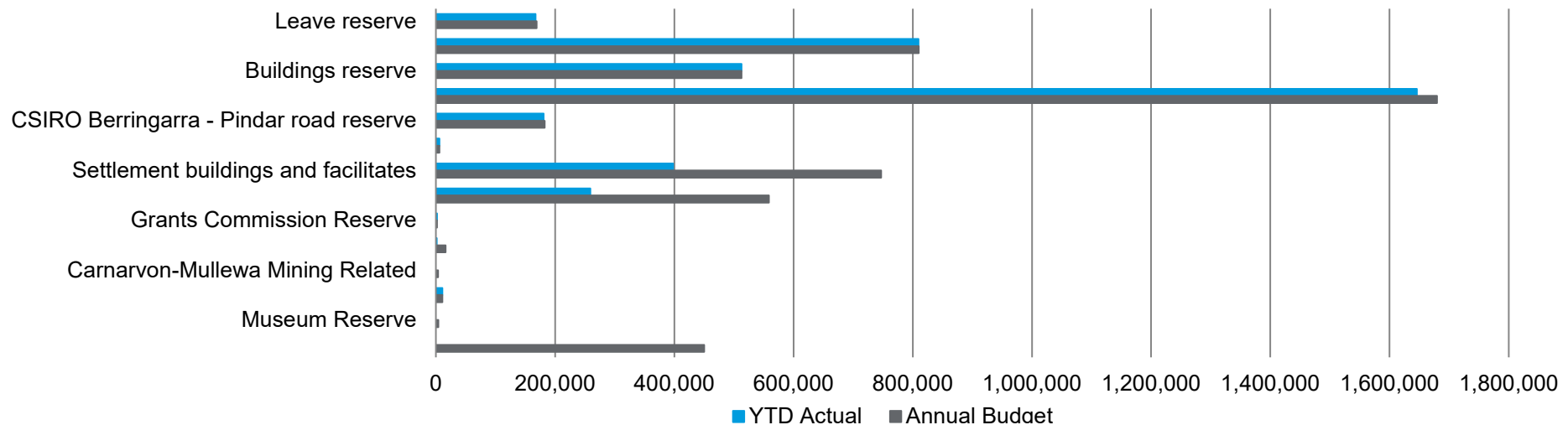
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 April 2025

7. CASH BACKED RESERVES

Restricted by council:	Annual Budget				YTD Actual			
	Balance 01 Jul 24 \$	Transfers from \$	Transfer to \$	Balance 30 Jun 25 \$	Balance 01 Jul 24 \$	Transfers from \$	Transfer to \$	Balance 30 Apr 25 \$
Reserve Name								
Leave reserve	166,950	-	1,958	168,908	166,950	-	252	167,202
Plant reserve	808,758	-	1,168	809,926	808,758	-	979	809,738
Buildings reserve	511,858	-	1,048	512,906	511,858	-	774	512,632
Berringarra - Cue road reserve	1,552,454	-	126,968	1,679,422	1,552,454	-	93,350	1,645,804
CSIRO Berringarra - Pindar road rese	180,329	-	2,115	182,444	180,329	-	273	180,601
Flood damage repairs reserve	5,969	-	8	5,977	5,969	-	7	5,976
Settlement buildings and facilitates	397,112	(600,000)	950,000	747,112	397,112	-	600	397,712
Road Asset Reserve	258,912	-	300,000	558,912	258,912	-	313	259,226
Grants Commission Reserve	4,334,803	(4,332,788)	4	2,019	4,334,803	(4,332,788)	3	2,018
Community Economic Development F	1,348	-	14,849	16,197	1,348	-	2	1,350
Carnarvon-Mullewa Mining Related	-	-	3,600	3,600	-	-	-	-
Asset Management Reserve	10,804	-	22	10,826	10,804	-	16	10,820
Museum Reserve	-	-	4,286	4,286	-	-	-	-
Workforce Accommodation Reserve	-	-	450,000	450,000	-	-	-	-
Total Cash Backed Reserves	8,229,297	(4,932,788)	1,856,026	5,152,535	8,229,297	(4,332,788)	96,570	3,993,079

Annual Budget v YTD Actual



SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

8. DISPOSAL OF ASSETS

Annual Budget

	WDV	Proceeds	Profit	(Loss)
	\$	\$	\$	\$
Transport				
Plant and Equipment				
Plant and Equipment	6,500	6,500	-	-
Total Disposal of Assets	6,500	6,500	-	-
Total Profit or (Loss)				-

YTD Actual

	WDV	Proceeds	Profit	(Loss)
	\$	\$	\$	\$
Other Property & Services				
Plant and Equipment				
2005 SFM 3 Axle Trailer (MU2024)	-	6,500	-	-
Total Disposal of Assets	-	6,500	-	-
Total Profit or (Loss)				-

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

9. CAPITAL ACQUISITIONS

(a) Land and Buildings	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Recreation & Culture						
Sports Club Access Upgrade		93,560	77,960	-	77,960	0%
Community / Sports Centre Refurbishments		29,786	24,810	29,786	(4,976)	100%
Economic Services						
Tour Area Prom Buildings & Improvements		217,135	180,920	149,974	30,946	69%
Total Land and Buildings		340,481	283,690	179,760	103,930	

(b) Furniture & Equipment	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Council Chambers Communications Gear/Tables		8,000	6,660	-	6,660	0%
Housing						
Staff Housing Furniture & Equipment		10,000	8,330	839	7,491	100%
Economic Services						
Capex - Washing Machines		15,000	12,500	-	12,500	0%
Roadhouse Appliances		10,000	8,330	-	8,330	0%
Total Furniture & Equipment		43,000	35,820	839	34,981	

(c) Plant and Equipment	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Other Property & Services						
Mechanical Tools & Equipment		5,000	4,160	-	4,160	0%
Transport						
Plant & Equipment - Minor		15,126	12,600	15,126	(2,526)	
Plant & Equipment - Major		14,931	12,440	14,931	(2,491)	
Total Plant and Equipment		35,056	29,200	30,056	(856)	

9. CAPITAL ACQUISITIONS (Continued)

(d) Infrastructure - Roads	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Transport						
Beri-Pindar Rd - Resheet Incl Floodway Sections		320,278	266,890	375,710	(108,820)	117%
General Road Sealing Works		-	-	732,462	(732,462)	
Reseal Works		98,298	81,910	-	81,910	0%
SKA Route		3,661,704	3,051,380	2,446,719	604,661	67%
Carn- Mullewa Rd		965,941	804,930	940,740	(135,810)	97%
Resheet Works General		28,665	23,880	-	23,880	0%
Mulga Cr Reconstruct & Two Coat Seal		308,269	256,870	259,910	(3,040)	84%
Beri-Byro Rd Sections 69.99-87.70		122,749	102,290	-	102,290	0%
Carn-Mul Rd Floodway over Wooramel River		-	-	6,203	(6,203)	
C12048 - Meeb-Wool Floodway over Murchison River		-	-	14,473	(14,473)	
Capex Grids General		71,029	59,180	-	59,180	0%
		5,576,933	4,647,330	4,776,216	(128,886)	
Total Infrastructure - Roads		5,576,933	4,647,330	4,776,216	(128,886)	

(e) Infrastructure - Other	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Recreation & Culture						
J Capex - Playground Upgrade		25,000	20,830	23,100	(2,270)	92%
Sports Club Building Improvements		93,560	77,960	-	77,960	0%
Community Splash Pool		640,000	533,330	596,538	(63,208)	93%
Economic Services						
Caravan Park Pool Construction		1,142,000	951,660	1,099,909	(148,249)	96%
Caravan Park Internal Roads		28,702	23,900	-	23,900	0%
Power Supply Capital		21,896	18,240	21,896	(3,656)	100%
Drinking Water Reticulation		620,641	517,190	205,953	311,237	33%
Power Supply Upgrade		340,000	283,310	421,326	(138,016)	124%
Community Amenities						
Total Infrastructure - Other		2,911,798	2,426,420	2,368,721	57,699	

Total Capital Expenditure	8,907,269	7,422,460	7,355,593	66,867
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SHIRE OF MURCHISON

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 30 April 2025

10. RATING INFORMATION

	Rateable Value \$	Rate in \$	Number of Properties #	Annual Budget Revenue \$	Rate Revenue \$	Interim Rates CY \$	Interim Rates PY \$	YTD Actual Revenue \$
General Rates								
UV Pastoral	1,242,527	0.093250	22	115,866	115,861	-	-	115,861
UV Mining	2,018,823	0.185500	14	374,492	374,482		-	374,482
UV Prospecting and exploration	1,545,499	0.185500	59	286,690	286,682	(82,335)	(3,137)	201,210
Total General Rates				777,048	777,025	(82,335)	(3,137)	691,553
Minimum Rates								
UV Pastoral	17,304	900	6	5,400	5,400	-	-	5,400
UV Mining	1,753	900	1	900	900	-	-	900
UV Prospecting and exploration	13,680	900	18	16,200	16,200	-	-	16,200
Total Minimum Rates				22,500	22,500	-	-	22,500
Total General and Minimum Rates				799,548	799,525	(82,335)	(3,137)	714,053
Other Rate Revenue								
Interim Rates CY/PY				(75,151)				-
Total Rate Revenue				724,397				714,053

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

11. INFORMATION ON BORROWINGS

(a) Debenture Repayments

(i) Loan 2 Roadworks in 2020-21

	Annual Budget	YTD Budget	YTD Actual
	\$	\$	\$
Transport			
Opening balance	1,533,838	1,533,838	1,538,752
Principal payment	(192,531)	-	(197,445)
Principal Outstanding	1,341,307	1,533,838	1,341,307
Finance cost payment	(46,827)	-	(22,458)
Service fee			
Total Principal, Finance Cost and Fees Paid	(239,358)	-	(219,903)
Total Principal Outstanding	1,341,307	1,533,838	1,341,307
Total Principal Repayments	(192,531)	-	(197,445)

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 30 April 2025

12. GRANTS, SUBSIDIES AND CONTRIBUTIONS

(a) Grants, Subsidies and Contributions

Program / Details	Grant Provider	Annual Budget \$	YTD Budget \$	YTD Actual \$
General Purpose Funding				
F.A.G Grant - General	WALGGC	548,682	457,230	411,512
F.A.G. Grant - Roads	WALGGC	104,234	86,860	78,176
Law, Order and Public Safety				
DFES Operating Grant	DFES	19,520	16,260	14,795
Transport				
MRWA Direct	MRWA	323,506	269,580	323,506
WANDRRA Flood Damage	MRWA	5,173,528	4,311,270	746,005
MRWA - SKA Roads	MRWA	2,709,433	2,257,860	648,603
Economic Services				
Tour Area Prom Revenue		34,000	28,330	17,942
Roadhouse Other Revenue		5,994	4,990	7,597
Other Property & Services				
Diesel Fuel Rebate		101,830	84,850	57,267
Workers Compensation Reimbursements		33,028	28,270	33,028
Total Grants, Subsidies and Contributions		9,053,755	7,545,500	2,338,429

(b) Capital Grants, Subsidies and Contributions

Transport				
MRWA Specific	MRWA	1,200,000	1,000,000	1,200,000
Roads to Recovery		900,000	750,000	735,303
LRCIP		347,504	289,580	259,910
MRWA - SKA Roads	MRWA	4,027,875	3,356,560	3,291,381
Mining Related Road Contributions		3,600	2,990	-
Recreation & Culture				
Other Rec & Sport Grants		852,446	710,360	863,446
Economic Services				
Settlement Infrastructure Grants		250,000	208,330	250,000
Total Capital Grants, Subsidies and Contributions		7,581,424	6,317,820	6,600,040
Total Grants, Subsidies and Contributions		16,635,180	13,863,320	8,938,470

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
			Opening Surplus					-1,324,432
03100	ABC Expenses - Rate Revenue	03100	ABC Expenses - Rate Revenue	903	Administration Allocation (Expense)			-3,352
03103	General Rates Levied	03103	General Rates Levied	100	General Rates			-72,013
03105	Penalty Interest Raised on Rates	03105	Penalty Interest Raised on Rates	160	Interest Earned		2,524	
03107	Back Rates Levied	03107	Back Rates Levied	100	General Rates			-3,137
03109	Rates Administration Fees	03109	Rates Administration Fees	170	Other Revenue		780	
03113	Rates Recovery Expenses	03113	Rates Recovery Expenses	521	Service Contracts			-7,030
03201	F.A.G Grant - General	03201	F.A.G Grant - General	111	Operating Grants - Commonwealth			-35,663
03202	F.A.G Grant - Roads	03202	F.A.G Grant - Roads	111	Operating Grants - Commonwealth			-76,031
03204	Interest Earned - Municipal	03204	Interest Earned - Municipal	160	Interest Earned		623	
03205	Other General Purpose Funding	03205	Other General Purpose Funding	170	Other Revenue			-164
03210	Transfer to Grants Commission Reserve	03210	Transfer to Grants Commission Reserve	630	Transfer to reserve			-4
73351	Transfer to Asset Management Reserve	73351	Transfer to Asset Management Reserve	630	Transfer to reserve			-22
04100	Members Travelling Expenses	04100	Members Travelling Expenses	580	Other Expenses		4,500	
04105	Members - Insurance	04105	Members - Insurance	570	Insurance Premiums		197	
04113	ABC Expenses - Members	04113	ABC Expenses - Members	903	Administration Allocation (Expense)			-15,345
04119	Housing Costs -Members	04119	Housing Costs -Members	904	Housing Allocation (Expense)			-1,905
04200	ABC Expenses - Other Governance	04200	ABC Expenses - Other Governance	903	Administration Allocation (Expense)			-22,072
04204	Housing Costs (Other Gov)	04204	Housing Costs (Other Gov)	904	Housing Allocation (Expense)			-4,191
05100	ABC Expenses - Fire Prevention	05100	ABC Expenses - Fire Prevention	903	Administration Allocation (Expense)			-758
05101	Insurance - Fire Prevention	05101	Insurance - Fire Prevention	570	Insurance Premiums		1,482	
05105	Fire Prevention Vehicle Expenses	FIRVEH	Fire Prevention Vehicle Expenses	901	Plant Recovery			-12,468
05107	Other Fire Prevention Expenses	FIREO	Fire Expenses - Other	520	Materials		3,327	
05107	Other Fire Prevention Expenses	FIREO	Fire Expenses - Other	521	Service Contracts			-107
05107	Other Fire Prevention Expenses	FIREO	Fire Expenses - Other	901	Plant Recovery			-3,220
05108	Depreciation - Fire Prevention	05108	Depreciation - Fire Prevention	550	Depreciation - Buildings & Improvements	-19		
05108	Depreciation - Fire Prevention	05108	Depreciation - Fire Prevention	552	Depreciation - Plant & Equipment - Major	12		
05200	Animal Control Expenses	05200	Animal Control Expenses	520	Materials			-5
05202	Dog Registration Fee Income	05202	Dog Registration Fee Income	156	Other Fees & Charges		900	
05310	ABC Expenses - Law Order Pub Safety	05310	ABC Expenses - Law Order Pub Safety	903	Administration Allocation (Expense)			-758
07406	ABC Expenses - Prev. Services	07406	ABC Expenses - Prev. Services	903	Administration Allocation (Expense)			-758
07503	ABC Expenses - Pest Control	07503	ABC Expenses - Pest Control	903	Administration Allocation (Expense)			-758
07700	Medical Centre Expenses	07700	Medical Centre Expenses	521	Service Contracts		46	
07705	ABC Expenses - Other Health	07705	ABC Expenses - Other Health	903	Administration Allocation (Expense)			-1,513
07706	Depreciation Ambulance Centre	07706	Depreciation Ambulance Centre	550	Depreciation - Buildings & Improvements	57		
08002	ABC Expenses - Education & Welfare	08002	ABC Expenses - Education & Welfare	903	Administration Allocation (Expense)			-472
09101	Maintenance 2 Office Road (CEO)	M2OFF	Maintenance 2 Office Road (Ceo)	570	Insurance Premiums		880	
09102	Maintenance 4A Kurara Way	M4AKU	Maintenance 4A Kurara Way	570	Insurance Premiums		264	
09103	Maintenance 4B Kurara Way	M4BKU	Maintenance 4B Kurara Way	570	Insurance Premiums		264	
09104	Maintenance 6 Kurara Way	M6KU	Maintenance 6 Kurara Way	521	Service Contracts		5,000	
09104	Maintenance 6 Kurara Way	M6KU	Maintenance 6 Kurara Way	570	Insurance Premiums		475	
09105	Maintenance 8 Kurara Way	M8KU	Maintenance 8 Kurara Way	570	Insurance Premiums		481	
09106	Maintenance 10A Kurara Way	M10AKU	Maintenance 10A Kurara Way	570	Insurance Premiums		246	
09107	Maintenance 10B Kurara Way	M10BKU	Maintenance 10B Kurara Way	570	Insurance Premiums		246	
09108	Maintenance 12A Kurara Way	M12AKU	Maintenance 12A Kurara Way	570	Insurance Premiums		343	
09109	Maintenance 12B Kurara Way	M12BKU	Maintenance 12B Kurara Way	570	Insurance Premiums		343	
09110	Maintenance 14 Mulga Cres	M14MUL	Maintenance 14 Mulga Cres	521	Service Contracts		7,000	
09110	Maintenance 14 Mulga Cres	M14MUL	Maintenance 14 Mulga Cres	570	Insurance Premiums		693	
09111	Maintenance 16 Mulga Cres	M16MUL	Maintenance 16 Mulga Cres	521	Service Contracts		2,000	

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
09111	Maintenance 16 Mulga Cres	M16MUL	Maintenance 16 Mulga Cres	570	Insurance Premiums		509	
09113	Staff Housing Costs Rallocated	09113	Staff Housing Costs Rallocated	904	Housing Allocation (Expense)		17,559	
09117	Maintenance 8 Mulga Cres	M8MUL	Maintenance 8 Mulga Cres	521	Service Contracts			-15,963
09117	Maintenance 8 Mulga Cres	M8MUL	Maintenance 8 Mulga Cres	570	Insurance Premiums		512	
09118	Maintenance 10 Mulga Cres	M10MUL	Maintenance 10 Mulga Cres	570	Insurance Premiums		398	
09121	Foxtel 2 Office Road (CEO)	09121	Foxtel 2 Office Road (CEO)	121	Reimbursements		27	
09122	Foxtel 4A Kurara Way	09122	Foxtel 4A Kurara Way	121	Reimbursements		109	
09123	Foxtel 4B Kurara Way	09123	Foxtel 4B Kurara Way	121	Reimbursements			-218
09124	Foxtel 6 Kurara Way	09124	Foxtel 6 Kurara Way	121	Reimbursements			-68
09125	Foxtel 8 Kurara Way	09125	Foxtel 8 Kurara Way	121	Reimbursements			-68
09126	Foxtel 10A Kurara Way	09126	Foxtel 10A Kurara Way	121	Reimbursements		27	
09127	Foxtel 10B Kurara Way	09127	Foxtel 10B Kurara Way	121	Reimbursements		27	
09128	Foxtel 12A Kurara Way	09128	Foxtel 12A Kurara Way	121	Reimbursements		27	
09129	Foxtel 12B Kurara Way	09129	Foxtel 12B Kurara Way	121	Reimbursements		314	
09130	Foxtel 14 Mulga Cres	09130	Foxtel 14 Mulga Cres	121	Reimbursements		177	
09135	Foxtel 8 Mulga Cres	09135	Foxtel 8 Mulga Cres	121	Reimbursements		109	
09140	Foxtel Roadhouse Residence	09140	Foxtel Roadhouse Residence	121	Reimbursements		55	
09148	Depreciation - Staff Housing	09148	Depreciation - Staff Housing	550	Depreciation - Buildings & Improvements	1,251		
09151	Transfer to Buildings Reserve	09151	Transfer to Buildings Reserve	630	Transfer to reserve			-1,048
09152	Transfer to Workforce Accommodation Reserve	09152	Transfer to Workforce Accommodation Reserve	630	Transfer to reserve		190,000	
10100	Household Refuse Removal	MSANH	Household Refuse Removal	520	Materials		378	
10100	Household Refuse Removal	MSANH	Household Refuse Removal	550	Depreciation - Buildings & Improvements	61		
10101	Household Refuse Revenue	10101	Income Relating to Sanitation - Household Refuse	156	Other Fees & Charges		271	
10103	Tip Maintenance	MTIP	Tip Maintenance	901	Plant Recovery			-3,898
10105	ABC Expenses - H'sehold Refuse	10105	ABC Expenses - H'sehold Refuse	903	Administration Allocation (Expense)			-360
10503	ABC Exp. - Protection of Env.	10503	ABC Exp. - Protection of Env.	903	Administration Allocation (Expense)			-720
10604	ABC Exp - Town Plng & Reg. Dev.	10604	ABC Exp - Town Plng & Reg. Dev.	903	Administration Allocation (Expense)			-377
10700	Other Community Amenities Expenses	OCMFAC	Other Community Amenities Facilities	550	Depreciation - Buildings & Improvements	22,747		
10701	Other Community Amenities Inc	10701	Other Community Amenities Inc	156	Other Fees & Charges			-85
10704	Public Conveniences	MPTOIL	Maintenance - Public Conveniences (Near Roadhou	500	Salaries & Wages			-2,363
10704	Public Conveniences	MPTOIL	Maintenance - Public Conveniences (Near Roadhou	520	Materials		2,000	
10704	Public Conveniences	MPTOIL	Maintenance - Public Conveniences (Near Roadhou	543	Gas			-253
10704	Public Conveniences	MPTOIL	Maintenance - Public Conveniences (Near Roadhou	570	Insurance Premiums		355	
10705	Cemetery Maintenance	MCEMET	Maintenance - Cemetery	500	Salaries & Wages		1,755	
10705	Cemetery Maintenance	MCEMET	Maintenance - Cemetery	570	Insurance Premiums		89	
10709	ABC Expenses - Other Community Amenities	10709	ABC Expenses - Other Community Amenities	903	Administration Allocation (Expense)			-1,888
11300	ABC Expenses - Other Rec. & Sport	11300	ABC Expenses - Other Rec. & Sport	903	Administration Allocation (Expense)			-2,363
11301	Income - Other Recreation & Sport	11301	Income - Other Recreation & Sport	153	Facilities Hire		1,164	
11302	Other Rec & Sport Buildings & Improvements	C14230	Community / Sports Centre Refurbishments	520	Materials			-8,078
11302	Other Rec & Sport Buildings & Improvements	C14230	Community / Sports Centre Refurbishments	521	Service Contracts		5,825	
11302	Other Rec & Sport Buildings & Improvements	C14230	Community / Sports Centre Refurbishments	500	Salaries & Wages			-18
11302	Other Rec & Sport Buildings & Improvements	C14230	Community / Sports Centre Refurbishments	900	Labour Overheads			-16
11302	Other Rec & Sport Buildings & Improvements	C11004	Sports Club Access Upgrade	521	Service Contracts			-56,060
11302	Other Rec & Sport Buildings & Improvements	C11006	Community Splash Pad	521	Service Contracts			-10,000
11304	Parks and Reserves Mtce	MPARKS	Maintenance - Parks And Reserves	520	Materials			-13,098
11304	Parks and Reserves Mtce	MPARKS	Maintenance - Parks And Reserves	570	Insurance Premiums		95	
11305	Murchison Sports Club Mtce	MSPORT	Maintenance - Murchison Sports Club	520	Materials			-6,833
11305	Murchison Sports Club Mtce	MSPORT	Maintenance - Murchison Sports Club	521	Service Contracts		1,904	
11305	Murchison Sports Club Mtce	MSPORT	Maintenance - Murchison Sports Club	543	Gas			-64

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
11305	Murchison Sports Club Mtce	MSPORT	Maintenance - Murchison Sports Club	555	Depreciation - Plant & Equipment Minor		3	
11305	Murchison Sports Club Mtce	MSPORT	Maintenance - Murchison Sports Club	570	Insurance Premiums		2,800	
11306	Polocrosse Fields Mtce	MPOLOC	Maintenance - Polocrosse Fields	521	Service Contracts			-162
11306	Polocrosse Fields Mtce	MPOLOC	Maintenance - Polocrosse Fields	543	Gas		281	
11306	Polocrosse Fields Mtce	MPOLOC	Maintenance - Polocrosse Fields	570	Insurance Premiums		312	
11307	Sports Toilet Block Mtce	MSTOIL	Maintenance - Two Sports Toilet Blocks (Near Clubr	570	Insurance Premiums		146	
11309	Garden Expenses Other	GARDEN	Garden Expenses Other	502	Other Employee Costs			-2,840
11309	Garden Expenses Other	GARDEN	Garden Expenses Other	520	Materials			-3,710
11309	Garden Expenses Other	GARDEN	Garden Expenses Other	521	Service Contracts		65	
11309	Garden Expenses Other	GARDEN	Garden Expenses Other	500	Salaries & Wages		2,840	
11318	Depreciation - Other Rec. and Sport	11318	Depreciation - Other Rec. and Sport	550	Depreciation - Buildings & Improvements	1,216		
11318	Depreciation - Other Rec. and Sport	11318	Depreciation - Other Rec. and Sport	551	Depreciation - Furniture & Equipment	4		
11404	ABC Exp - TV Rebroadcasting	11404	ABC Exp - TV Rebroadcasting	903	Administration Allocation (Expense)			-711
11502	ABC Expenses - Libraries	11502	ABC Expenses - Libraries	903	Administration Allocation (Expense)			-2,094
11601	Income Relating to Other Culture	11601	Income Relating to Other Culture	156	Other Fees & Charges		255	
11602	Murchison Museum	MUSEUM	Maintenance - Museum	520	Materials		500	
11602	Murchison Museum	MUSEUM	Maintenance - Museum	550	Depreciation - Buildings & Improvements	-5,297		
11602	Murchison Museum	MUSEUM	Maintenance - Museum	570	Insurance Premiums		513	
11604	Museum Cottage	MUCOTT	Maintenance - Museum Cottage	520	Materials		323	
11604	Museum Cottage	MUCOTT	Maintenance - Museum Cottage	521	Service Contracts			-323
11604	Museum Cottage	MUCOTT	Maintenance - Museum Cottage	550	Depreciation - Buildings & Improvements	-2,608		
11604	Museum Cottage	MUCOTT	Maintenance - Museum Cottage	570	Insurance Premiums		250	
11606	ABC Expenses - Other Culture	11606	ABC Expenses - Other Culture	903	Administration Allocation (Expense)			-2,037
11610	Other Culture Depreciation	11610	Other Culture Depreciation	550	Depreciation - Buildings & Improvements	370		
11612	Museum Revenue	11612	Museum Revenue	122	Donations Received		2,876	
11612	Museum Revenue	11612	Museum Revenue	156	Other Fees & Charges		1,410	
11613	Trans. to Res - Museum	11613	Trans. to Res - Museum	630	Transfer to reserve			-4,286
12101	Council Roads Construction	C12003	Capex Roads Construction General	500	Salaries & Wages		139,974	
12101	Council Roads Construction	C12003	Capex Roads Construction General	900	Labour Overheads		151,854	
12101	Council Roads Construction	C12003	Capex Roads Construction General	901	Plant Recovery		317,637	
12118	Sealed Roads Construction	C12038	Carn-Mul Rd 154.54 - 208.68 Reconstruct & Widen	500	Salaries & Wages			-55,013
12118	Sealed Roads Construction	C12038	Carn-Mul Rd 154.54 - 208.68 Reconstruct & Widen	900	Labour Overheads			-55,259
12118	Sealed Roads Construction	C12038	Carn-Mul Rd 154.54 - 208.68 Reconstruct & Widen	901	Plant Recovery			-189,317
12120	Formed & Surfaced Roads Construction	C12027	Beri-Pindar Rd 288.05 - 309.50 Resheet incl Floodw	521	Service Contracts		23,450	
12120	Formed & Surfaced Roads Construction	C12035	SKA Route General Construction Works	520	Materials			-12,500
12120	Formed & Surfaced Roads Construction	C12035	SKA Route General Construction Works	521	Service Contracts		12,500	
12120	Formed & Surfaced Roads Construction	C12035	SKA Route General Construction Works	901	Plant Recovery		312,972	
12120	Formed & Surfaced Roads Construction	C12036	SKA Route Gravel Stockpiling Works	521	Service Contracts			-35,750
12120	Formed & Surfaced Roads Construction	C12039	SKA Route Carn-Mull Rd CGG Section Constr Wks	500	Salaries & Wages			-139,974
12120	Formed & Surfaced Roads Construction	C12039	SKA Route Carn-Mull Rd CGG Section Constr Wks	900	Labour Overheads			-151,854
12120	Formed & Surfaced Roads Construction	C12039	SKA Route Carn-Mull Rd CGG Section Constr Wks	901	Plant Recovery			-317,637
12120	Formed & Surfaced Roads Construction	C12040	Resheet Works General	500	Salaries & Wages		14,906	
12120	Formed & Surfaced Roads Construction	C12045	Mulga Cr Reconstruct & two coat seal	520	Materials			-2,021
12120	Formed & Surfaced Roads Construction	C12045	Mulga Cr Reconstruct & two coat seal	521	Service Contracts		2,021	
12151	Trans. to Res - Berrigarra - Cue	12151	Trans. to Res - Berrigarra - Cue	630	Transfer to reserve			-16,101
12153	Trans to Res - Asset Rehab.	12153	Trans to Res - Asset Rehab.	630	Transfer to reserve		100,000	
12200	Depreciation - Roads & Depot	12200	Depreciation - Roads & Depot	550	Depreciation - Buildings & Improvements	-46		
12200	Depreciation - Roads & Depot	12200	Depreciation - Roads & Depot	553	Depreciation - Roads	529,930		
12200	Depreciation - Roads & Depot	12200	Depreciation - Roads & Depot	559	Depreciation - Bridges	479		

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
12203	Roads Maintenance General	R0001	Beringarra-Pindar Road	900	Labour Overheads		33,534	
12203	Roads Maintenance General	R0001	Beringarra-Pindar Road	901	Plant Recovery			-33,534
12203	Roads Maintenance General	R0006	Byro - Woodleigh Road	901	Plant Recovery			-13,871
12203	Roads Maintenance General	R0013	Muggon Road	901	Plant Recovery			-6,239
12203	Roads Maintenance General	R0026	Meeberrie - Wooleen Road	521	Service Contracts			-19,068
12203	Roads Maintenance General	R0028	Mt Wittenoom Road	901	Plant Recovery			-2,702
12203	Roads Maintenance General	R0035	Butchers Track	901	Plant Recovery			-12,855
12203	Roads Maintenance General	R0039	Roderick Street	521	Service Contracts			-140
12203	Roads Maintenance General	R0043	Camarvon - Mullewa Road	521	Service Contracts			-37,772
12203	Roads Maintenance General	R0044	Woolgorong Road	521	Service Contracts			-4,651
12203	Roads Maintenance General	R0048	Mt Narryer Access Road	901	Plant Recovery			-3,308
12203	Roads Maintenance General	RMCAMP	Road Maintenance Camp Expenses	520	Materials			-785
12203	Roads Maintenance General	RMCAMP	Road Maintenance Camp Expenses	521	Service Contracts			-2,539
12203	Roads Maintenance General	RMCAMP	Road Maintenance Camp Expenses	901	Plant Recovery			-8,108
12204	Depot Maintenance	DEPOT	Depot Maintenance	570	Insurance Premiums		2,152	
12204	Depot Maintenance	DEPOT	Depot Maintenance	901	Plant Recovery			-15,124
12206	Traffic Signs Maint.	TSIGNS	Traffic Signs Maintenance	901	Plant Recovery			-1,147
12207	Bridges Maint.	MBRIDG	Bridges Maintenance	570	Insurance Premiums		3,151	
12213	Grant - MRWA Specific	12213	Grant - MRWA Specific	181	Capital Grants - State Government		600,000	
12216	Grant - Roads to Recovery	12216	Grant - Roads to Recovery	182	Capital Grants - Commonwealth			-95,488
12220	Traffic Licencing Commissions	12220	Traffic Licencing Commissions	170	Other Revenue		545	
12223	Grids Maintenance	MGRIDS	Maintenance/Improvements Grids	520	Materials			-125,295
12223	Grids Maintenance	MGRIDS	Maintenance/Improvements Grids	521	Service Contracts			-1,000
12227	Road Loan Interest Expenses (WATC)	12227	Road Loan Interest Expenses (WATC)	561	Other Interest Charges			-72
12230	SKA Roads Maintenance	SKA00	SKA Roads Maintenance General	521	Service Contracts			-22,630
12230	SKA Roads Maintenance	SKA004	SKA Roads Maintenance Twin Peaks-Wooleen Rd	521	Service Contracts			-134,615
12230	SKA Roads Maintenance	SKA005	SKA Roads Maintenance Boolardy-Kalli Rd	521	Service Contracts			-12,035
12230	SKA Roads Maintenance	SKA027	SKA Roads Maintenance Wooleen-Mt Wittenoom R	521	Service Contracts			-7,520
12230	SKA Roads Maintenance	SKA032	SKA Roads Maintenance Boolardy-Wooleen Rd	520	Materials		200,000	
12230	SKA Roads Maintenance	SKA032	SKA Roads Maintenance Boolardy-Wooleen Rd	521	Service Contracts			-416,322
12236	MRWA - SKA Roads Operating Grant	12236	MRWA - SKA Roads Operating Grant	110	Operating Grants - State Government		432,433	
12237	MRWA - SKA Roads Capital Grant	12237	MRWA - SKA Roads Capital Grant	181	Capital Grants - State Government		365,468	
12241	ABC Exp - Roads & Depot	12241	ABC Exp - Roads & Depot	903	Administration Allocation (Expense)			-8,789
12242	Road Management	RDMANG	Road Management Costs	520	Materials			-5,640
12242	Road Management	RDMANG	Road Management Costs	521	Service Contracts			-27,150
12242	Road Management	RDMANG	Road Management Costs	522	Contractors/Consultants		24,500	
12242	Road Management	RDMANG	Road Management Costs	901	Plant Recovery			-956
12243	Housing Costs Road Maint	12243	Housing Costs Road Maint	904	Housing Allocation (Expense)		502	
12251	Trans to Res - Flood Damage	12251	Trans to Res - Flood Damage	630	Transfer to reserve			-8
12305	Trans to Res - Plant Rep	12305	Trans to Res - Plant Rep	630	Transfer to reserve			-1,168
12398	Sale of Assets - Road Plant Purchases	12398	Sale of Assets - Road Plant Purchases	200	Proceeds on Sale of Plant & Equipment		6,500	
12604	Airport Maintenance	MAIRPT	Airport Maintenance	570	Insurance Premiums		1,898	
12605	ABC Exp. - Aerodrome	12605	ABC Exp. - Aerodrome	903	Administration Allocation (Expense)			-199
12608	Depreciation - Airstrip	12608	Depreciation - Airstrip	550	Depreciation - Buildings & Improvements	-866		
12608	Depreciation - Airstrip	12608	Depreciation - Airstrip	552	Depreciation - Plant & Equipment - Major	17,668		
12608	Depreciation - Airstrip	12608	Depreciation - Airstrip	556	Depreciation - Other Infrastructure	-15,647		
13101	Vermin Control	13101	Vermin Control	580	Other Expenses			-4,000
13103	ABC Exp - Rural Services	13103	ABC Exp - Rural Services	903	Administration Allocation (Expense)			-204
13105	Rural Services Income	13105	Rural Services Income	156	Other Fees & Charges		552	

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
13200	Caravan Park Depreciation	13200	Caravan Park Depreciation	550	Depreciation - Buildings & Improvements		389	
13203	Tour Area Prom Buildings & Improvements	C13005	F Capex - New Caravan Park Ablution Block	520	Materials			-5,295
13203	Tour Area Prom Buildings & Improvements	C13005	F Capex - New Caravan Park Ablution Block	521	Service Contracts			-43,876
13203	Tour Area Prom Buildings & Improvements	C13005	F Capex - New Caravan Park Ablution Block	901	Plant Recovery			-6,103
13203	Tour Area Prom Buildings & Improvements	C13015	Capex - Roadhouse Business Bldg.	521	Service Contracts			-5,900
13203	Tour Area Prom Buildings & Improvements	C13027	Staff Accommodation Units	521	Service Contracts			-5,960
13205	Tour Area Prom Infrastructure	C13031	Caravan Park Pool Construction	521	Service Contracts		108,000	
13207	ABC Exp- Tourism/Area Prom.	13207	ABC Exp- Tourism/Area Prom.	903	Administration Allocation (Expense)			-9,640
13209	Housing Costs Allocated to Tourism / Area Prom	13209	Housing Costs Allocated to Tourism / Area Prom	904	Housing Allocation (Expense)			-762
13612	Trans to Res - Sett. Bldg & Facs.	13612	Trans to Res - Sett. Bldg & Facs.	630	Transfer to reserve		589,092	
13619	Roadhouse Business Expenses	RHOP1	Running Of The Roadhouse - Cost Of Goods	520	Materials		10	
13619	Roadhouse Business Expenses	RHOPER	Roadhouse Business Operational	520	Materials			-5,448
13619	Roadhouse Business Expenses	RHOPER	Roadhouse Business Operational	521	Service Contracts			-2,918
13619	Roadhouse Business Expenses	RHOPER	Roadhouse Business Operational	901	Plant Recovery			-173
13619	Roadhouse Business Expenses	RHOTH	Roadhouse - Other	901	Plant Recovery			-856
13620	Caravan Park Expenses	CPKEXP	Caravan Park Expenses - Grounds	521	Service Contracts			-5,799
13620	Caravan Park Expenses	CPKEXP	Caravan Park Expenses - Grounds	901	Plant Recovery			-637
13620	Caravan Park Expenses	CPKEXP	Caravan Park Expenses - Grounds	570	Insurance Premiums		99	
13620	Caravan Park Expenses	CPBULD	Caravan Park Outbuildings	520	Materials			-1,215
13620	Caravan Park Expenses	CPBULD	Caravan Park Outbuildings	521	Service Contracts			-1,469
13620	Caravan Park Expenses	CPBULD	Caravan Park Outbuildings	570	Insurance Premiums		276	
13620	Caravan Park Expenses	CPABUL	Caravan Park Ablutions Expenses	570	Insurance Premiums			-1,771
13620	Caravan Park Expenses	RHACM	Maintenance of Tourist Accomodation Units	520	Materials		1,947	
13620	Caravan Park Expenses	RHACM	Maintenance of Tourist Accomodation Units	521	Service Contracts			-1,947
13620	Caravan Park Expenses	RHACM	Maintenance of Tourist Accomodation Units	570	Insurance Premiums		511	
13640	Roadhouse Building & Surrounds	RHGDNS	Roadhouse Precinct Gardens	520	Materials			-937
13640	Roadhouse Building & Surrounds	RHM	Roadhouse Cafe Bldg Maint	543	Gas			-128
13640	Roadhouse Building & Surrounds	RHM	Roadhouse Cafe Bldg Maint	570	Insurance Premiums		1,397	
13654	R'House - Accom & Camping	13654	R'House - Accom & Camping	156	Other Fees & Charges		28,946	
13655	Tourism Expenses	CMULBC	Murchison Roads Planning and Design Project	521	Service Contracts		31,790	
13655	Tourism Expenses	SKAIBC	SKA Interpretive Experience Planning Project	521	Service Contracts			-1,000
13600	ABC Expenses - Other Economic Services	13600	ABC Expenses - Other Economic Services	903	Administration Allocation (Expense)			-5,788
13601	Settlement Water Supply	WATER	Settlement Water Supply	520	Materials			-84
13601	Settlement Water Supply	WATER	Settlement Water Supply	521	Service Contracts		84	
13601	Settlement Water Supply	WATER	Settlement Water Supply	550	Depreciation - Buildings & Improvements	4,700		
13601	Settlement Water Supply	WATER	Settlement Water Supply	556	Depreciation - Other Infrastructure	-22,250		
13601	Settlement Water Supply	WATER	Settlement Water Supply	570	Insurance Premiums			-627
13601	Settlement Water Supply	WATER	Settlement Water Supply	901	Plant Recovery			-2,943
13602	Settlement Power Generation	POWER	Settlement Power Generation	550	Depreciation - Buildings & Improvements	10,639		
13602	Settlement Power Generation	POWER	Settlement Power Generation	552	Depreciation - Plant & Equipment - Major	26		
13602	Settlement Power Generation	POWER	Settlement Power Generation	570	Insurance Premiums		390	
13602	Settlement Power Generation	GEN098	Powerhouse Generator No 1	552	Depreciation - Plant & Equipment - Major	1,733		
13602	Settlement Power Generation	GEN098	Powerhouse Generator No 1	570	Insurance Premiums			-519
13602	Settlement Power Generation	GEN099	Powerhouse Generator No 2	520	Materials			-806
13602	Settlement Power Generation	GEN099	Powerhouse Generator No 2	521	Service Contracts		806	
13602	Settlement Power Generation	GEN099	Powerhouse Generator No 2	552	Depreciation - Plant & Equipment - Major	1,733		
13602	Settlement Power Generation	GEN099	Powerhouse Generator No 2	570	Insurance Premiums			-519
13603	Settlement Freight Service	FREGHT	Settlement Freight Service	521	Service Contracts			-22,635
13603	Settlement Freight Service	FREGHT	Settlement Freight Service	555	Depreciation - Plant & Equipment Minor	-248		

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
13603	Settlement Freight Service	FREGHT	Settlement Freight Service	570	Insurance Premiums		146	
13605	Roadhouse Fuel Purchases	RHFDIE	Roadhouse Diesel Fuel Purchases	520	Materials			-16,041
13605	Roadhouse Fuel Purchases	RHFULP	Roadhouse ULP Fuel Purchases	520	Materials			-9,285
13608	Roadhouse Fuel Sales	13608	Roadhouse Fuel Sales	156	Other Fees & Charges		52,092	
13609	Roadhouse - Other Revenue	13609	Roadhouse - Other Revenue	113	Contributions - Operating		5,994	
13648	Depreciation - Other Economic Svcs	13648	Depreciation - Other Economic Svcs	550	Depreciation - Buildings & Improvements	21,643		
13648	Depreciation - Other Economic Svcs	13648	Depreciation - Other Economic Svcs	551	Depreciation - Furniture & Equipment	6,466		
13648	Depreciation - Other Economic Svcs	13648	Depreciation - Other Economic Svcs	552	Depreciation - Plant & Equipment - Major	99		
13648	Depreciation - Other Economic Svcs	13648	Depreciation - Other Economic Svcs	555	Depreciation - Plant & Equipment Minor	-753		
13649	Depreciation - Roadhouse	13649	Depreciation - Roadhouse	550	Depreciation - Buildings & Improvements	352		
13649	Depreciation - Roadhouse	13649	Depreciation - Roadhouse	552	Depreciation - Plant & Equipment - Major	30		
13656	Housing Costs Allocated Economic Services	13656	Housing Costs Allocated Economic Services	904	Housing Allocation (Expense)			-8,937
13657	Water Infrastructure	C14720	Improvements To drinking Water reticulation	901	Plant Recovery			-641
13659	Power Infrastructure	C13660	Power Supply Capital	521	Service Contracts		128,104	
13659	Power Infrastructure	C13661	Power Supply Upgrade	520	Materials			-3,091
13659	Power Infrastructure	C13661	Power Supply Upgrade	521	Service Contracts			-196,322
13659	Power Infrastructure	C13661	Power Supply Upgrade	901	Plant Recovery			-587
14150	Private Works Income	14150	Private Works Income	156	Other Fees & Charges		21,017	
14200	Plant Expenses PWO	PLNTPW	Plant Expenses PWOH	901	Plant Recovery			-22,901
14206	Consultant Expenses (PWO)	14206	Consultant Expenses (PWO)	521	Service Contracts			-8,394
14207	Less PWO Allocated to Works	14207	Less PWO Allocated to Works	900	Labour Overheads			-1,281
14210	Workers Compensation Reimbursements	14210	Workers Compensation Reimbursements	113	Contributions - Operating		33,028	
14210	Workers Compensation Reimbursements	14210	Workers Compensation Reimbursements	170	Other Revenue		908	
14211	Camp Expenses	CAMPEX	Camp Expenses	520	Materials			-552
14211	Camp Expenses	CAMPEX	Camp Expenses	521	Service Contracts		552	
14211	Camp Expenses	CAMPEX	Camp Expenses	901	Plant Recovery			-345
14212	Staff Training/Meetings/OSH	SMOHS	Staff Training/Meetings/Osh	520	Materials			-5,785
14212	Staff Training/Meetings/OSH	SMOHS	Staff Training/Meetings/Osh	521	Service Contracts		5,785	
14215	ABC Expenses - P.W. Overheads	14215	ABC Expenses - P.W. Overheads	903	Administration Allocation (Expense)			-5,021
14216	Housing Costs Allocated to Works	14216	Housing Costs Allocated to Works	904	Housing Allocation (Expense)		4,007	
14302	Insurance - Plant	14302	Insurance - Plant	570	Insurance Premiums		16,230	
14304	Tyres and Tubes	14304	Tyres and Tubes	520	Materials			-7,485
14305	Parts & Repairs	PTSREP	Parts & Repairs	543	Gas			-3,575
14307	Licences - Plant	14307	Licences - Plant	520	Materials			-6,225
14308	Depreciation - Plant	14308	Depreciation - Plant	552	Depreciation - Plant & Equipment - Major	19,075		
14308	Depreciation - Plant	14308	Depreciation - Plant	555	Depreciation - Plant & Equipment Minor	10,265		
14309	Plant Operation Costs Allocated to Works	14309	Plant Operation Costs Allocated to Works	901	Plant Recovery		55,173	
14311	Housing (Plant) Related Costs	14311	Housing (Plant) Related Costs	904	Housing Allocation (Expense)			-14,448
14312	Plant - Tools & Minor Equipment	14312	Plant - Tools & Minor Equipment	520	Materials			-9,388
14313	ABC Expenses - Plant Operation Costs	14313	ABC Expenses - Plant Operation Costs	903	Administration Allocation (Expense)			-943
14500	General Office and Administration	14500	General Office and Administration	520	Materials			-318
14500	General Office and Administration	14500	General Office and Administration	521	Service Contracts		318	
14500	General Office and Administration	14500	General Office and Administration	561	Other Interest Charges			-1,969
14501	Office Building Expenses	OFFADM	Administration Office Maintenance	570	Insurance Premiums		1,549	
14505	Travel & Accommodation - Admin	14505	Travel & Accommodation - Admin	521	Service Contracts			-2,907
14506	Legal Expenses Administration	14506	Legal Expenses Administration	520	Materials			-23,878
14506	Legal Expenses Administration	14506	Legal Expenses Administration	521	Service Contracts		23,881	
14507	Trng./Conference - Admin	14507	Trng./Conference - Admin	520	Materials		1,629	
14508	Printing & Stationery - Admin	14508	Printing & Stationery - Admin	521	Service Contracts			-3,622

SHIRE OF MURCHISON
NOTES TO AND FORMING PART OF THE BUDGET REVIEW
FOR THE YEAR ENDING 30 APRIL 2025

13 BUDGET AMENDMENTS

COA	Description	Job	Description	IE	Inc/Exp Analysis	No Cash Impact	Increase in Cash	(Decrease in Cash)
14510	Depreciation - Admin	14510	Depreciation - Admin	550	Depreciation - Buildings & Improvements	37,942		
14510	Depreciation - Admin	14510	Depreciation - Admin	551	Depreciation - Furniture & Equipment	871		
14512	Income Relating to Administration	14512	Income Relating to Administration	121	Reimbursements			-47,048
14512	Income Relating to Administration	14512	Income Relating to Administration	156	Other Fees & Charges			-741
14517	Insurance - Admin	14517	Insurance - Admin	570	Insurance Premiums		8,422	
14524	Subscriptions	14524	Subscriptions	523	Subscriptions			-3,418
14550	Less ABC Costs Alloc to W & S	14550	Less ABC Costs Alloc to W & S	903	Administration Allocation (Expense)		86,917	
52500	Plant & Equipment - Major	52500	Plant & Equipment - Major	702	Capital Purchases - Plant & Equipment Major			-14,931
52510	Plant & Equipment - Minor	52510	Plant & Equipment - Minor	703	Capital Purchases - Plant & Equipment Minor			-15,126
						642,028	4,224,518	-4,297,498
Adopted Net Current Assets - Surplus / (Deficit)								72,979
Increase in Cash								4,224,518
(Decrease in Cash)								-4,297,498
Revised Net Current Assets - Surplus / (Deficit)								-0



murchisonshire

Ancient land under brilliant skies

Rating Analysis Review

May 2025

Contents

Introduction.....	3
Legislative Provisions.....	3
Valuation Methodology.....	5
A Value and Principle Approach	6
Rating Nuances.....	7
Rates Analysis	8
Benchmarking.....	8
Murchison Comparisons.....	10
Other Observations	10
Local Rates Rationale	11
Strategic Rates Approach	11
Rates Analysis Details	11

Introduction

The following Rating Strategy Review provides a summary of various matters that relevant to consideration of rates that are adopted annually, as well as providing guidance on an a long-term policy basis.

Legislative Provisions

The legislative provisions for rating are lengthy and complex. The following relevant summary highlights relevant legislative provisions under the *Local Government 1995* that are provided as a snap shot as part of this Rating Strategy Review

LOCAL GOVERNMENT ACT 1995

Rateable Land – s6.26

Except as provided all land within a district is rateable land. Exemptions include:

- ~ Land which is the property of the Crown and used or held for a public purpose.
- ~ Land owned by the local government and used for that purpose by the local government.
- ~ Land used exclusively for charitable purposes.
- ~ Land which is exempt from rates under any written law
- ~ Land which is declared by the Minister to be exempt from rates.

Basis of Rates – s 6.28

Land is rated according to the method of valuation as determined by the Minister. ie

- ~ unimproved value for land use predominately for rural purposes (UV); or
- ~ gross rental value for land used predominately for non-rural purposes (GRV).

Rates are based on valuations under the *Valuation of Land Act 1978*. The local government sets a rate in the dollar which is applied to this valuation to give the rates liability for each property.

Mining Valuations and Rates – s6.29

Unless otherwise provided for mining tenements under the *Mining Act 1978* or permit drilling leases or licences under the *Petroleum and Geothermal Energy Resources Act 1967* are rated on unimproved value.

Rates and Service Charges - s 6.32

Rates are established at the time Council adopts its budget to make up the budget deficiency. The following may be imposed:

- ~ a general rate imposed either uniformly or differentially.
- ~ a special area rate of minimum payment and
- ~ service charges

Where a rate is imposed it is required to be expressed rate in the dollar of the gross rental value of rateable land or on the unimproved value of rateable land depending on the circumstances.

Differential General Rates – s6.33

A local government may impose a single general rate which applies to all the properties in the unimproved value or gross rental value category; or alternatively, the local government can distinguish between land in either category on the basis of its zoning, use or whether or not it is vacant land (or a combination of these factors) and apply a differential rate to each.

Ministerial approval is required where a differential rate which is more than twice the lowest differential rate is to be imposed by it.

Limit on Revenue from General Rates – s 6.34

Unless otherwise approved by the Minister the amount shown in the annual budget as being yielded from general rates shall be within 90 and 110%of the budget deficiency.

Minimum Payment – s 6.35

A local government may impose on any rateable land in its district a minimum payment which is greater than the general rate which would otherwise be payable on that land. A minimum payment is to be a general minimum but, must ensure that the general minimum is imposed on not greater than —

- ~ 50% of the total number of separately rated properties in the district; or
- ~ 50% of the number of properties in each category being land rated on gross rental value, unimproved value to each differential rating category where a differential general rate is imposed.

A minimum payment is not to be imposed on more than the prescribed percentage separately rated properties or the number of properties rated under gross rental value, (GRV), unimproved value (UV) or in each differential rate category where this is imposed. The current prescribed limits are set under the *Local Government Financial Regulations 1996*.

There is no restriction on the proportion of properties subject to the minimum providing the minimum is not more than \$200. If the minimum is over \$200, no more than half of the properties (50%) can be subject to the minimum unless the differential rating category is for vacant land **and** Ministerial approval is granted.

Local Government to give notice of certain rates – s6.36

Before imposing any differential general rates or a minimum payment applying to a differential rate category a local government is to

- ~ give local public notice of its intention to do so.
- ~ prepare a document describing the objects of, and reasons for, each proposed rate and minimum payment and to publish the document on the local government's official website.
- ~ provide opportunity to receive and hear any submissions.

Service Charges – s 6.38

The money from any service charge imposed on owners or occupiers can only be used to meet the cost of providing a specific service. Under the *Local Government Financial Regulations 1996* prescribed works include property surveillance and security, television and radio rebroadcasting, underground electricity, and water.

Rates Charges on Land- s 6.43

Subject to the *Rates and Charges (Rebates and Deferments) Act 1992*, rates remain a charge on the land.

VALUATION OF LAND ACT 1978

4. Terms used

(1) In this Act unless the context requires otherwise —

rateable land means land in respect of which any rate or tax is assessed under any of the rating and taxing Acts or is, in the opinion of the Valuer-General, reasonably likely to be assessed under any of those Acts prior to such land being valued in a general valuation;

rating and taxing Acts means an Act or Acts under which any rate or tax is assessed in respect of land;

rating or taxing authority means any person entitled under any Act to assess any rate or tax in respect of land;

rateable land means land in respect of which any rate or tax is assessed under any of the rating and taxing Acts or is, in the opinion of the Valuer-General, reasonably likely to be assessed under any of those Acts prior to such land being valued in a general valuation;

rating and taxing Acts means an Act or Acts under which any rate or tax is assessed in respect of land;

rating or taxing authority means any person entitled under any

Act to assess any rate or tax in respect of land;

unimproved value means —

(a) in relation to any land situate within a townsite, except land referred to in paragraph (b)(ii), the site value;

(b) in relation to any land not included in any area referred to in paragraph (a), where any such land is —

(i) land —

(I) held under a lease granted under the *Land Administration Act 1997*, or any Act repealed thereby, for grazing purposes; or

(II) held under a lease, licence or permit under the *Conservation and Land Management Act 1984*; or

(III) other than a mining tenement, held pursuant to an agreement made with the Crown in the right of the State and scheduled to an Act approving the agreement,

the value thereof is an amount equal to 20 times the annual rental reserved by the lease or agreement or the value of the land in fee simple, whichever is the lesser sum;

(ii) *land in respect of which —*(I) *a mining tenement is held pursuant to an agreement made with the Crown in the right of the State and scheduled to an Act approving the agreement —*(A) *5 times the annual rent per hectare for the first 1 000 h or part thereof;*(B) *2.5 times the annual rent per hectare for the next 9 000 h or part thereof;*(C) *0.25 times the annual rent per hectare for each hectare in excess of 10 000 h,**where the annual rent referred to is the annual rent that would be used to calculate unimproved value under item (II) or (III) if the mining tenement were held under the Mining Act 1978;**or*(II) *an exploration licence is held under the Mining Act 1978 —*(A) *2.5 times the annual rent payable for the licence under that Act if it is the first year of the term of the licence; or*(B) *2.5 times the annual rent that would be payable for the licence under that Act if it were the first year of the term of the licence;**or*(III) *any other licence or a lease is held under the Mining Act 1978 — 5 times the annual rent payable for the licence or lease under that Act; or*(IV) *a licence or lease is held under the Petroleum and Geothermal Energy Resources Act 1967 — 2.5 times the annual fee payable for the licence or lease under that Act; or*(VA) *a permit or drilling reservation is held under the Petroleum and Geothermal Energy Resources Act 1967 — the annual fee payable for the permit or drilling reservation under that Act; or*(V) *any mineral estate or interest in land is registered under the Transfer of Land Act 1893 — 5 times the rent that would be payable if the land were held as a mining lease under the Mining Act 1978;***value** *in relation to land means the assessed value, the capital value, the gross rental value, the site value, the unimproved value and a value determined or assessed under section 39(1) of the land or any one or more of those values; to value means to determine or assess those values or any one or more of them; and determination of value or valuation means a determination or assessment of those values or any one or more of them.*

Valuation Methodology

As indicated above under Legislative Provisions the Valuation of Land Act specifies the methodology undertaken with respect to the determination of Unimproved Values which applies to rating within the Shire. In essence valuations are a statutory method based on some form of multiple of the applicable rents charged for pastoral leases or mining tenements as outlined in the extracts from Valuation of Land Act 1978 under the Legislative Provisions section above. The exact multiplier varies according to the type of lease or licence.

Pastoral

The actual methodology in establishing rents for pastoral properties is as undertaken by the Minister for Lands. As part of the methodology examination of the potential carrying capacity (PCC) of the property is undertaken.

The PCC is defined as being the estimated number of livestock equivalents that can be carried annually over the long-term on a lease, while maintaining or improving rangeland condition. It assumes that all pasture types are in good rangeland condition (that is the potential for producing palatable pasture hasn't been reduced), the area is fully developed (particularly with respect to water point distribution and placement) and available to livestock, all feral herbivores are under control, and good grazing management is practiced. The estimate is the average carrying capacity across the full range of seasonal conditions. The determination of PCC involves an understanding of each land unit's ability to support sustained livestock grazing.

Landgate periodically reviews this assessment with any changes to flowing through to the rents charge annually. In addition, an annual adjustment is made each year by the rate of change in the Perth All Groups Consumer Price Index (CPI) over the preceding year. The valuation is then set as 20 times the annual rent.

Mining

With respect to Mining Tenement the Department of Mines, Industry Regulation and Safety determines the relevant rents applicable annually for each type of mining tenement or license. Amounts also vary according to the area of the license, number of blocks involved and number of years. The rationale for the setting of these fees and charges is unknown. Each type of mining tenement or license will also attract a different multiplier ranging from 0.25 to 5 depending on the circumstances.

Net Effect

The net effect of these requirements provides for valuations that appear to have little or no equity in part as each approach is different. Rents and valuations for the pastoral sector has some form of occupational assessment with the 2024 CPI adjustment being 2.91% whilst for mining it appears to be set arbitrarily on an annual basis. An objective determination of “natural growth” is difficult.

For instance, compounding this situation it appears that pastoral rents and valuations have zero or perhaps negative change since 2015 whilst mining rents and valuations have risen for between 52% and 100%. This results in significant inequities which local government rating attempts to address. It also explains why the mining rates have understandably risen as a result.

A Value and Principle Approach

Through the Local Government Act 1995, Part 6, the Western Australian Parliament has conferred upon local government the power to levy and collect property tax in the form of rates. Property taxes with rare exemptions, are not fees for service or relate to directly or indirectly an any specific services provided by the Shire. Just like income tax they are a just that, a tax; with the property owner responsible for paying, although it is doubtful whether all ratepayers would necessarily see this in this light.

The application of Councils rate and budget setting are partly outlined in the Minister’s policy approach when exercising his / her discretionary powers in relation to Minimum Payments, and differential rating with key values of **objectivity, fairness and equity, consistency, transparency, and administrative efficiency** required to be demonstrated. So long as Council meets these criteria the rating regime should comply.

However, this does not really provide much guidance when it comes to determining matters such as the levels and nexus between differential rates and minimums or any specific justification. As with all taxation systems there are various well-established principles that have been applied in other local government jurisdictions. Some of these seem to have been included in the above values but perhaps the most useful in this regard a few points to consider.

Does the tax burden fall appropriately across different classes of ratepayers? Equity is a subjective concept that is difficult to define. What is considered fair for one person may be considered unfair for another. There are two main equity concepts used to guide the development of rating strategies (and taxation more generally): namely the Benefit Principle (Horizontal Equity) and Capacity to Pay Principle (Vertical Equity).

Benefit Principle

Taxpayers should receive some benefits from paying tax, but not necessarily to the extent of the tax paid. Ratepayers in similar situations should pay similar amounts (ensured mainly by accurate property valuations undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Example of this is the application of a fixed charge or minimum rate component of a rating system; although the minimum payment example applies on a ‘sliding’ scale and unlike the fixed charge is not applied equally to all ratepayers.

In many local government jurisdictions this must be applied the same across all differential rate sectors whilst in Western Australia it can vary between differential rates sectors, although in doing so it could be argued that it weakens this principle.

Capacity to Pay Principle

In levying taxes, the ability of the taxpayer to pay the tax must be considered. Those who are better off should pay more than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Example of this is the rate in the \$ component and differential rate classification. How this is balanced is open to question. Benchmarking with other local governments are a useful exercise although only provides a guide.

Rating Nuances

A few rating nuances.

- i There is a common misconception that rates are directly set by property values when in fact they are only derived in part from them after Council has considered a raft of budget and equity considerations.
- ii If property's value increase generally due to market forces by say 10%, rarely do rates increase by that amount and if property values decline, rates do not normally reduce. In each instance the rate in the \$ and potentially the minimum rate is adjusted. This situation however is complicated where statutory non market driven valuations are used and where land value is used as the base.
- iii Property valuations are a surrogate for income when it comes to the application of the Capacity to Pay Principle, even though this may not reflect in a personal sense. Just because a property valuation is higher than another doesn't necessarily mean that owner has an actual greater capacity to pay, just that on proportional basis they will attract under this principle a larger proportion of rates levied.
- iv For properties that have a perpetual life and continue to exist from one year to the next, when property valuations increase through market forces, in reality there may be no change to the rates base. If, however, a property has its GRV expanded by a capital development or subdivision or say a new tenement or changes it rating category then that is often termed “natural growth.” If that element is not segmented for analysis purposes, then a rates base does not grow, adversely affecting the financial capacity of the local government and leads to new “growth” ratepayers subsidising old ones. This situation also applies reverse where a property such as a mining tenement or lease ceases to exist and disappears from the rates base.

As a result, any increase in the rate should be express in terms of a % revenue increase “*excluding natural decline or growth.*”

However, for UV properties this situation is far less clear as there is no easy identifiable increase through natural growth as would be the case for GRV or Capital Values which apply in other rating systems.

Given that the Government sets rents and has significant increased mining rents and hence valuations, then it is not unreasonable to assume that this aspect could be considered as a form of growth which would then potentially attract growth in rates.

- v For properties such as in the mining sector that do not have a perpetual life and are often highly speculative and can come and go regularly, property numbers and valuations from year can vary markedly. This makes it more difficult to treat in the same manner as perpetual life properties in part as the use if the capacity pay principle may be relatively short lived and often any rates levied do not necessarily remain a charge on the land. Yet the entire value of the infrastructure and services provided by the Shire are also available to all ratepayers regardless and invariably this can only be addressed through differential rating. Not unreasonably high to very high differentials could be expected.
- vi With perhaps the exception of perpetual life mining type properties given the vagaries and variables of valuations, differential rates, minimum rates and rates in the \$, the best and least unreliable comparator is properties actual rates from one year to another and on sector and a district wide basis the average rate in a sector or the average rate for those properties which have had the most common % change in their valuation.

Rates Analysis

Like the previous years, benchmarking included comparisons with neighbouring Shires. From 2021/22, 2022/23 the depth of analysis expanded with the addition of two additional sparsely populated Shires more akin in makeup with Murchison and with a far more expansive comparison was undertaken. This year's analysis has been further refined.

As indicated in the attached (*Rates Analysis Details*), whilst such an exercise is far from perfect and not conclusive there are common themes.

Like all local governments the Grants Commission undertakes a more systematic amongst other things to establish an average local governments rate capacity and with it an assessed level applied to each local government. This analysis is also presented.

The following tables and graphs are attached. Summary comments are also shown.

Benchmarking

Fig 1 Valuation Base \$

Provided as the "base" as this aspect is not subject to Council Policy influences. Murchison has way and far the smallest valuation base.

Fig 2 Average Valuations \$

Murchison's average UV Valuation for the mining sector is significantly greater all of the others. However, a number also have GRV mining values whereas some don't.

Fig 3 No of Rateable Properties

Murchison has way and far the smallest no of rateable properties

Fig 4 Rate Revenue \$

Provided as the "base" as this aspect is not subject to Council Policy influences. Murchison is way and far the smallest rate base.

Fig 5 Rate Revenue Growth \$

Provided as the "base" as this aspect is not subject to Council Policy influences. Due to the smaller size of Murchison's rate base growth is way and far the smallest notwithstanding the 2024 correction which had a one-off larger impact than normal.

Fig 6 Rate Revenue by Sector %

On a % but not \$ basis Murchison has a higher contribution from the pastoral sector, but this is largely a reflection of the smaller amount of mining activity compared to other local governments in the region.

Fig 7 Average Rates by Sector \$

The average mining rates paid in Murchison on the surface are well much greater than those of other Shires. This can partly be explained by the small size of the mining sector compared to other local governments but also that Murchison's Mining Tenements have higher valuations.

Fig 8 Rate Cents in \$ by Sector

The Pastoral Rate in the \$ appears is slightly higher than other areas whilst the Mining and Exploration Rates in the \$ appear low compared to others. This suggests that some other Shires may be keeping their pastoral rate low and compensating this through the mining sector. However as indicated under points i and vi above under Rating Nuances; rates in the \$ are not a good comparator per say as local nuances are not taken into account.

Fig 9 Highest Differential Rate in \$ v Pastoral Rate in the \$

In 2023 the Mining Rate differential for Murchison appeared very high compared to others but as other figs show there are a range of relevant reasons. The Threshold triggering requirements to obtain Ministerial Approval is also shown which now shows the effect of the 2024 correction.

- Fig 10 % of ratepayers based on Minimum Payment
No major difference compared to others in the region.
- Fig 11 Min UV Rates Comparison \$
Min UV Rates for Murchison appear within the parameters of others. However, the amount is really a function of the rates base and equity considerations.
- Fig 12 % of Pastoral Properties vs Others
The apparent larger % numbers for Murchison compared to others merely reflects the smaller % of mining properties compared to others.
- Fig 13 UV Rates Comparison as % of Rates Base.
In % terms the Pastoral sector in Murchison appears to contribute to greater extent than other areas most likely reflecting the lack of GRV rates
- Fig 14 Min Rates
Min Rates for Murchison are within parameters of others. However, the amount is really a function of the rates base and equity considerations with a modest increase potentially justified.
- Fig 15 Grant Commission 3 Year Average Rates Assessments 2024-25 \$
Grants Commission have assessed Murchison as having capacity to lift rates in the pastoral and mining sectors. However, this situation is not dissimilar to most other Shires.
- Fig 16 Grants Commission 3 Year Average Rates Comparison (%)
Grants Commission have assessed Murchison as having capacity to lift rates in the pastoral sectors but also conversely reduce rates in the mining sector. However, this situation is not dissimilar to most other Shires.
- Fig 17 Non-Current Assets \$
This shows a general snapshot of the value of assets that each Shire is required to manage and provides some broad context to the comparison as rate revenue is a significant source of own source funds. By comparison Murchison has a moderately large infrastructure component to manage but as shown elsewhere has the smallest rate base by some measure
- Fig 18 Depreciation Non-Current Assets
As per Fig 17
- Fig 19 Rates as a % of Depreciation.
This highlights the importance of lifting overall levels of rate revenue as the proportion is very low, especially as there will be likely increase in new or upgraded assets which will need to be funded and replaced over time.
- Fig 20 Revenue Rates & Grants Commission 2022-23 (\$)
This shows the continued lack of rate revenue compared to others and thereby greater reliance on Grants Commission Revenue, a situation that is supposed to happen under the Grant Commission Methodology.
- Fig 21 Revenue Rates & Grants Commission %
As per Fig 20 but also shows the larger road network required to be serviced compared to others, a situation that also arises as Murchison has no State Highway funded by Main Roads WA servicing the Shire within its boundary.
- Fig 22 Mining Rent Changes from 2016 base %
Is shows that the Government through setting its fees and charges has significantly lifted mining rents and thereby valuations for mining tenements.

Murchison Comparisons

- Fig A Murchison Grants Commission Average Rates Yearly Comparison \$
This shows the start of a policy approach to lift the quantum of rate revenue and in doing so distribute rate revenue across sectors with increases in the Pastoral and Prospecting & Exploration Sector but with a reduction in the Mining Sector.
- Fig B Murchison Differential Rates History
This shows empirically a reduction in the ratio of differentials between the mining and pastoral sectors over time. In 2023/24 for the first time the maximum differential has fallen below 2.0 as per the Council's policy aim
- Fig C Murchison Average Valuation Changes from 2016 base %
This shows the increased valuation base in the mining and prospecting and exploration sectors.
- Fig D Murchison Average Rates Changes from 2016 base %
This shows the increased rates that result from increased valuation base in the mining and prospecting and exploration sectors
- Fig E UV Valuations
Shows decline in Pastoral Valuations relative to Mining over the period. Both sectors have stable numbers. Exploration sector has risen significantly mainly as numbers have changed dramatically.
- Fig F Sector UV Rates
Shows relativity between sectors. Mining sector has risen significantly whilst Pastoral Sector has seen minimal change. Both sectors have stable numbers. Exploration sector has declined significantly mainly as numbers have changed dramatically.
- Fig G UV Sector Average Rates
See Comments below
- Fig H UV Pastoral Average Rates
Pastoral Sector has gradual change with major uplift correction in 2024.
- Fig I UV Mining Average Rates
Mining Sector has seen moderate change but with greater net effect and a reduction in 2024 as part of a major correction.
- Fig J UV Exploration Average Rates
Exploration Sector has seen steady significant growth from a low base with a major uplift correction in 2024.

Other Observations

The following observations are also noted.

- 1 The Mining rate appears to be too high in comparison to other rating categories. However, as outlined in *DLGSC Rates Detailed Discussion Paper* a differential of 4 times the lowest differential rate has been suggested instead of the current level requiring rates to obtain Ministerial approval. This implies a recognition that large differentials are not exceptional and as indicated in Fig 22 are substantially driven by mining tenement rents as set by the State Government
- 2 As shown Murchison's rate base is very very much smaller by some margin in comparison with others. Other Shires also have larger numbers within the Other (Mining and Other GRV) than Murchison. By contrast Murchison has a more infrastructure to manage relative to our rates base so the current differences are in part explainable.
- 3 Even though the Pastoral Rate makes up a small percentage of the rates base the average rate appears low in comparison and in 2021/22 a program to lift this commenced. Given the then apparent and arguable overreliance on the mining sector, lifting the pastoral rates was considered appropriate and in 2023/24 this objective could more or less be considered as having been achieved.

- 4 As indicated in the previous analysis in a number of figures there was a significant inequity between the current mining and pastoral rate. The 2023 differential of 5.05 (even though reducing) was considered too large. When one considers that the rating methodology ignores capital improvements, which are mainly only applicable to pastoral properties, then this inequity is further compounded hence the 2024 correction to bring this differential back to less than 2.0
- 5 The current average rate for a pastoral property of \$4,331 is marginally higher than for the Prospecting and Exploration but falls into insignificance compared the average rates of \$25,026 for a mine.
- 6 Mining rate revenue of \$375,392 which is 47% of the rates base derived from just 15 properties. Such a heavy dependence is a potential risk which in part has been addressed in a 2024 correction.
- 7 The proportion of rate revenue as related to Councils recurrent works is extremely low. This makes Murchison more reliant than many on external grants such as grants commission, roads and flood damage and represents a potential risk financially if funding in these aspects are reduced.
- 8 Most local governments will improve the levels of service and undertake new works and upgrade assets. This in itself partly justifies an increase in rates. In our instance we have already substantially increased our asset base through new works and have an expanded works program to deliver. This provides ample justification for a rates increase.

Local Rates Rationale

Whilst benchmarking with Shires provides a useful guide, modelling local rates and changes in valuations needs to be undertaken. This is done on an annual basis once details of new valuations arrive.

Under the current methodology Local Government has limited options available to with respect to raising rates but needs to ensure long term financial sustainability it being incumbent that a long-term strategic approach be undertaken.

Essentially one can only control the controllables. For instance, local government it can only control through its decision-making aspects such as what it spends its money on, what fees and charges it can levy and what rates are derived. Virtually all other aspects a local government can address by way of influence, not direct control.

For Murchison like all local governments Rates are by and far the largest component in revenue raising. Whilst rates are small compared with grant revenue nevertheless, they are essential, and yield should be maximised.

Strategic Rates Approach

It is essential that from a policy perspective option for future rate scenarios are explored with analysis tying into Council's Long Term Financial Plan. This is done annually and also ensure that in comparative terms between each year, that as far as practicable, aspects associated with natural growth or decline are ignored.

Rates Analysis Details

Details of Rates Analysis & Benchmarking undertaken is attached.

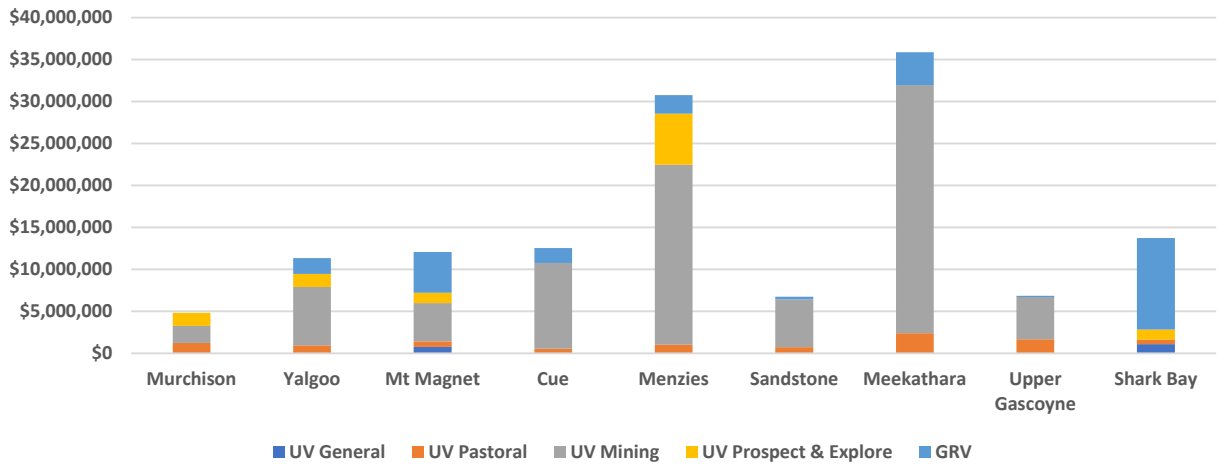


Rates Analysis Details

May 2025

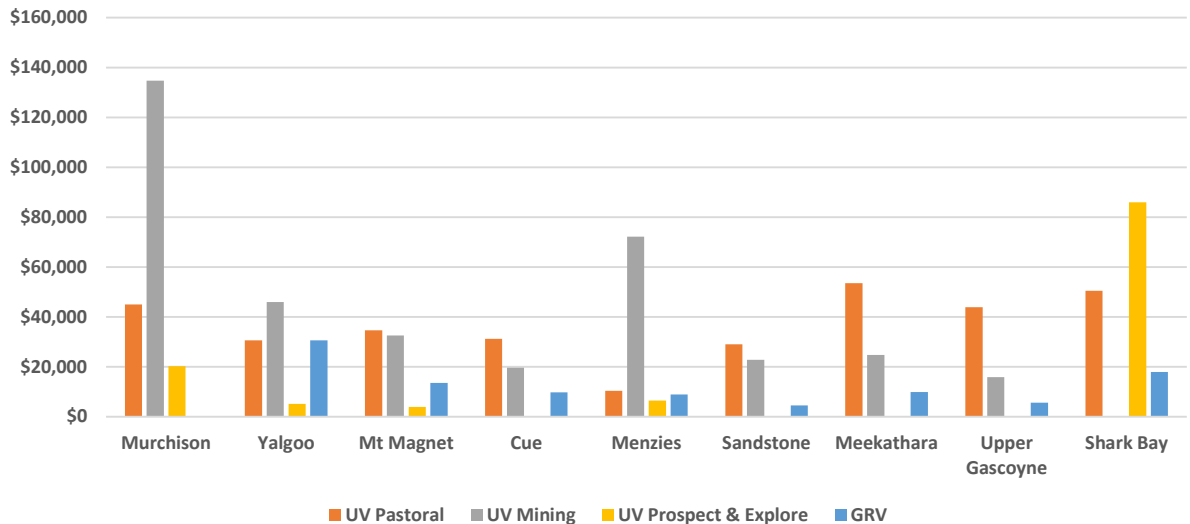
Murchison Shire - Rates Analysis Details - May 2025

Fig 1 Valuation Base \$



UV General	\$0	\$0	\$780,000	\$0	\$0	\$0	\$0	\$0	\$1,088,056
UV Pastoral	\$1,259,831	\$947,591	\$659,021	\$561,798	\$1,012,918	\$726,058	\$2,408,348	\$1,667,786	\$555,676
UV Mining	\$2,020,576	\$6,951,782	\$4,559,328	\$10,200,938	\$21,445,659	\$5,701,057	\$29,565,685	\$5,037,577	\$0
UV Prospect & Explore	\$1,559,179	\$1,574,013	\$1,211,274	\$0	\$6,096,000	\$0	\$0	\$0	\$1,203,637
GRV	\$0	\$1,870,465	\$4,878,813	\$1,794,641	\$2,216,310	\$329,180	\$3,891,676	\$147,815	\$10,899,169

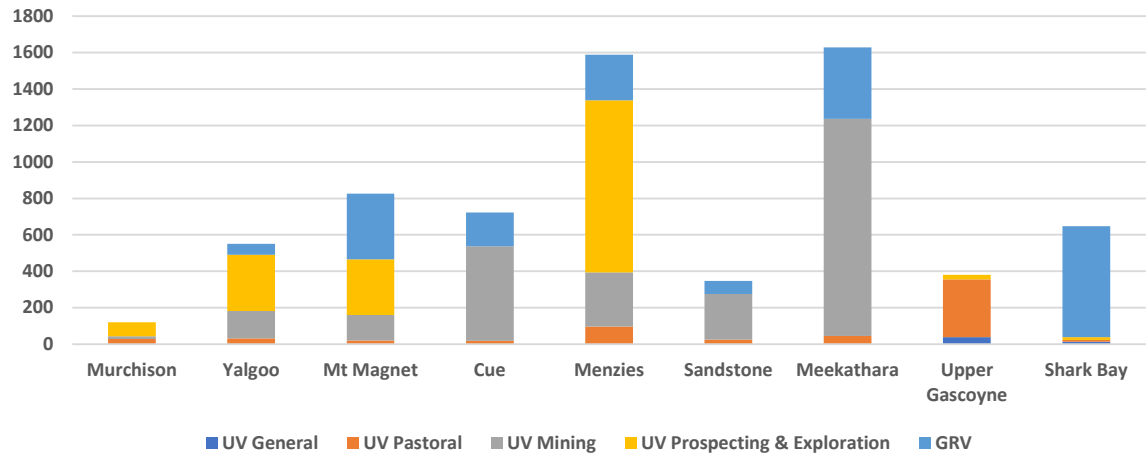
Fig 2 Average Valuations \$



UV General	\$0	\$0	\$780,000	\$0	\$0	\$0	\$0	\$0	\$83,697
UV Pastoral	\$44,994	\$30,567	\$34,685	\$31,211	\$10,442	\$29,042	\$53,519	\$43,889	\$50,516
UV Mining	\$134,705	\$46,038	\$32,567	\$19,617	\$72,208	\$22,804	\$24,803	\$15,891	\$0
UV Prospect & Explore	\$20,249	\$5,110	\$3,971	\$0	\$6,458	\$0	\$0	\$0	\$85,974
GRV	\$0	\$30,663	\$13,515	\$9,753	\$8,865	\$4,572	\$9,953	\$5,685	\$17,897

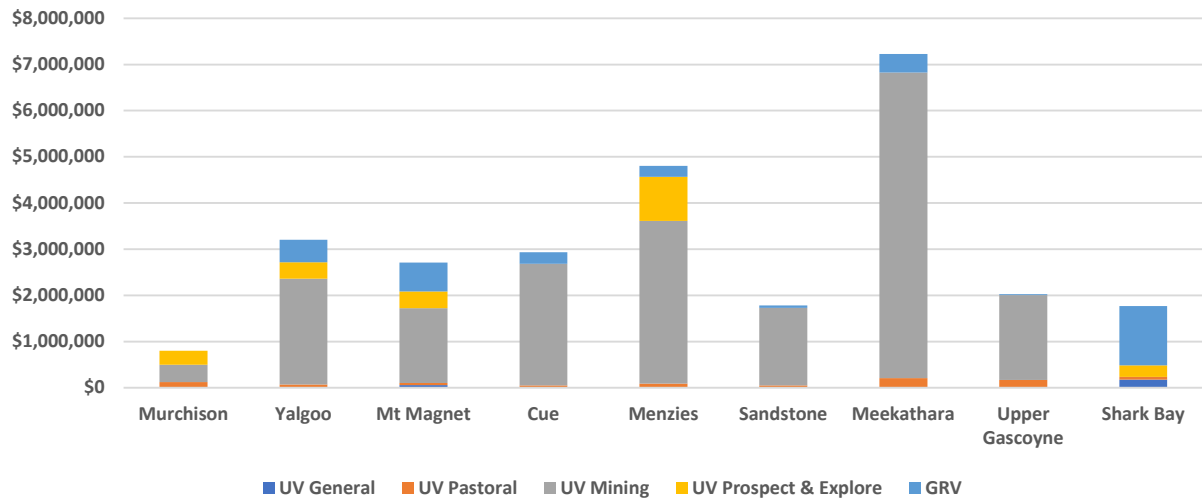
Murchison Shire - Rates Analysis Details - May 2025

Fig 3 No of Rateable Properties



UV General	0	0	1	0	0	0	0	38	13
UV Pastoral	28	31	19	18	97	25	45	317	11
UV Mining	15	151	140	520	297	250	1192	0	0
UV Prospecting & Exploration	77	308	305	0	944	0	0	26	14
GRV	0	61	361	184	250	72	391	0	609

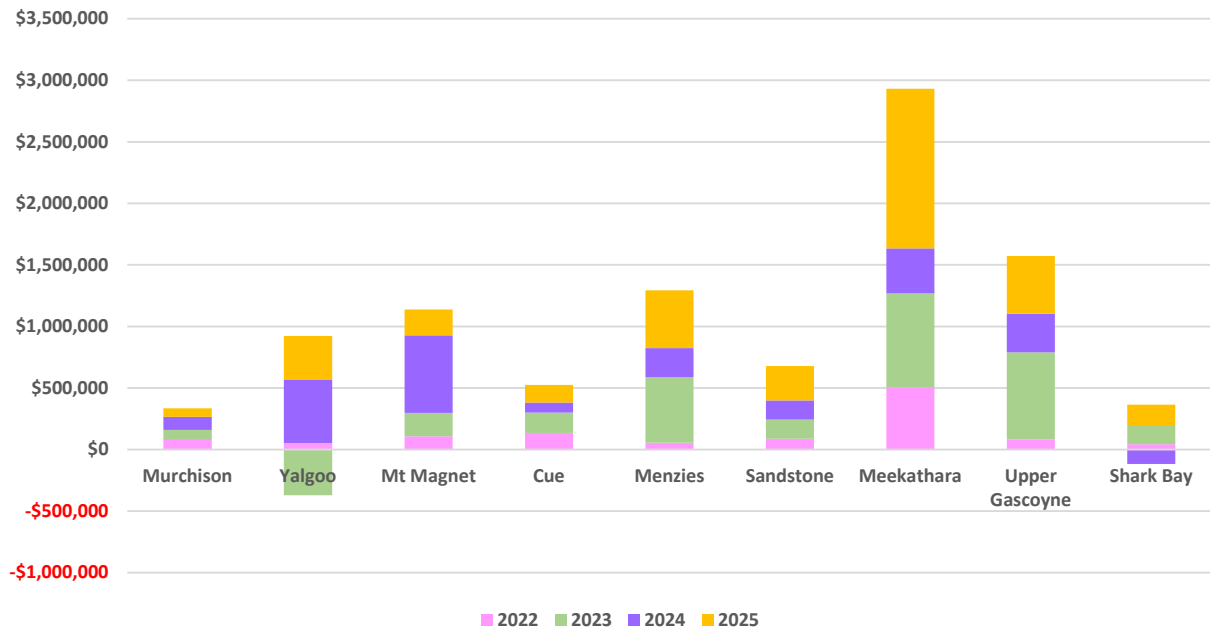
Fig 4 Rate Revenue \$



UV General	\$0	\$0	\$58,112	\$0	\$0	\$0	\$0	\$0	\$174,876
UV Pastoral	\$121,266	\$69,109	\$47,208	\$48,144	\$88,064	\$50,029	\$206,555	\$167,849	\$58,346
UV Mining	\$375,392	\$2,292,347	\$1,618,603	\$2,636,055	\$3,525,244	\$1,677,712	\$6,622,785	\$1,839,703	\$0
UV Prospect & Explore	\$302,890	\$353,661	\$360,238	\$0	\$955,723	\$0	\$0	\$0	\$253,627
GRV	\$0	\$487,977	\$623,719	\$251,664	\$236,158	\$51,935	\$398,869	\$20,208	\$1,279,295
2025	\$799,547	\$3,203,094	\$2,707,880	\$2,935,863	\$4,805,190	\$1,779,677	\$7,228,209	\$2,027,760	\$1,766,145
2024	\$730,186	\$2,848,778	\$2,498,630	\$2,793,465	\$4,335,810	\$1,500,354	\$5,931,927	\$1,560,497	\$1,592,127
2023	\$623,918	\$2,333,485	\$1,868,548	\$2,710,409	\$4,100,270	\$1,345,068	\$5,566,213	\$1,245,149	\$1,709,783
2022	\$541,927	\$2,705,463	\$1,677,330	\$2,544,643	\$3,568,434	\$1,189,178	\$4,803,850	\$538,323	\$1,561,378
2021	\$464,017	\$2,651,808	\$1,569,799	\$2,410,615	\$3,512,398	\$1,102,056	\$4,297,568	\$456,119	\$1,518,019

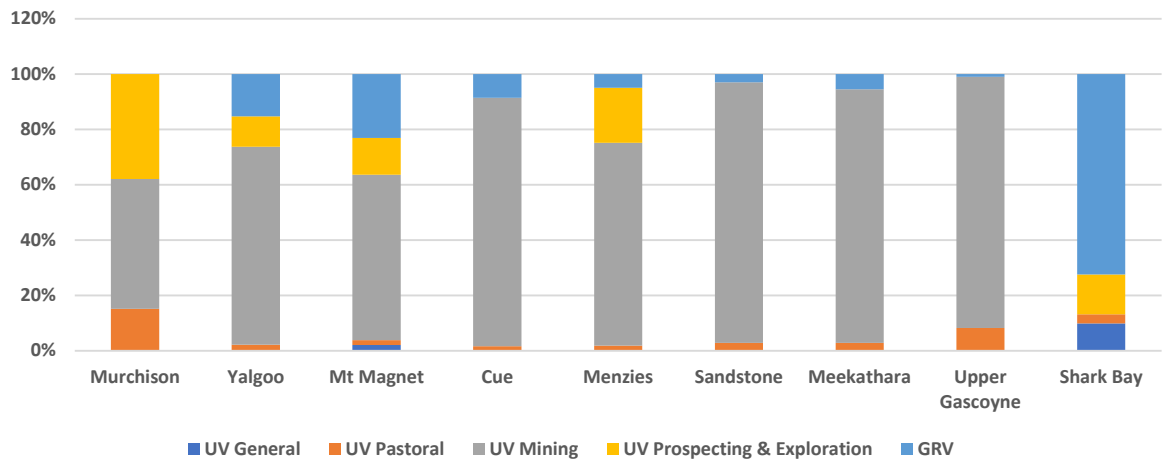
Murchison Shire - Rates Analysis Details - May 2025

Fig 5 Rate Revenue Growth 2021 to 2025 \$



2022	\$77,910	\$53,655	\$107,531	\$134,028	\$56,036	\$87,122	\$506,282	\$82,204	\$43,359
2023	\$81,991	-\$371,978	\$191,218	\$165,766	\$531,836	\$155,890	\$762,363	\$706,826	\$148,405
2024	\$106,268	\$515,293	\$630,082	\$83,056	\$235,540	\$155,286	\$365,714	\$315,348	-\$117,655
2025	\$69,362	\$354,316	\$209,250	\$142,398	\$469,380	\$279,323	\$1,296,282	\$467,263	\$174,017

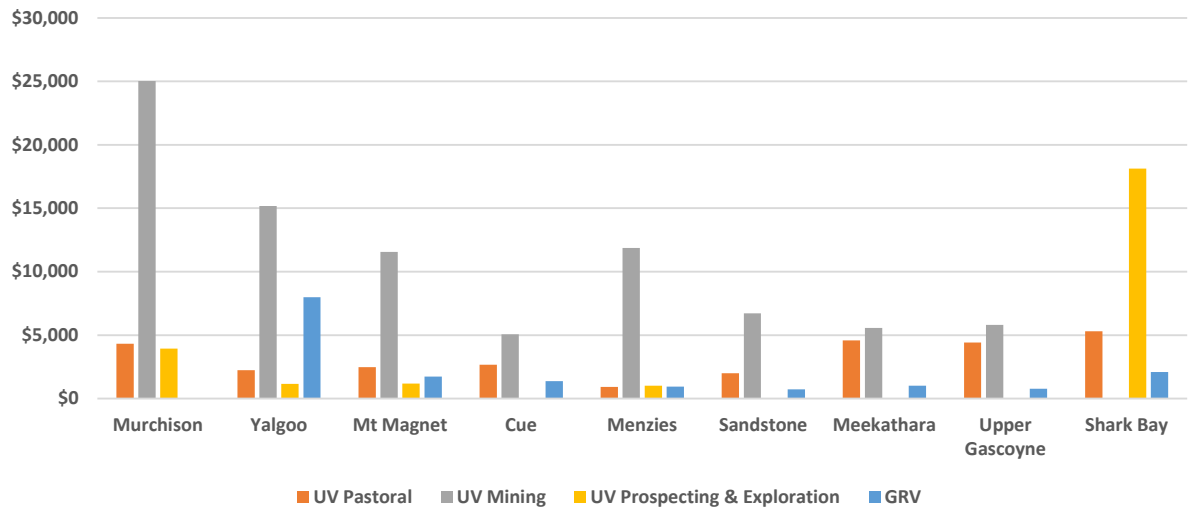
Fig 6 Rate Revenue by Sector %



UV General	0%	0%	2%	0%	0%	0%	0%	0%	10%
UV Pastoral	15%	2%	2%	2%	2%	3%	3%	8%	3%
UV Mining	47%	72%	60%	90%	73%	94%	92%	91%	0%
UV Prospecting & Exploration	38%	11%	13%	0%	20%	0%	0%	0%	14%
GRV	0%	15%	23%	9%	5%	3%	6%	1%	72%

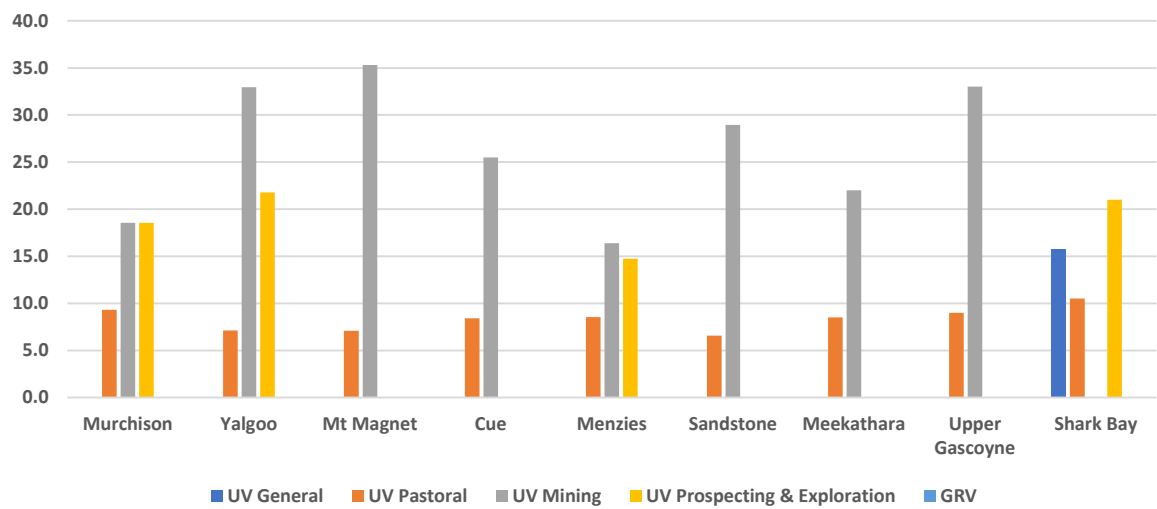
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Fig 7 Average Rates by Sector \$



UV General	\$0	\$0	\$58,112	\$0	\$0	\$0	\$0	\$0	\$13,452
UV Pastoral	\$4,331	\$2,229	\$2,485	\$2,675	\$908	\$2,001	\$4,590	\$4,417	\$5,304
UV Mining	\$25,026	\$15,181	\$11,561	\$5,069	\$11,870	\$6,711	\$5,556	\$5,803	\$0
UV Prospecting & Exploration	\$3,934	\$1,148	\$1,181	\$0	\$1,012	\$0	\$0	\$0	\$18,116
GRV	\$0	\$8,000	\$1,728	\$1,368	\$945	\$721	\$1,020	\$777	\$2,101

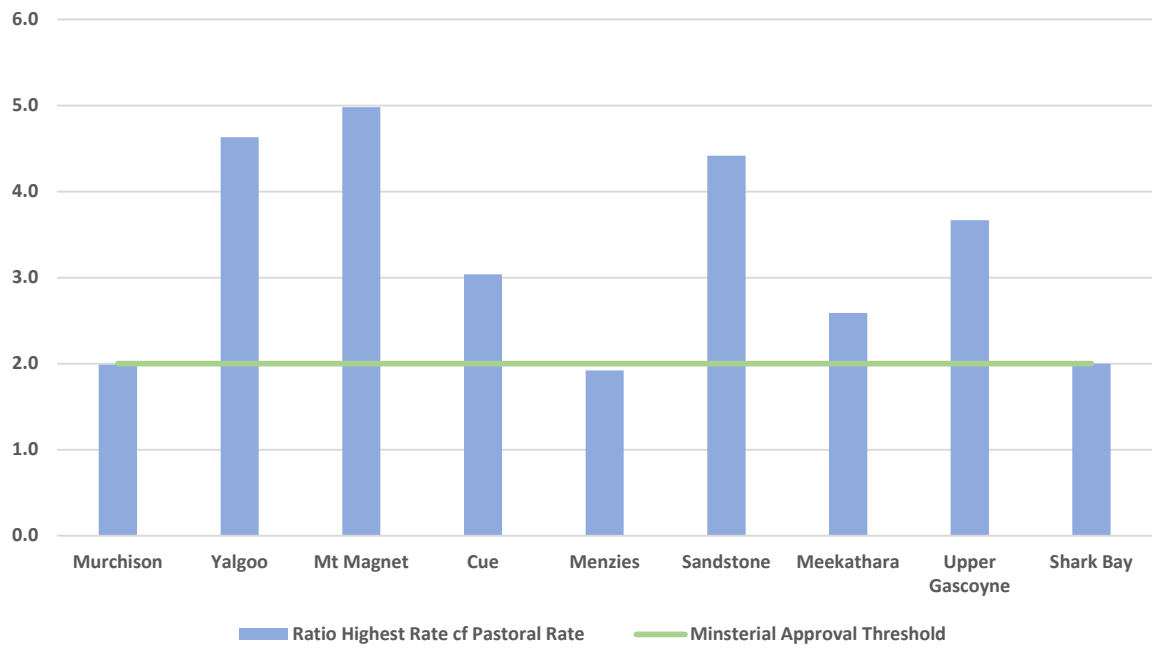
Fig 8 Rate cents in \$ by sector



UV General	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.8
UV Pastoral	9.3	7.1	7.1	8.4	8.5	6.6	8.5	9.0	10.5
UV Mining	18.6	33.0	35.3	25.5	16.4	29.0	22.0	33.0	0.0
UV Prospecting & Exploration	18.6	21.8	0.0	0.0	14.8	0.0	0.0	0.0	21.0
GRV	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

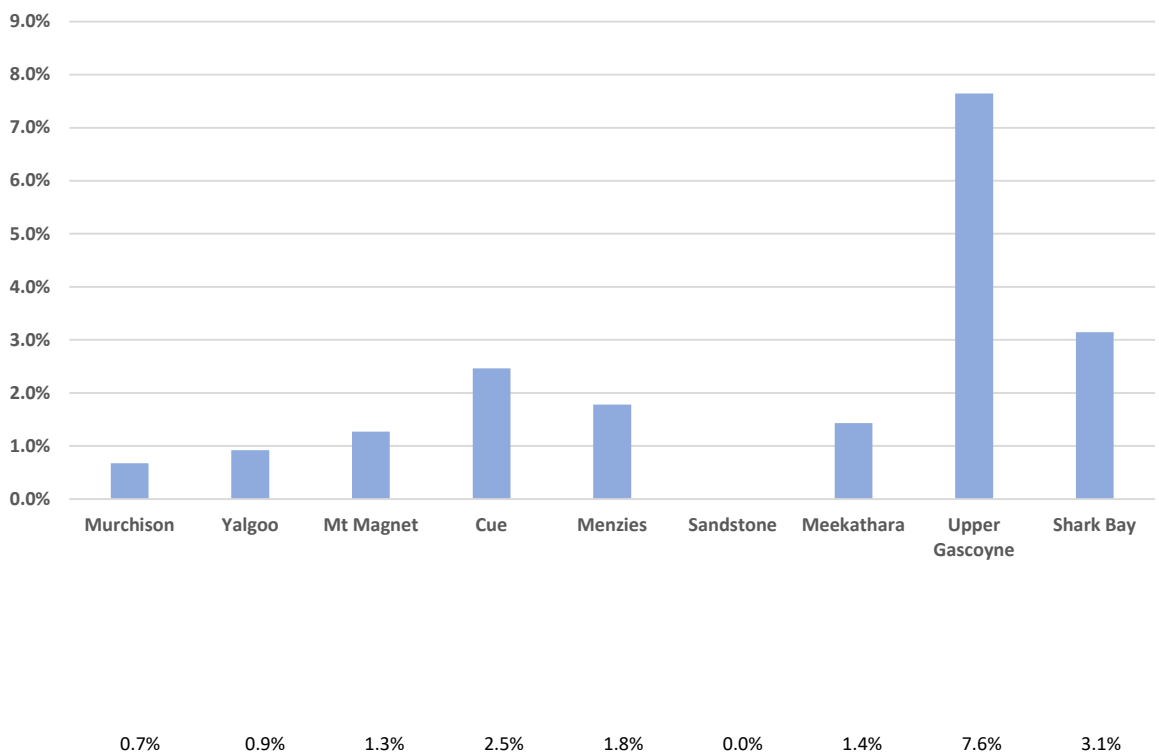
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Fig 9 Highest Differential Rate in \$ vs Pastoral Rate



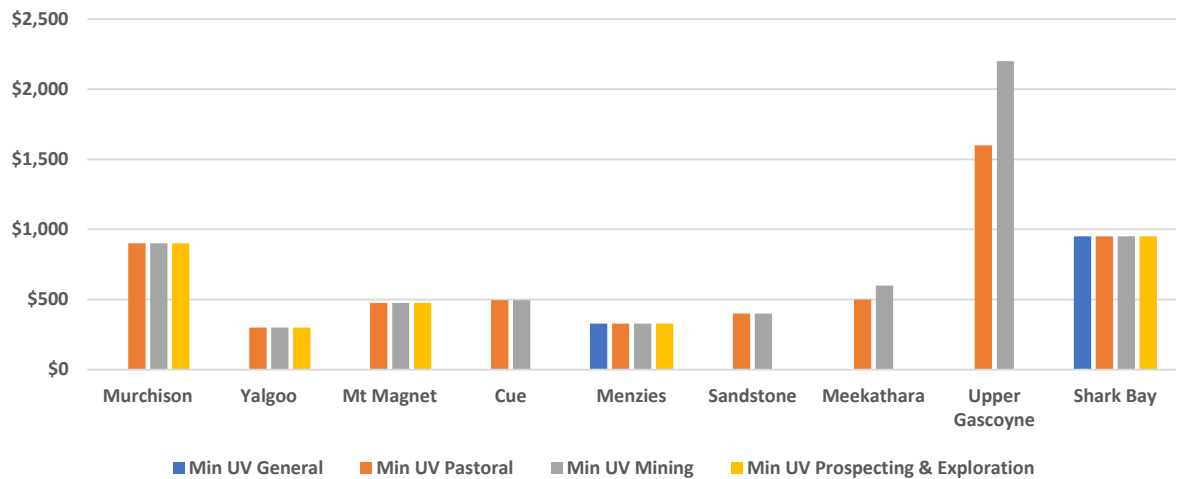
Ratio Highest Rate of Pastoral Rate	2.0	4.6	5.0	3.0	1.9	4.4	2.6	3.7	2.0
Ministerial Approval Threshold	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Fig 10 % of Ratepayers on Minimum Payment



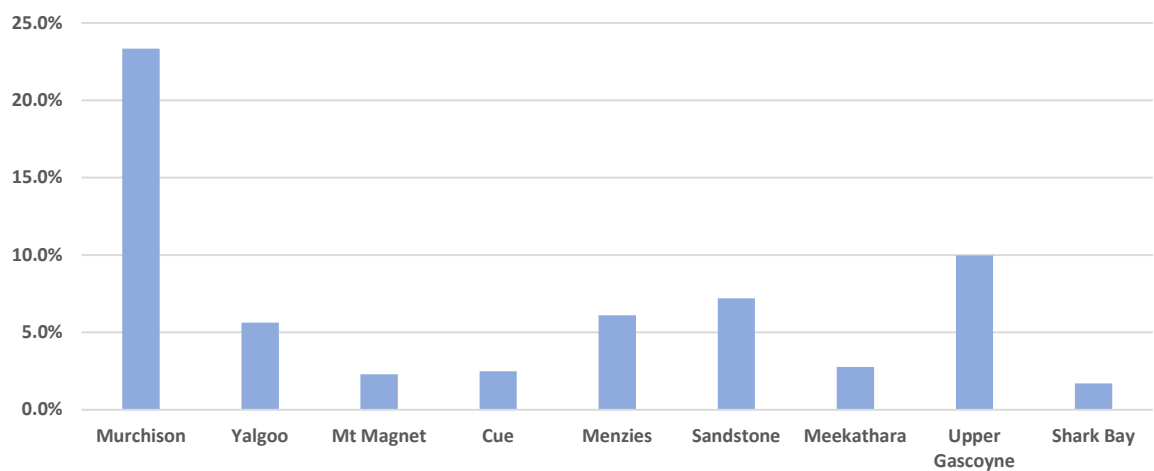
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Fig 11 min UV Rates Comparison \$



Min UV General	\$0	\$0	\$0	\$0	\$328	\$0	\$0	\$0	\$950
Min UV Pastoral	\$900	\$300	\$475	\$495	\$328	\$400	\$500	\$1,600	\$950
Min UV Mining	\$900	\$300	\$475	\$495	\$328	\$400	\$600	\$2,200	\$950
Min UV Prospecting & Exploration	\$900	\$300	\$475	\$0	\$328	\$0	\$0	\$0	\$950

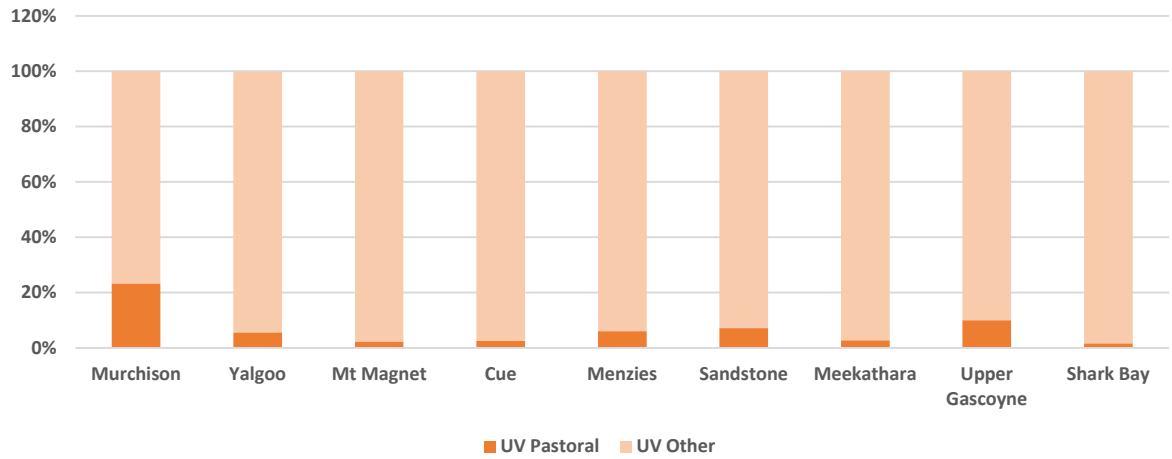
Fig 12 % of Pastoral Properties vs Others



%	23.3%	5.6%	2.3%	2.5%	6.1%	7.2%	2.8%	10.0%	1.7%
UV Pastoral	28	31	19	18	97	25	45	38	11
UV Other	92	520	807	704	1,491	322	1,583	343	636

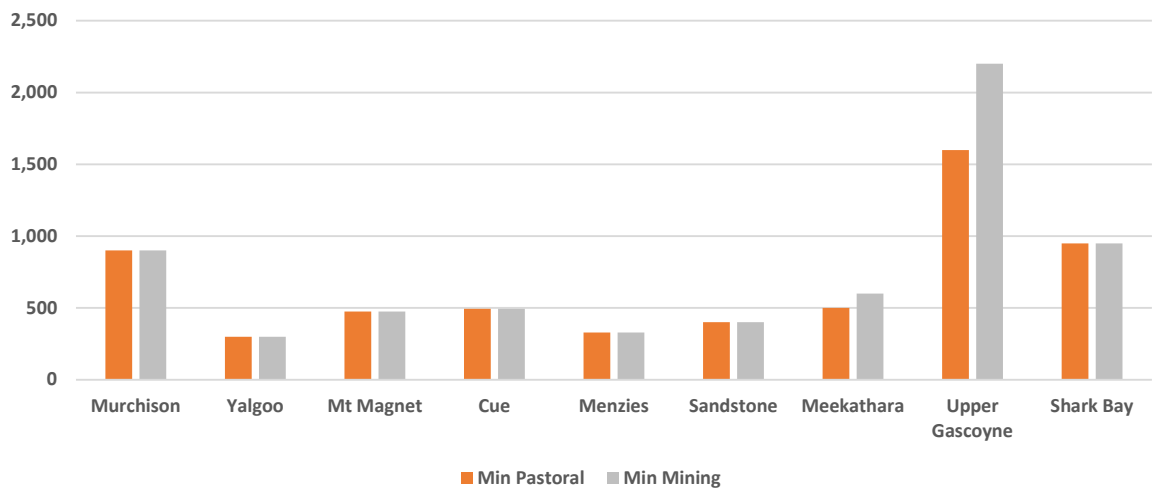
Murchison Shire - Rates Analysis Details - May 2025

Fig 13 UV Pastoral Rates Comparison % of Rates Base



UV Pastoral	23%	6%	2%	2%	6%	7%	3%	10%	2%
UV Other	77%	94%	98%	98%	94%	93%	97%	90%	98%

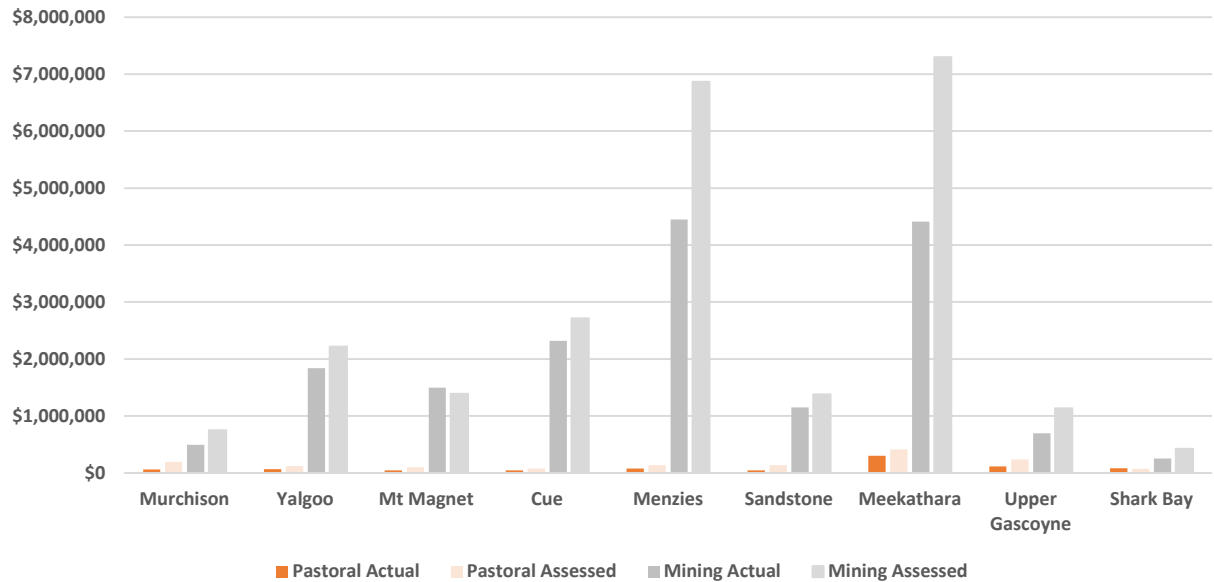
Fig 14 Min Rates



Min Pastoral	900	300	475	495	328	400	500	1,600	950
Min Mining	900	300	475	495	328	400	600	2,200	950

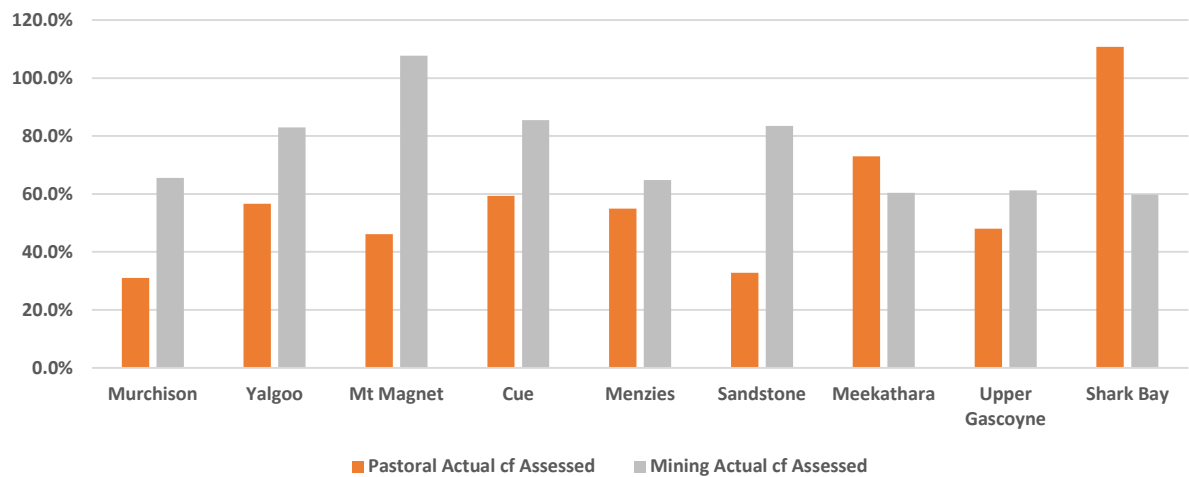
Murchison Shire - Rates Analysis Details - May 2025

Fig 15 Grants Commission 3 Year Average Rates Assessments 2024-25 \$



Pastoral Actual	\$60,301	\$67,301	\$46,716	\$44,938	\$75,895	\$44,165	\$302,881	\$114,766	\$82,208
Pastoral Assessed	\$194,321	\$118,944	\$101,231	\$75,680	\$138,108	\$134,780	\$415,033	\$238,887	\$74,239
Mining Actual	\$493,086	\$1,838,571	\$1,497,250	\$2,321,901	\$4,451,094	\$1,150,427	\$4,411,069	\$694,898	\$253,386
Mining Assessed	\$752,109	\$2,217,160	\$1,390,171	\$2,716,661	\$6,865,807	\$1,377,531	\$7,297,571	\$1,135,602	\$423,936

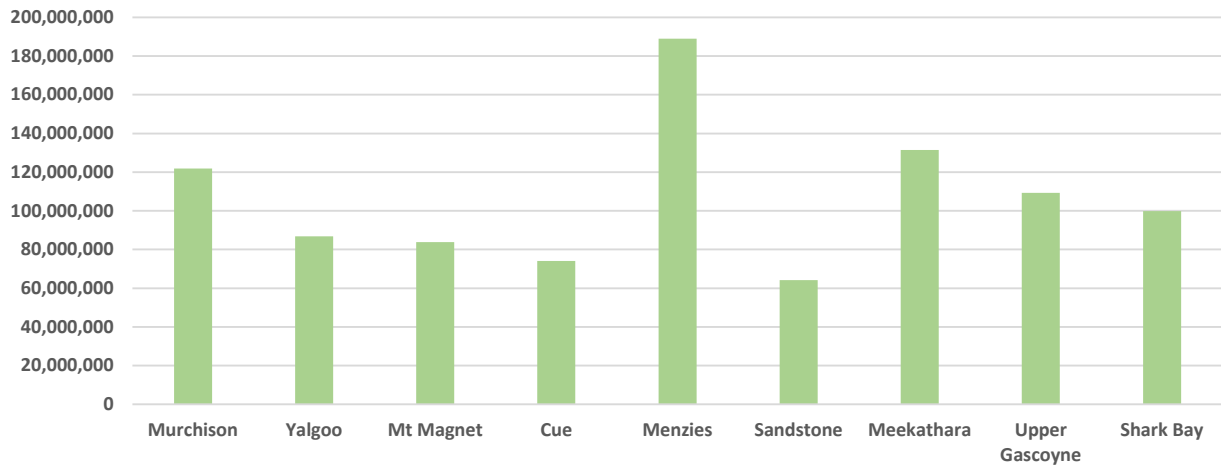
Fig 16 Grants Commission 3 Year Average Rates Comparison %



Pastoral Actual cf Assessed	31.0%	56.6%	46.1%	59.4%	55.0%	32.8%	73.0%	48.0%	110.7%
Mining Actual cf Assessed	65.6%	82.9%	107.7%	85.5%	64.8%	83.5%	60.4%	61.2%	59.8%

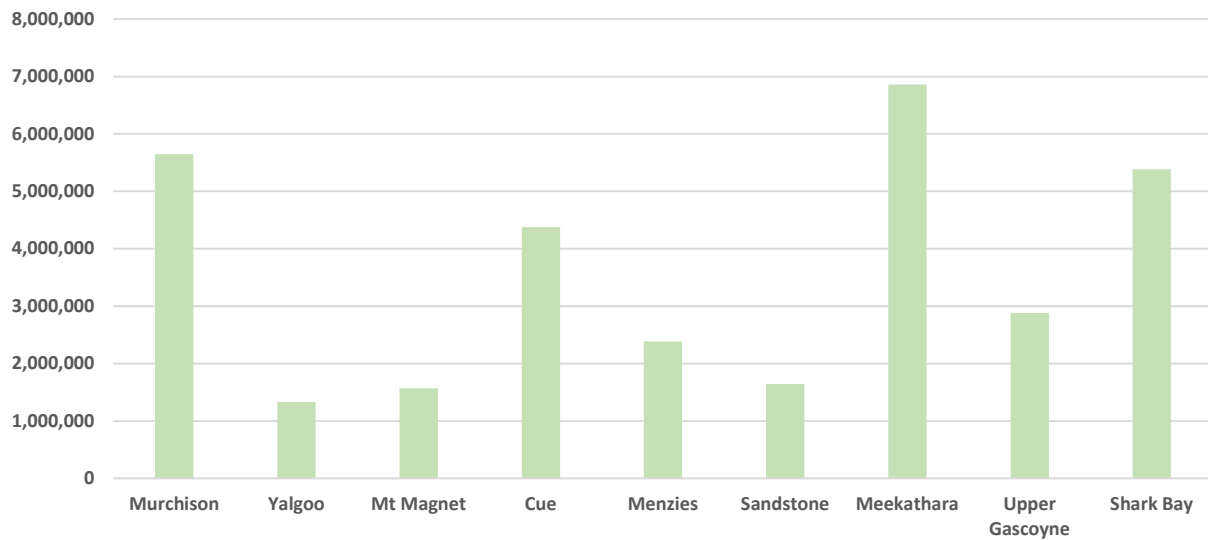
Murchison Shire - Rates Analysis Details - May 2025

Fig 17 Non Current Assets



Non Current Assets	121,863,864	86,802,193	83,846,406	74,091,614	188,955,423	64,253,146	131,427,251	109,362,368	99,835,428
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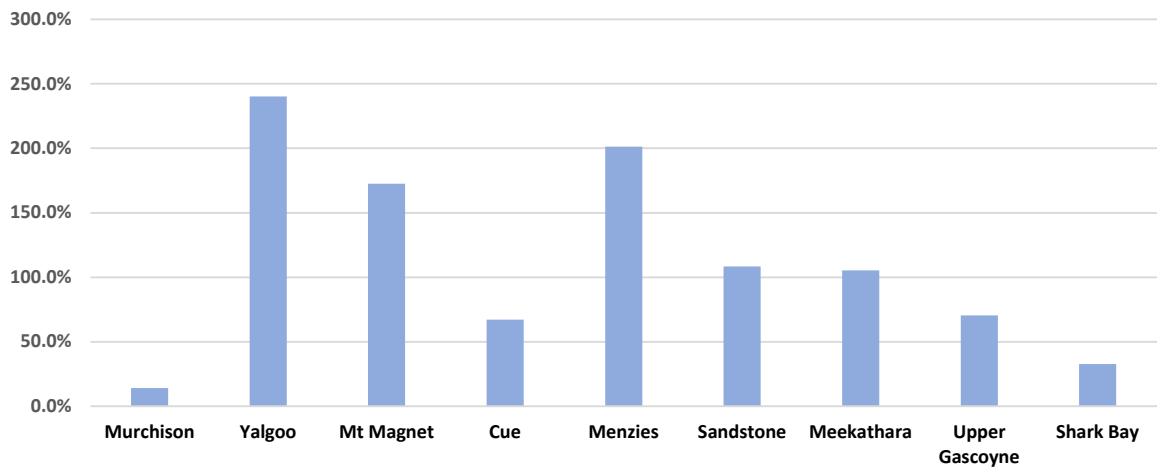
Fig 18 Depreciation Non Current Assets



Depreciation	5,647,126	1,333,372	1,570,075	4,377,000	2,387,402	1,642,412	6,862,500	2,883,498	5,383,369
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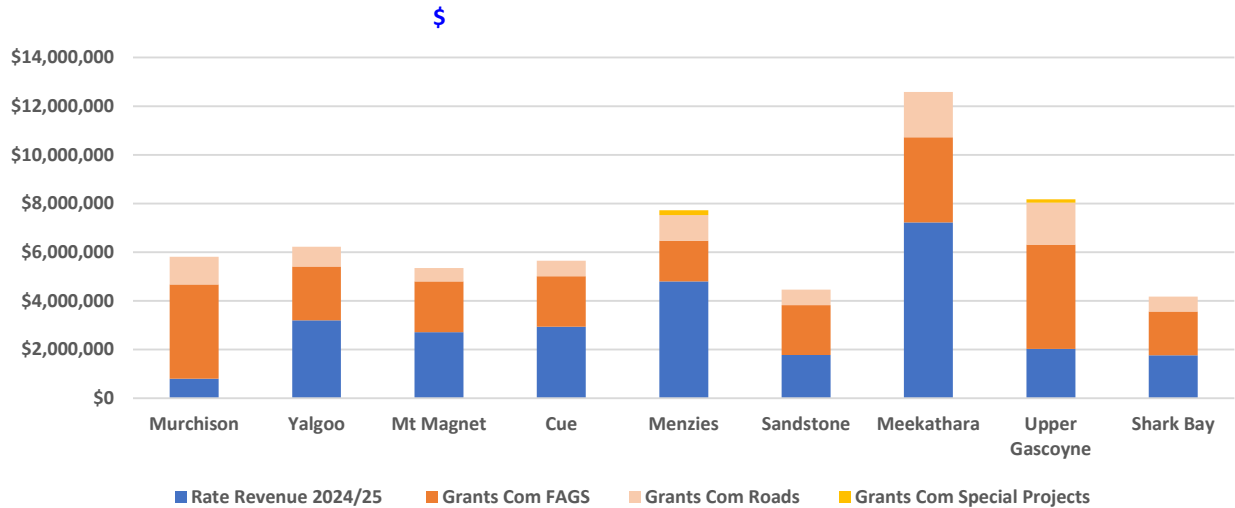
Murchison Shire - Rates Analysis Details - May 2025

Fig 19 Rates as a % of Depreciation



Rates as a % of Depreciation	14.2%	240.2%	172.5%	67.1%	201.3%	108.4%	105.3%	70.3%	32.8%
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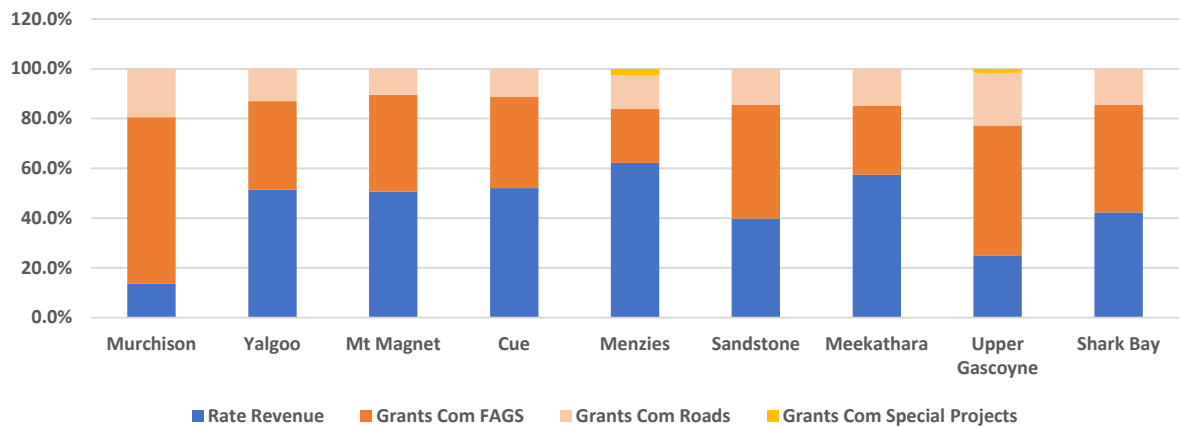
Fig 20 Revenue Rates & Grants Commission 2024-25



Rate Revenue 2024/25	\$799,547	\$3,203,094	\$2,707,880	\$2,935,863	\$4,805,190	\$1,779,677	\$7,228,209	\$2,027,760	\$1,766,145
Grants Com FAGS	\$3,879,368	\$2,205,723	\$2,085,834	\$2,075,580	\$1,666,477	\$2,043,972	\$3,490,317	\$4,276,900	\$1,799,069
Grants Com Roads	\$1,133,505	\$809,092	\$554,353	\$632,125	\$1,048,618	\$643,713	\$1,866,440	\$1,728,782	\$605,135
Grants Com Special Projects	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0	\$133,333	\$0
Total	\$5,812,420	\$6,217,909	\$5,348,067	\$5,643,568	\$7,720,285	\$4,467,362	\$12,584,966	\$8,166,775	\$4,170,349

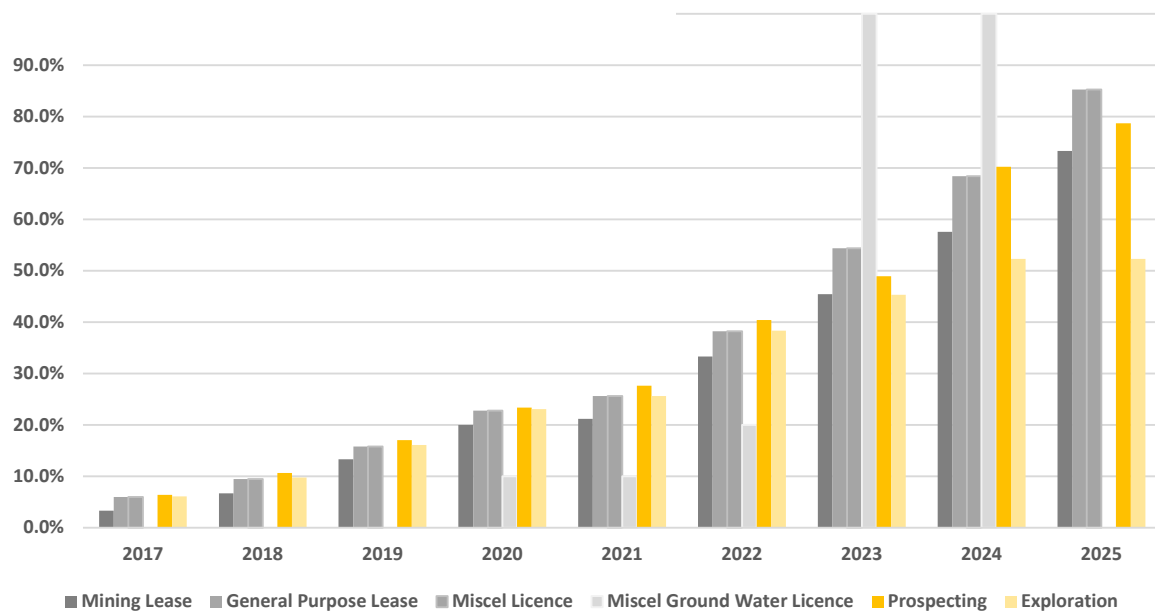
Murchison Shire - Rates Analysis Details - May 2025

Fig 21 Revenue Rates & Grants Commision %



Rate Revenue	13.8%	51.5%	50.6%	52.0%	62.2%	39.8%	57.4%	24.8%	42.4%
Grants Com FAGS	66.7%	35.5%	39.0%	36.8%	21.6%	45.8%	27.7%	52.4%	43.1%
Grants Com Roads	19.5%	13.0%	10.4%	11.2%	13.6%	14.4%	14.8%	21.2%	14.5%
Grants Com Special Projects	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	1.6%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

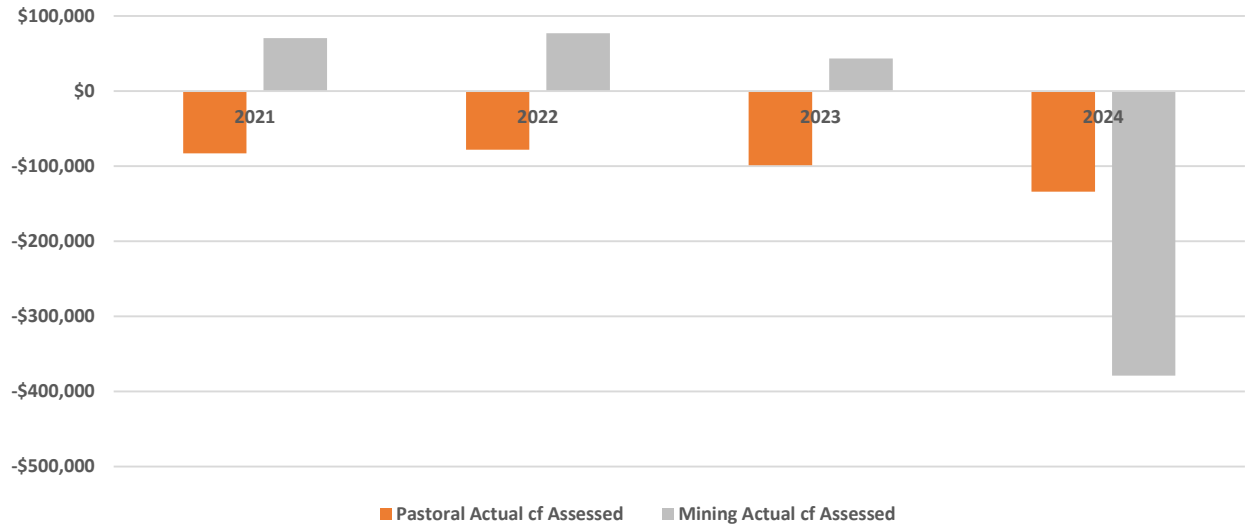
Fig 22 Mining Rent Changes from 2016 base %



Mining Lease	3.3%	6.7%	13.3%	20.0%	21.2%	33.3%	45.5%	57.6%	73.3%
General Purpose Lease	6.0%	9.5%	15.8%	22.8%	25.6%	38.2%	54.4%	68.4%	85.3%
Miscel Licence	6.0%	9.5%	15.8%	22.8%	25.6%	38.2%	54.4%	68.4%	85.3%
Miscel Ground Water Licence	0.0%	0.0%	0.0%	10.0%	10.0%	20.0%	100.0%	100.0%	120.0%
Prospecting	6.4%	10.6%	17.0%	23.4%	27.7%	40.4%	48.9%	70.2%	78.7%
Exploration	6.1%	9.8%	16.1%	23.1%	25.6%	38.3%	45.3%	52.3%	52.3%

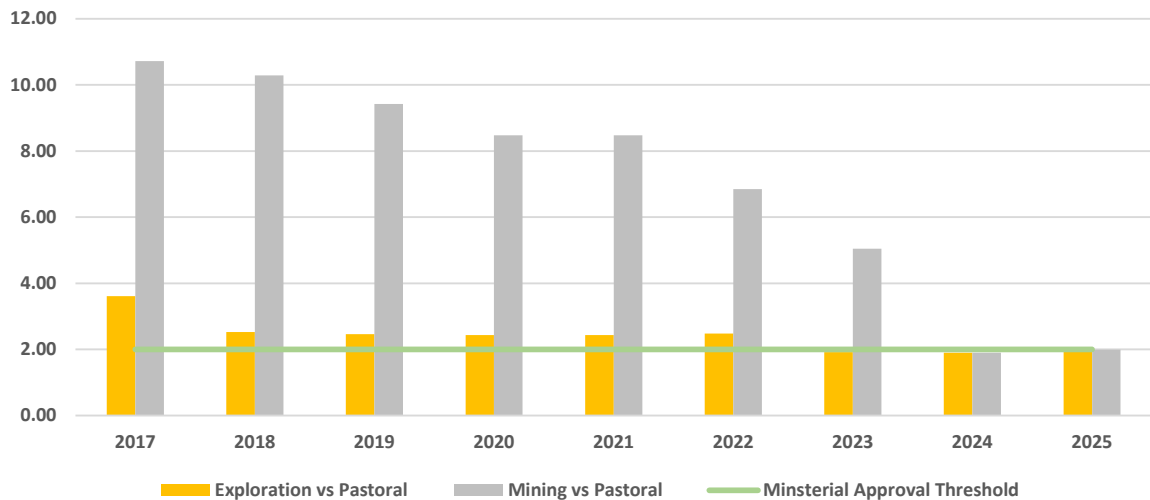
Murchison Shire - Rates Analysis Details - May 2025

Fig A Murchison Grants Commission 3 Year Average Yearly Comparison \$



	2021	2022	2023	2024		2021	2022	2023	2024
Pastoral Actual	\$43,747	\$45,409	\$51,817	\$60,301	Pastoral	-\$83,132	-\$77,930	-\$98,915	-\$134,020
Pastoral Assessed	\$126,879	\$123,339	\$150,732	\$194,321	Mining Actual	\$70,507	\$76,911	\$43,431	-\$379,023
Mining Actual	\$373,699	\$389,269	\$405,949	\$493,086					
Mining Assessed	\$303,192	\$312,358	\$362,518	\$872,109					

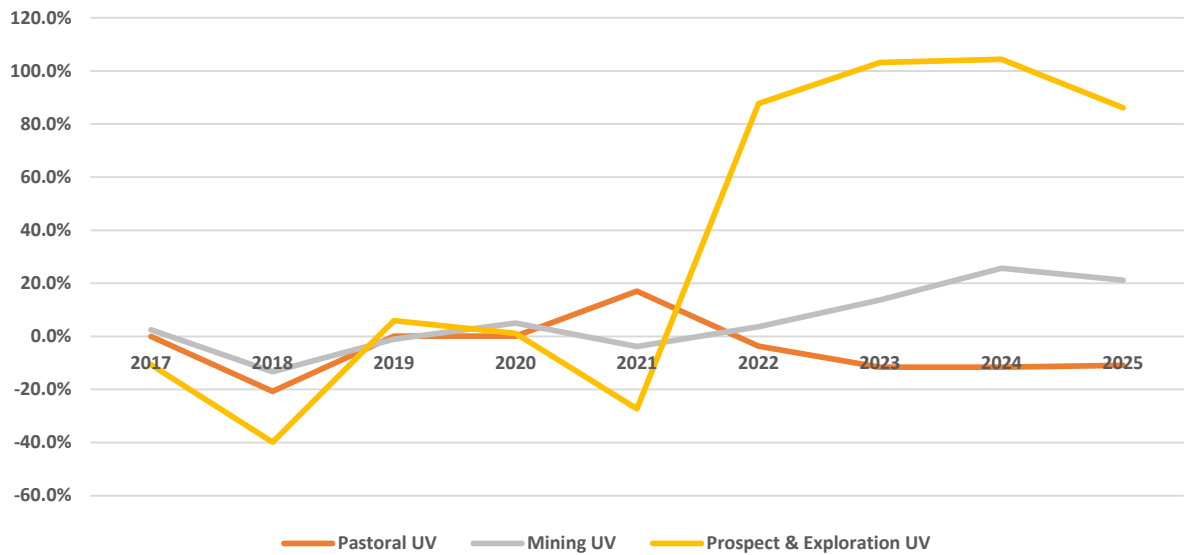
Fig B Murchison Differential Rates Ratio History



Exploration vs Pastoral	3.61	2.52	2.46	2.43	2.43	2.48	1.92	1.90	1.99
Mining vs Pastoral	10.72	10.29	9.42	8.48	8.48	6.85	5.05	1.90	1.99
Ministerial Approval Threshold	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Rates cents in \$									
UV Pastoral	2.70	2.86	3.12	3.30	3.30	3.87	4.86	8.89	9.33
UV Mining	28.95	29.40	29.40	27.94	27.94	26.54	24.55	16.94	18.55
UV Prospecting & Exploration	9.76	7.21	7.68	8.02	8.02	9.62	9.34	16.94	18.55

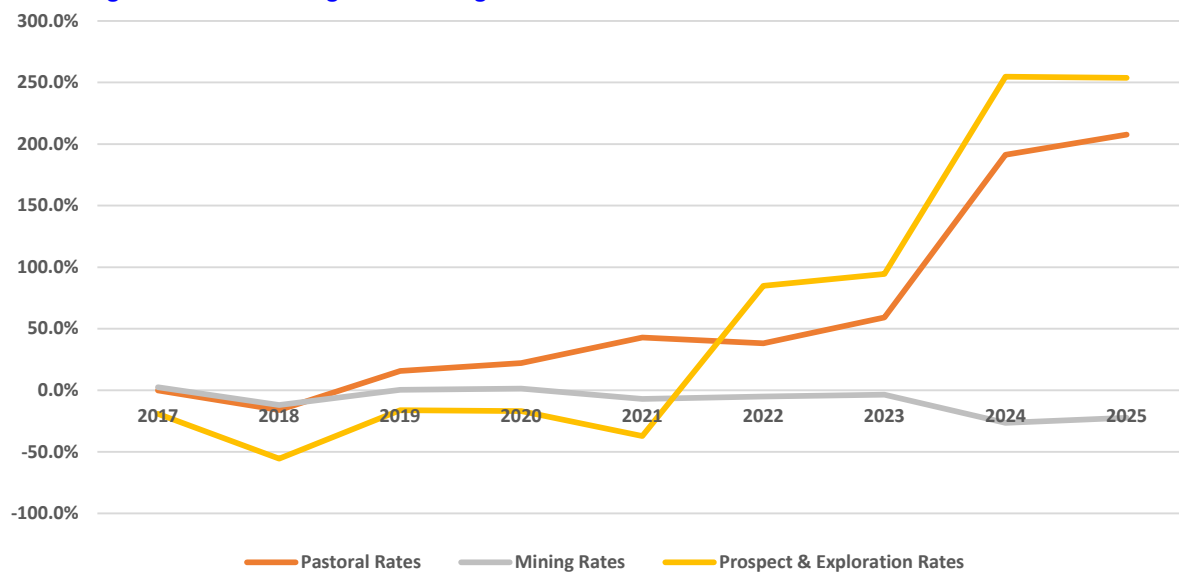
Murchison Shire - Rates Analysis Details - May 2025

Fig C Murchison Average Valuation Change from 2016 base %



Pastoral UV	0.0%	-20.7%	0.1%	0.1%	17.0%	-3.7%	-11.6%	-11.6%	-10.9%
Mining UV	2.5%	-13.3%	-1.0%	5.0%	-3.7%	3.7%	13.7%	25.7%	21.1%
Prospect & Exploration UV	-10.6%	-39.8%	5.9%	1.2%	-27.3%	87.7%	103.1%	104.4%	86.2%

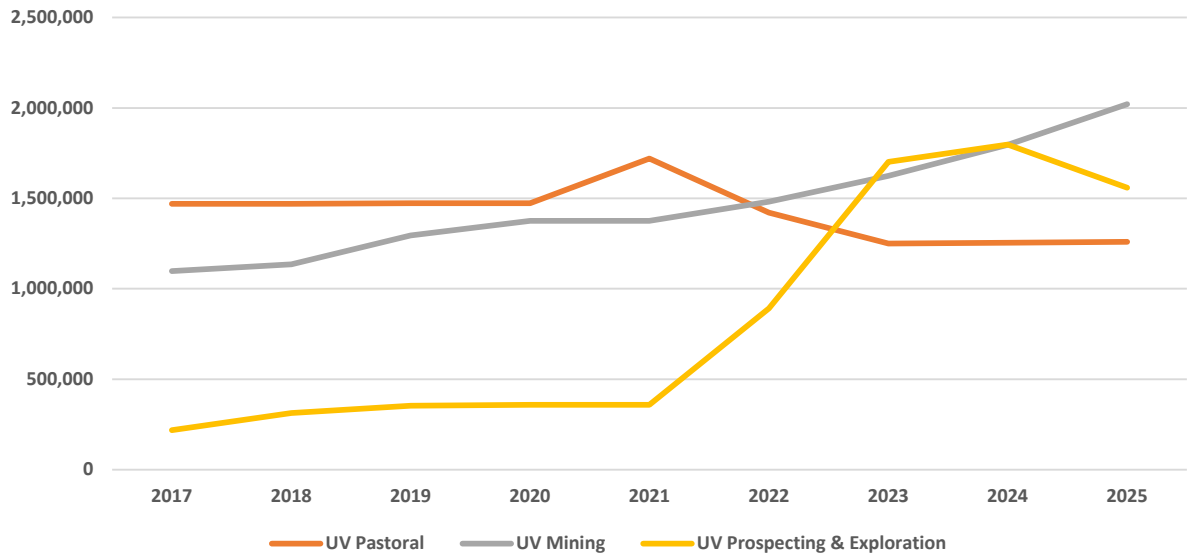
Fig D Murchison Average Rates Change from 2016 Base %



Pastoral Rates	0.0%	-16.1%	15.7%	22.2%	42.8%	38.2%	59.2%	191.2%	207.7%
Mining Rates	2.5%	-12.0%	0.5%	1.3%	-7.1%	-5.0%	-3.6%	-26.5%	-22.4%
Prospect & Exploration Rates	-19.1%	-55.5%	-16.3%	-16.9%	-37.2%	84.9%	94.4%	254.7%	253.8%

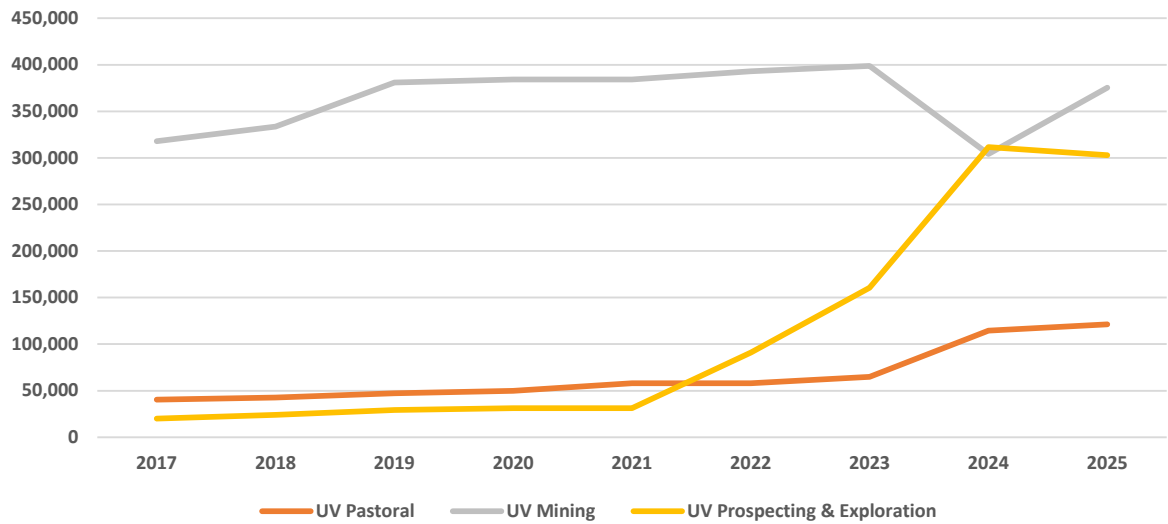
Murchison Shire - Rates Analysis Details - May 2025

Fig E UV Valuations \$



UV Pastoral	1,469,868	1,469,868	1,472,920	1,472,920	1,719,974	1,421,515	1,250,213	1,254,213	1,259,831
UV Mining	1,097,899	1,135,141	1,295,782	1,375,054	1,375,054	1,480,809	1,624,080	1,795,257	2,020,576
UV Prospecting & Exploration	218,543	313,069	353,280	358,625	358,625	890,831	1,701,943	1,797,345	1,559,179

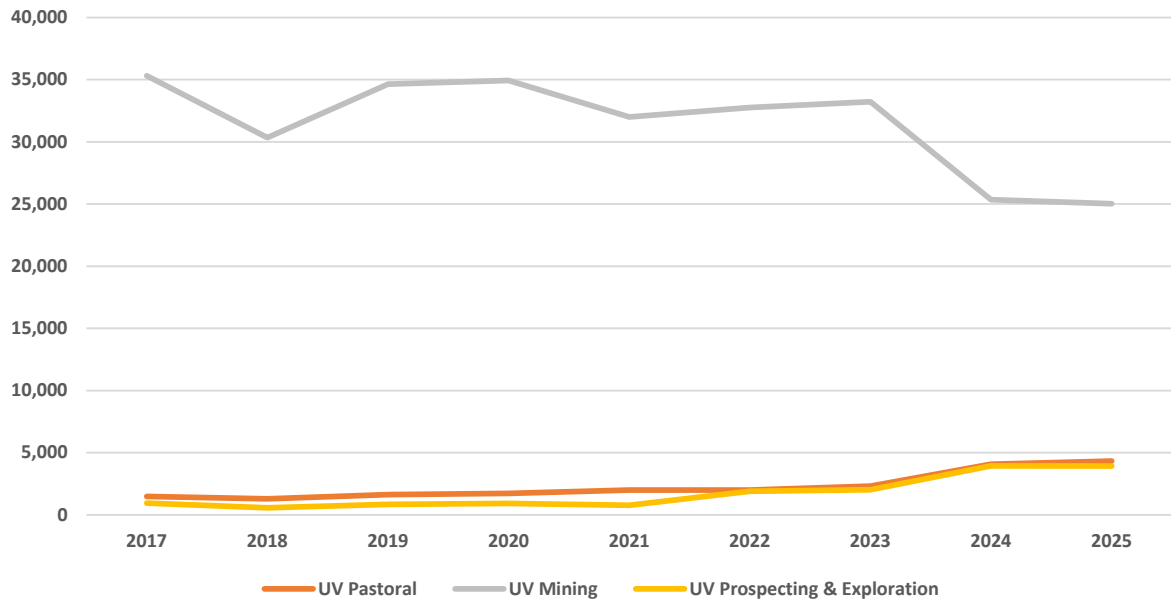
Fig F Sector UV Rates \$



UV Pastoral	40,425	42,776	47,287	50,016	58,149	57,999	64,756	114,456	121,266
UV Mining	317,842	333,734	380,960	384,190	384,190	393,051	398,744	304,153	375,392
UV Prospecting & Exploration	20,074	24,115	29,152	31,191	31,191	90,877	160,418	311,580	302,890

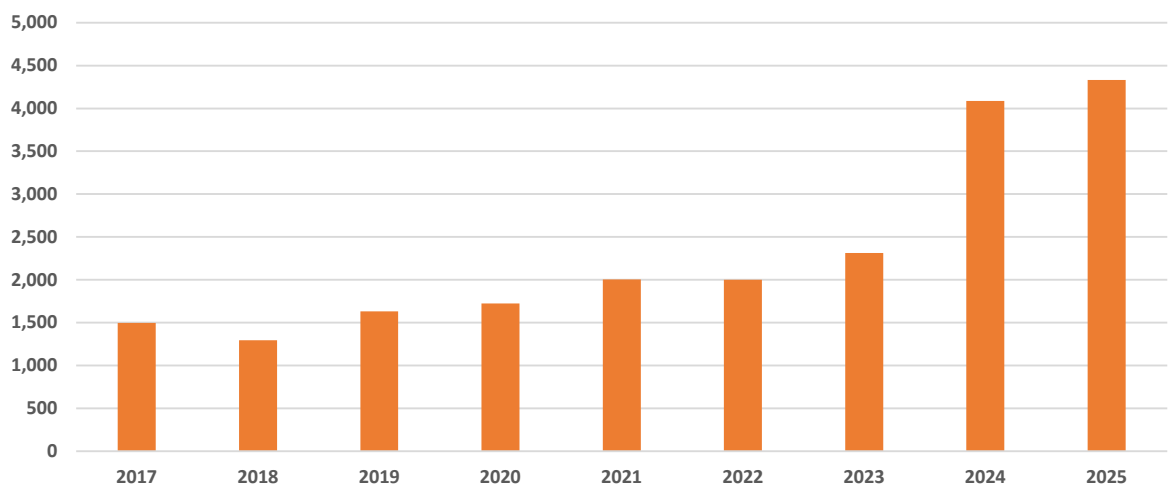
Murchison Shire - Rates Analysis Details - May 2025

Fig G Sector Average Rates



UV Pastoral	1,497	1,296	1,631	1,725	2,005	2,000	2,313	4,088	4,331
UV Mining	35,316	30,339	34,633	34,926	32,016	32,754	33,229	25,346	25,026
UV Prospecting & Exploration	956	574	857	917	780	1,893	2,031	3,944	3,934

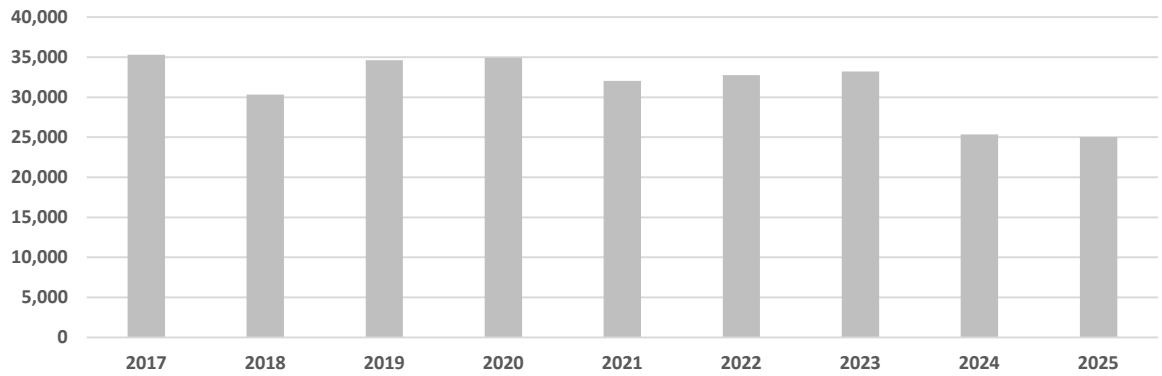
Fig H UV Pastoral Average Rates \$



UV Pastoral	1,497	1,296	1,631	1,725	2,005	2,000	2,313	4,088	4,331
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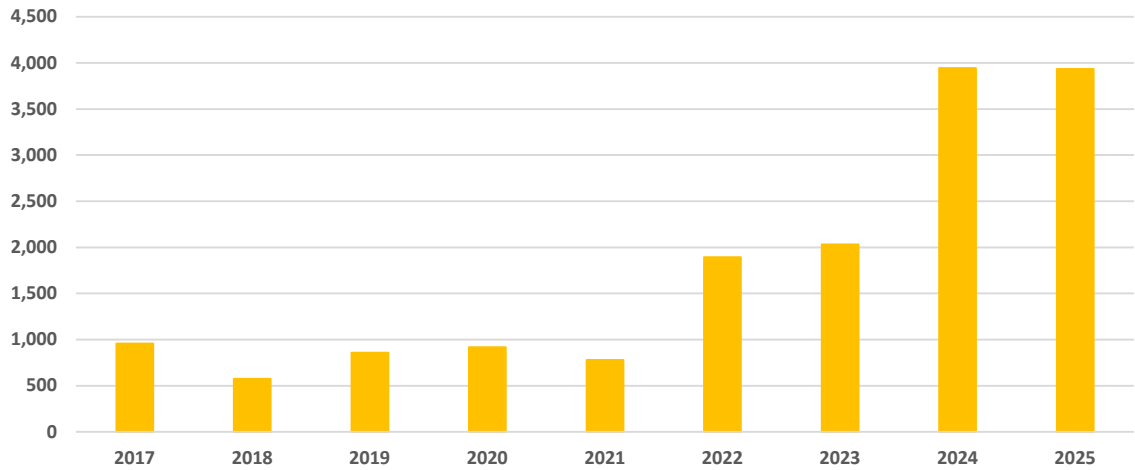
Murchison Shire - Rates Analysis Details - May 2025

Fig I UV Mining Average Rates \$



UV Mining

Fig J UV Prospecting & Exploration Rates \$



UV Prospecting & Exploration



2025/26 Financial Year

Objects of and Reasons for Proposed Differential Rates and Minimum Payments

Council Meeting 22 May 2025

Introduction

Through the Local Government Act 1995, Part 6, the Western Australian Parliament has conferred upon local government the power to levy and collect property tax in the form of rates. Property taxes are, with rare exemptions, not fees for service or relate to directly or indirectly an any specific services provided by a local government. Just like income tax they are a just that, a tax; with variations in levels based on an assessment of various principles of taxation.

Overall Objectives

The purpose of levying rates is to meet a local governments' budget deficiency in each financial year in order to deliver services and facilities as detailed in the Strategic Community Plan, Corporate Business Plan, Asset Management Plan and Long-Term Financial Plan, but also address issues that arise from time to time that have impacts on the Council budget.

Historically, Council has imposed differential rates on the basis of whether land is used for pastoral purposes, mining or mineral prospecting and exploration as it considers that under the general principles of taxation differential rating this is more equitable than a flat rate. It is essential for equity reasons to ensure that differential rating proposals are highly equitable amongst ratepayer groupings, which in themselves are diverse and optimise total rate yields in a legally compliant manner.

Council's overall objective is to balance these complex issues and levy property rates in a fair and equitable manner within Council's overarching philosophy to consider the key values of objectivity, fairness and equity, consistency, transparency, and administrative efficiency.

Reasons

Context

Murchison located within the broader Mid-West region of Western Australia and is known for being both the least populated local government area, and the only one without a town. Murchison Settlement acts as the heart of the Shire and is home to both the 'Oasis' Roadhouse and Shire Office and all Shire employees. It therefore it has no residential, commercial or industrial rate base in which to draw upon. It does, however, have an important responsibility for the maintenance of a vast network of inland roads, as well as providing support for travellers and locals through the provision of fuel services, a caravan park, recreational services, power, water and an aerodrome. Unlike other local governments many of these costs are for the most part additional to a normal local government operation.

For the Financial years 2020/21 to 2022/23, Council also acknowledges the strategic importance of the Budget, given the COVID-19 pandemic situation, and desires that all level of governments look to stimulate to assist in the recovery of the economy and council's positive response to this scenario. Like those budgets, the 2025/26 budget will still be affected by these considerations in part as the Council needs to service a road loan associated with this stimulus approach undertaken during the COVID19 Period. Perhaps more importantly the Council needs to fund a range of additional roadworks and significant settlement development works that have since arisen.

Significant changes have also occurred since 2017 when Council's Asset Management Plan and Long-Term Financial Plans were adopted with updated plans adopted in 2024 and now on an annual basis. The most recent review has confirmed a lift in rate revenue is required to fund immediate and long-term works and to address intergenerational issues. In accordance with sound practice as far as practicable rates in the \$ adopted from year to year are set excluding any *Natural Decline or Growth*.

Council is satisfied that the services and facilities it provides are managed efficiently and effectively and that it is adapting in an appropriate manner to the post COVID19 environment and with it meeting significant but positive challenges. Council remains of the opinion, one that is shared universally in the Region that it is appropriate to rate differentially in order to meet the budget deficiency.

As part of its drive to ensure efficiency and transparency within the organisation, Council continuously reviews its budget to ensure income and expenditure targets will be met. It also reviews the appropriateness and effectiveness of its risk management, internal control and legislative compliance as required under *Local Government (Audit) Regulations 1996* and reviews the appropriateness and effectiveness of the financial management systems and procedures of the Shire as per regulation 5(2)(c) of *the Local Government (Financial Management) Regulations 1996*.

For consistency, Council has ensured that properties that are used for the same purpose are rated in the same way and has considered and analysed in detailed the rates charged by neighbouring councils in its deliberations. For a very small local government achieving equity across the Pastoral and Mining Sectors is not without its challenges but the variable nature of the Minerals Exploration Sector and small size of the rate base also provides an additional complexity. This issue is compounded by the valuation system which is derived from on rents set by the State Government in an environment that has seen mining tenements rise by over 50% compared to pastoral properties since 2015.

In line with the latest Rating Analysis Review including a regional rates benchmarking analysis, it is proposed to consolidate the trend that started in 2021/22 and that has seen in 2023/24 and 2024/25 mining and prospecting and exploration rate differential reduce as a ratio compared to the Pastoral Rate to under 2.0.

UV – Pastoral	proposed	9.932	cents in the dollar	\$1,000	min payment
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Pastoral UV applies to any land that currently has a pastoral lease granted and is rated as the benchmark level. Council recognises the reduced viability of the sector caused by many years of droughts and floods, the devastation caused by the wild dog problem and noting that many in this category are required supplement their income through non pastoral activities. It also recognises the perpetual nature of the land, use, the long-term commitment of pastoralists to the region, their stewardship of Crown Land and that a non-Shire biosecurity rate is additionally linked to the valuations provided by the Valuer General. Several Pastoral Stations have in recent years also been taken over by the Crown or CSIRO and become non-rateable, thereby further impacting on this rating sector.

UV – Mining	proposed	19.830	cents in the dollar	\$1,000	min payment
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Mining UV applies to land for which a mining lease has been granted. The mining sector tends to be transitory in nature and benefits from established Shire services and infrastructure which is maintained in the long term with funding assistance by those rate payers who are established long term in the region. A consideration in setting the UV - Mining rate at a higher level than the benchmark UV – Pastoral rate is to ensure that the mining sector's contribution is proportionate to the advantage it gains in using established facilities, and the relatively short time that the operation exists also noting that if a mine is developed into production, it will often place significant additional impacts on roads. Unlike pastoral sector the mining sector does not pay a biosecurity rate linked to the valuations provided by the Valuer General, even though the mining/exploration sectors may pose a biosecurity risk.

<i>UV – Prospecting & Exploration</i>	proposed	19.830	cents in the dollar	\$1,000	min payment
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Exploration/Prospecting UV applies to land for which an exploration/prospecting lease has been granted. As with the UV – Mining sector, the UV - Exploration/Prospecting sector tends to be transitory. Mining licences also have a limited intrinsic value unless minerals are found and mined but the opportunity is still afforded to gain advantage from established facilities. Mining licences also have a high turnover of ownership. If a licence is terminated or the lessee does not pay rates for the period of the licence, the rates are generally not able to be recovered by the local government. Administration of licences for rating purposes is technically complex and disproportionate to that of base level rating. Unlike pastoral sector the mining sector does not pay a biosecurity rate linked to the valuations provided by the Valuer General, even though the mining/exploration sectors may pose a biosecurity risk.



Organisational Rationale Recruitment Strategy

Incorporating Workforce Plan

Part of Council's Planning for the Future

Latest Update

22 May 2025

Contents

Preamble	3
1 Shire Evolution	3
1.1 Murchison Development	3
1.2 Community Plan	5
1.3 Broader Identity Raison D'être	5
1.4 Organisational Rationale Overview	6
1.5 Recent Developments	7
1.6 Significant Funding Considerations	9
2 Murchison Uniqueness	10
3 Existing Staff and Contractor Engagements	12
3.1 Staff Makeup	12
3.2 Staff Tenure	13
3.3 Staff Focus	13
4 Financial Considerations	14
5 Recruitment Challenges Opportunities & Actions	15
5.1 Structural	15
5.1.1 Settlement Tenure	15
5.1.2 Surrounding Residential Locations	15
5.1.3 Settlement Infrastructure	15
5.1.4 Settlement Housing Capital & Maintenance	16
5.1.5 Settlement Housing	16
5.1.6 Settlement Offerings	17
5.2 Policy Considerations	17
5.2.1 Shire Wide Related Growth	17
5.2.2 Policy Support	17
5.3 General Operations	18
5.3.1 Staff Retention	18
5.3.2 Succession Planning	18
5.3.3 Employment Costs	18
5.3.4 Industrial Relations Award Provisions	18
5.3.5 Training	19
5.3.6 General Recruitment	19
5.4 Specific Positions	19
5.4.1 Chief Executive Officer	19
5.4.2 Senior Management Team	20
5.4.3 Support Staff	21
5.4.4 Works Staff	22
5.4.5 Roadhouse Staff	23
5.4.6 Other	23
6 Previous	23

Preamble

Under the *Local Government Act 1995*, amongst other things this it is the role of the Chief Executive Officer manage the day-to-day operations of the local government, including all employment and contractor related engagements, whilst it is the Council that is responsible through advice from the CEO for a range of legislated plans for the future.

This includes Council's community strategic plan, and corporate business plan with the workforce planning component is significantly influenced not just by changes that have occurred over time including significant changes the past five years, but by the very nature and function of the Shire which in local government terms is unique. If this "uniqueness" is not captured within the overall strategy, then the ultimate delivery of the community's vision and the personnel associated with its delivery will be compromised

This Strategy report addresses these elements and also provides guidance of some of the levers that may be applied as part of a strategic approach to recruitment and retention for Council staff and other actions more broadly.

1 Shire Evolution

The evolution of the development of the Shire since its inception and through recent times will have a significant impact on staff and contractor needs and their recruitment and retention in general. Several elements are outlined as follows.

1.1 Murchison Development

The Shire of Murchison lies within the Mid-West region of Western Australia. It is very large with as a land area of some 49,500 sq km with some 1,848km of roads, 1,808km unsealed and sparsely populated with the most recent population of 101 with 75 electors. Nationally it is classified as a Rural Remote Extra Small Local Government, one of five within Western Australia.

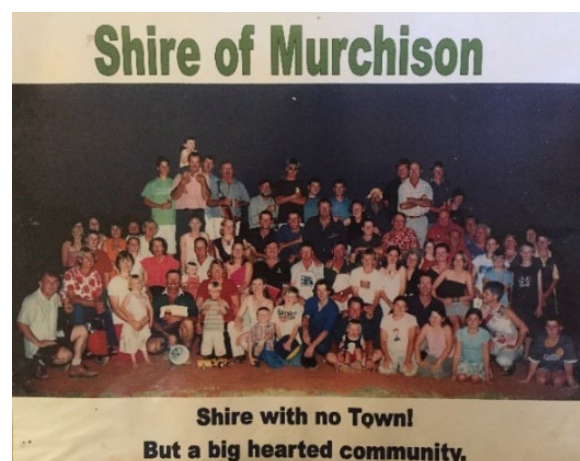
The Shire was established in 1961 following on from its origins as the Murchison Districts Road Board, which was established in 1875, and then combined with the Upper Murchison Roads Board in 1907. In 2004 a portion of the then Mullewa Shire was transferred to the Murchison Shire.

The Shire Office is located in the Murchison Settlement on land excised from the Wooleen pastoral lease and vested in the Council. It is located some 669km from Perth, 300 kilometres north east of Geraldton and 200 km north of Mullewa on the Carnarvon Mullewa Road. Until 1963 the Shire was administered from one or other of the stations, and in that year 400 hectares were excised from the Wooleen pastoral lease and vested in the Shire with the Murchison Settlement proclaimed on in 1988.

A house, which contained the office, was built, as was a workshop and airstrip. These were followed by sporting facilities and, in 1986, a new office. Subsequent developments included staff housing,

community centre, museum, roadhouse, community centre staff houses as the Settlement grew incrementally.

The Settlement is the engine room for the entire operation of the Shire with all the people that reside in the Settlement either Shire employees or related to Shire employees.



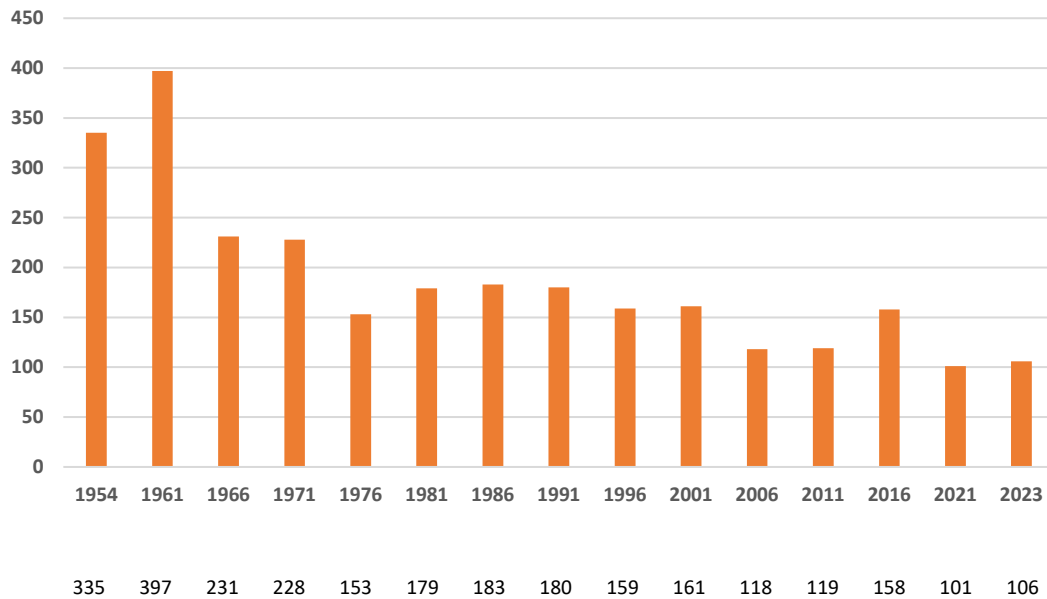
Historically some of the physical works by way of new projects would have had a significant active and on occasions a physical contribution from local pastoral residents. Most community economic development actions were undertaken by community working groups, many of those in

our pastoral sector with shire staff more or less recruited to run the Shires' operation.

The Murchison Monologue, vegetation plantings, cemetery planning layouts and rangelands walking trail are typical examples where the building works were assisted directly by local residents. Social life between stations was also prominent with the Settlement becoming an increasing focal point.

Due to a range of factors including general societal changes, a decline in sheep production in favour of beef production, the need to have off farm income through divergence of use and some stations not operating for pastoral purposes the population has shrunk by some 75% since the establishment of the Shire in 1961.

Murchison Shire Population



The make up of the Shire has also significantly altered

Shire Occupation	1961	2025
No of Owner / Occupied Stations Primarily for pastoral use	26	10
No of Owner / Occupied Stations Pastoral and other significant uses		4
No of Stations Externally owned with Local Managers		8
No of CSIRO / SKA occupied Stations		2
No of Stations Crown Land Managed Stations		2
Shire Settlement		1
PIA Wajarri Settlement		1
Total Occupation	26	28

These net shifts in demographics has seen the Shire operate with less people those remaining with strong ties to the local community. This has led to an increasing and acute need for Shire Staff to underpin several operations through their employment or as volunteers for works and activities that were formerly undertaken by local pastoralists and residents. Maximising this "staff buy in" is critical to maintaining and developing the overall Shire and represents a significant point of difference compared to all other Shires..

1.2 Community Plan

Council's Vision of *"Working together to preserve the unique character of the Shire, supporting diverse and sustainable lifestyle and economic priorities"* delivered through the following four well-being priorities, will be significantly impacted by this recruitment and retention strategy.



Economic

To develop the region's economic potential to encourage families and businesses to stay in the area



Environmental

To improve the sustainability of land use and improve the condition of the environment



Social

To develop, co-ordinate, provide and support services and facilities which enhance the quality of life in the Shire



Civic Leadership

To provide good governance to the Murchison Shire

1.3 Broader Identity Raison D'être

There are two significant overarching policy statements that articulate the reason why the Murchison Shire Settlement exists, how it needs to function which impact on staff recruitment and retention

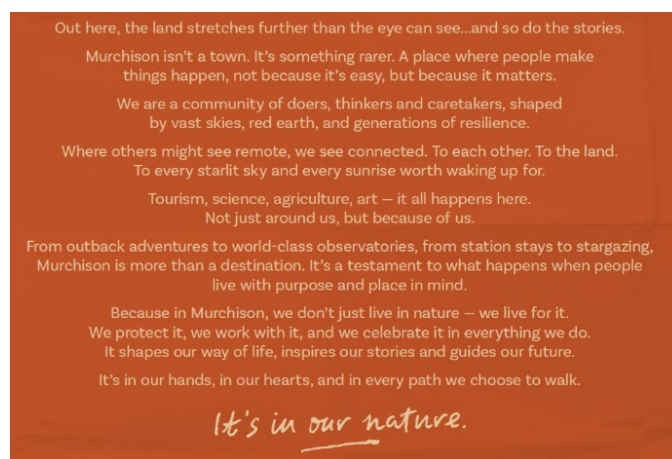
Community Strategic Plan Vision

"Working together to preserve the unique character of the Shire, supporting diverse and sustainable lifestyle and economic priorities."

Murchison Settlement Masterplan Report Vision

"To ensure that Murchison Settlement is an attractive focal point that enables the Shire to function successfully and deliver a range of services that will underpin community, cultural and economic development within the Settlement and broader Shire"

This above is encapsulated in the following overarching rationale

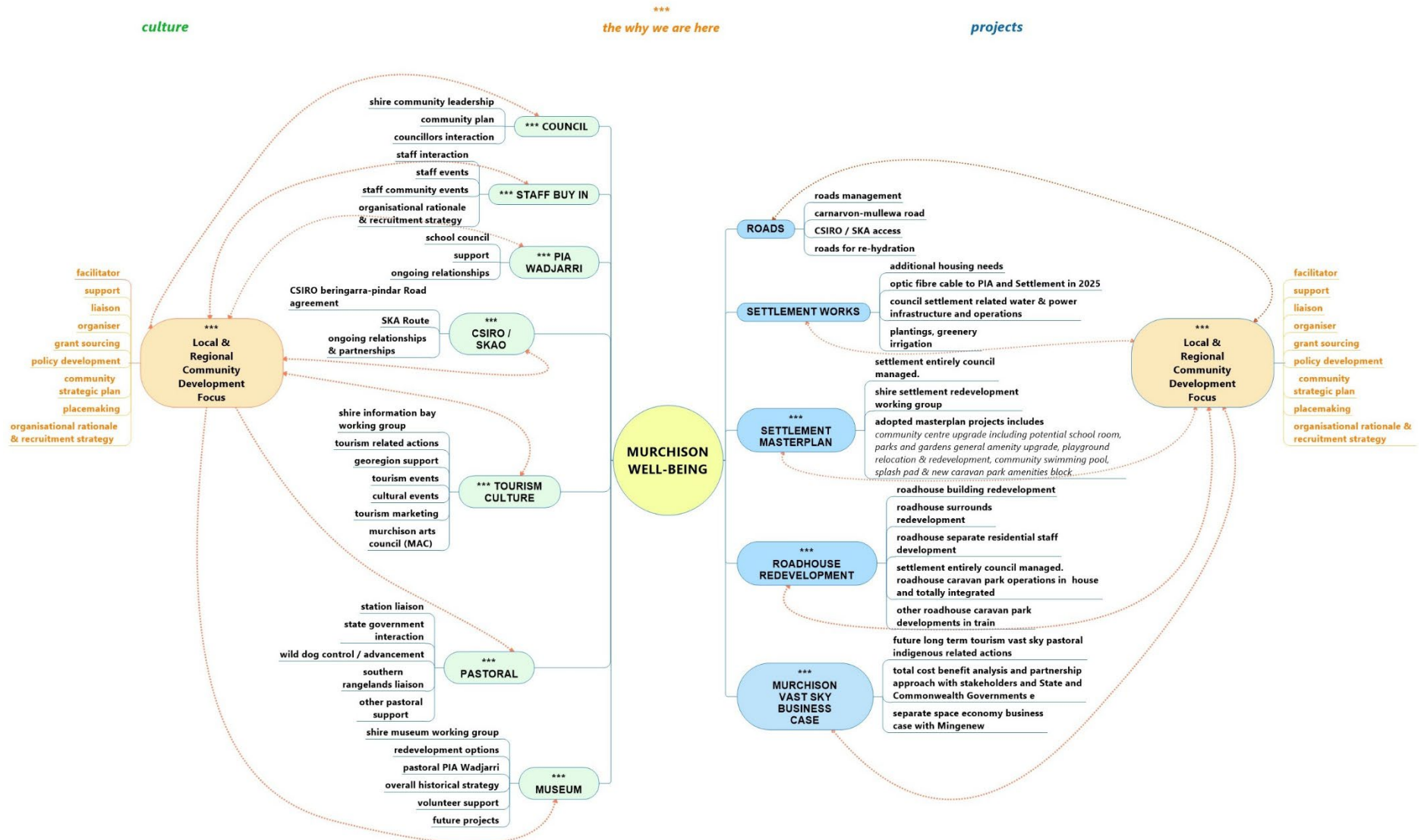


As indicated the decline in the pastoral population case has meant that in order to achieve these visions it is essential that shire staff understand the rationale of why we are here and that this thinking to be nailed, especially at management level as it will shape recruitment and retention. Other future Council actions and decisions more broadly may also impact. The structure of the makeup of staff will follow strategies developed with these visions in mind and as policies are developed which will shape operations.

The overall positive inclusive culture within the Settlement will be pivotal for any workforce planning to be effective as shown in the following overview.

1.4 Organisational Rationale Overview

murchisonshire *raison d'etre*
a local & regional community development focus delivered
within a positive operating culture



1.5 Recent Developments

Since establishment of the Shire there has been a steady increase in planning building and infrastructure works which has both a direct and indirect bearing on situation now and into the future. Examples include the following.

Developments	Community & Recruitment Impacts
<p>a Murchison Settlement Masterplan Report</p> <p>Adopted in August 2021 and provides a series of design principles and layout of the Murchison Settlement is to be developed to</p> <ul style="list-style-type: none"> ~ create an attractive activity hub for the community and visitors to Murchison that maintains the existing character, cultural and built qualities of the Settlement. ~ provide functional pedestrian connectivity, improved access, and sight lines throughout the precinct. ~ design a unified landscape character that maximises shade. ~ create a consolidated sequence of spaces and activities for locals and tourists. ~ allow space in design for Geo/Astro tourism and convey the idea of 'The Oasis'. <p>A range of projects identified (in no priority order) included Community Swimming Pool / Splash Pad, New -Caravan Park Ablution Block, New -Caravan Park 2 Ensuite Units, General Settlement Amenity Improvements, Playground Upgrade and an upgrade to the Community Centre including provision for a School Classroom. An Interpretive Centre was also identified but required further scoping and development.</p>	<p>The more attractive the Settlement is the greater the selling point for potential new members of staff and the more pleasant the settlement is to live in.</p> <p>Community facilities such as pool and splashpad and potentially into the future schooling support via a School Classroom will add to the desirability of the settlement for existing but particularly future employees.</p> <p>Additional employment opportunities created by increased need to maintain facilities arise as do those that increase revenue.</p> <p>Conversely a lack of progress, will likely have a negative longtime effect especially compared with other areas that have a more progressive outlook and better facilities.</p>
<p>b Murchison Settlement Roadhouse Precinct</p> <p>In 2020/21 it was realised that Roadhouse and Caravan Park layout needed a supplementary review to further develop desired expansion that would dovetail into the wider Settlement Masterplan. Work was undertaken to also review the overall operation of the roadhouse, with Council assuming operational control in March 2021. This included considering the need to provide suitable long-term accommodation for the Roadhouse Management, to improve the functionality of the roadhouse business and to explore opportunities for a potential Interpretive Centre.</p> <p>In 2025 new workforce accommodation will be rolled out followed by an expanded roadhouse in 2026.</p>	<p>Roadhouse Business upgrade should increase revenue with little impact on staff numbers.</p> <p>Separate accommodation for roadhouse managers will provide a defined separation between business and residence.</p> <p>Improved residential accommodation for existing backpackers should mean that more permanent positions can be provided with reduced reliance on backpackers.</p>
<p>c Murchison Roadhouse Operations</p> <p>In March 2021 Council took over management control of the control of the Roadhouse and Carvan Park. We are now on our fourth set of Managers with changes and improvements along the way.</p>	<p>In house management of the roadhouse has significant pluses in recruitment as couples or families can be recruited with other Shire operations such as the office or works area in mind. There is also no need to have roadhouse operators necessarily undertake parks and gardens type work as this can be undertaken by other shire staff nor have separate cleaners employed for other shire operations.</p>

Developments	Community & Recruitment Impacts
	The customer service focus of roadhouse staff also adds to the vibrancy within the settlement.
<p>d Murchison Vast Sky Experience Business Case</p> <p>Adopted in February 2023 this Business Case evaluated opportunities from the emerging Mid-West space economy, with particular focus on the SKA and Mingenew Space Precinct. In many ways the development with potential transformative effect. It ticks an abundance of boxes such as strategically linking Vast Sky tourism, showcasing SKA / CSIRO, providing an accessible outback feel without camping out, increased GeoTourism and broader tourism within a regional context, purveying local history and pastoral influence, inclusion of local Wadjarri aboriginal development opportunities, improved discovery walking trails as well as enhancing recruitment and retention opportunities for the Shire in an improved visually attractive environment.</p> <p>The entire business case should be seen as being complimentary to the Murchison Settlement Masterplan and Roadhouse Development Plans. Stage 1 spend is around \$10.4m with further stages foreshadowed totalling \$11.5m over around a 10-year period.</p> <p>Significant levels of external funding will be required with any delivery will likely be very long term without significant external investment.</p>	<p>Business Case shows a profitable operation after 2 years with increased employment opportunities generated.</p> <p>Projected overnight accommodation is predicted to rise from 4,988 to 22,654 over 10 years.</p> <p>Increased worker accommodation will be required.</p>
<p>e Murchison Settlement Infrastructure Upgrades</p> <p>Major upgrade of water supply with provision of new bores, plumbing station and ring main unit have been completed. New Chlorinator to be in place and potable water provided in 2025.</p> <p>Upgrade of the power supply with powerhouse moved further south from the settlement into an airconditioned and sound-controlled environment. These actions will improve reliability and reduce noise.</p>	<p>Improved amenity and safe drinking water will aid in recruitment.</p> <p>Increased numbers of tourists are expected along with an increased numbers of nights stayed.</p>
<p>f Workforce Accommodation</p> <p>Provision of workforce accommodation for staff and contractors has always been a significant issue and constraint, given the costs involved, other amenity and infrastructure impacts and lead time.</p> <p>A condition of receiving funding towards the Murchison Settlement Infrastructure has meant that 5 new accommodation units need to be built in 2025 and 2026.</p> <p>These works and other accommodation requirements have been notionally included in the Council's Long Term Asset Management and Long-Term Financial Plans.</p>	<p>A flexible approach is required as there are various cohorts involved including staff, contractors, consultants, volunteers and short-term residencies.</p> <p>Overall quality of and amenity surrounding each unit is important.</p>

1.6 Significant Funding Considerations

A raft of funding programs associated with roads and other community infrastructure can have an impact on recruitment and retention. Several are outlined as follows

Significant Funding Considerations	Community & Recruitment Impacts
<p>a Commonwealth Funding Programs</p> <p>Local Roads and Community Infrastructure Program is available in 2023/24 and in 2024/25 has been applicable to roads as well as Settlement Community related projects. Growing Regions Program may also be applicable to community business upgrades in and around the settlement.</p>	<p>Aside from the need to engage human resources to assist in securing funds, successful outcomes will, depending on the project, have a positive impact on recruitment and retention.</p>
<p>b Carnarvon-Mullewa Road Strategic Upgrade</p> <p>In February 2020 Council reviewed its strategic approach in the construction and sealing of the Carnarvon-Mullewa Road and varying from a 4.0m seal to a 7.2m seal, a situation that has led to the sealing to a 7.2m width 35.42km since 2021.</p> <p>Construction and sealing of the remaining 27.6km within the City of Geraldton is still to be done an element that Council is encouraging the City to do supported by a positive business case.</p> <p>This has been aided by increases in Commonwealth Road Funding from the Local Roads and Community Infrastructure Program.</p>	<p>Increased safety and reduced travel times will be a positive influence on staff and contractors accessing the settlement, especially compared with the road that existed back in 1961.</p>
<p>c Main Roads WA Regional Road Funds</p> <p>The Carnarvon- Mullewa Road is the only road within the Shire classified of such strategic importance to potentially attract funds Main Roads Regional Road Group Funds on a 2 for 1 basis for more than one road funding project per annum. Changes in scoring criteria provide increased scope to construct and or rehabilitate sections moving forward.</p>	<p>Positive impact on staff and contractor needs moving forward as the level of works has significantly increased over the past five years; a situation that at appear to remain.</p>
<p>d SKA Route Works</p> <p>The Shire has been assigned the responsibility to undertake works on the SKA Road Route to assist in the establishment of the SKA Project on Boolardy Station for a five-year period commencing 2022/23. Almost all of the roads affected are the responsibility of Council meaning that external funds are being provided on roads that would have otherwise had to be funded from Councils own revenue sources.</p>	<p>Positive impact on staff and contractor needs moving forward for the next few years at least.</p>
<p>e MRWA Future Resource Roads.</p> <p>In 2024 The State Government and WALGA agreed to an updated State Roads Funds to Local Government Agreement which, amongst other things, identified the need for an approach and funding for Future Resources Roads.</p> <p>A Multi-Criteria Assessment Model for Roads Project Funding is being developed with consideration of Traffic, Road Safety, Economics, Environment, Sustainability. Social and Condition Assessments will be taken into account for Preservation and Improvement Projects on the various selected roads.</p> <p>Along with the Shire of Upper Gascoyne and Meekatharra we have submitted our views on the assessment criteria with emphasis on Economic and Social considerations which are the main drivers of increased activity which will grow each Shires road use along the proposed Resources Road being the Carnarvon-Mullewa Road and Dalgety Downs - Meekatharra Route.</p>	<p>If successful impacts on the community will be significant with greater interaction north of the Settlement and increased opportunities for growth in the tourist accommodation sector. This will impact on staff and contractor needs.</p>

2 Murchison Uniqueness

The Murchison Shire is the second least populated Local Government in Australia and is thought to be the only Shire in Australia without a gazetted town site. As shown by the following brief snapshot comparison, this has a significant impact on the recruitment and retention of staff compared with other local governments which needs to be recognised and captured as part of the overall strategy.

Traditional Local Government	Murchison Shire
<p>a Land Tenure</p> <p>Freehold title with farming, pastoral, residential, industrial and or commercial uses that can be bought and sold and used for a variety of purposes.</p>	<p>Crown Land Pastoral lease that can be resumed by the crown if circumstances dictate.</p>
<p>b Growth and Development</p> <p>Farming, pastoral, residential, industrial and or commercial properties that can develop and expand leading to potential economic growth and either population increase or a relative slight decline compared to Murchison.</p>	<p>Generally pastoral use which is regulated with minimal opportunities for additional economic growth with any diversification use permits predicated on the pastoral operation continuing.</p>
<p>c Local Staff Availability</p> <p>Most staff would reside in their own residence, and either be solely employed by the local government or reside with other family members who have separate employment and may or may not be long term residents of the local government area.</p> <p>This means that there is more often than not a replacement is available for an established position and more likely that some will stay long term.</p> <p>External recruitment beyond the local government boundary will usually only apply to senior roles with most others residing from within the local government area</p>	<p>Apart from one current member of staff who operates a local pastoral station some 50km from the Murchison Settlement there is no other resident on surrounding station that works with the Shire. From a practical perspective any distance over 75km makes the commute on a daily basis problematical with the sparse nature of the shire limiting any potential recruitment locally.</p> <p>External recruitment beyond the local government boundary is required for virtually all staff, not just those in senior positions. This means that all staff have to be attracted to the Shire not just some, and that set roles will need to vary to accommodate individual attributes, needs and to meet organisational requirements.</p>
<p>d Local Contractor Availability</p> <p>The larger the local government population wise the more likely contractors may can be sourced locally, or that accommodation can be provided from external sources.</p>	<p>All Settlement based works require the Shire to provided accommodation which needs to be factored into consideration.</p>
<p>e Volunteer Support</p> <p>Volunteering within Local Government is usually supported through various policy provisions as well as the local government covering registered volunteers through its insurance cover. Generally volunteers live in the area and there are no housing implications.</p>	<p>The Shire currently has volunteers operating the Murchison Museum, mostly during the during the winter ' spring cooler months. A Museum Cottage is provided for such a purpose.</p> <p>It would be expected that needs for volunteers would likely expand over time as the Shire grows its tourism support and moves into other activities such as engaging and artist in residence or service other needs. Accommodation needs will need to be addressed given remoteness.</p>
<p>f Local Community Development</p> <p>Most local governments have a broad mix made up of a number of community organisations, businesses,</p>	<p>Murchison has officially only one incorporated association with many staff being effectively needed</p>

Traditional Local Government	Murchison Shire
<p>schools recreation groups etc, each which do their own thing. Local Government's role is more likely to be either non-existent, as a supporter or a facilitator along with others or as a landlord for use of community buildings. Each staff member may or may not be an active participant.</p>	<p>to participate or the organisation could face dissolution and lead to further reduction in lifestyle opportunities.</p> <p>Council's support and participation and that of staff is essential, but there is a certain amount of self-interest for staff to participate as each individual also directly benefits.</p>
<p>g Lifestyle</p> <p>Lifestyle attractions are often available in number and in variety and are usually the responsibility of others</p>	<p>Lifestyle attractions are few in number with self-drive local support more often than not required.</p>
<p>h Working Environment</p> <p>A positive working environment can have an impact on the staff recruitment and retention.</p> <p>This can be impacted by the size of the organisation, with small organisations potentially more affected as the impacts of a specific staff member's behaviour can have a greater effect.</p> <p>Communities with their own divergent views can invariably create pressures on staff to deal with conflicts.</p> <p>Leadership can have a significant bearing as can the attitude and behaviour of elected members. It can however also be tempered by what other lifestyle and employment opportunities are available locally such that an adverse working environment may be tolerable.</p>	<p>A positive working environment is essential for staff recruitment and retention within the Shire.</p> <p>Positive conversations of existing staff members with external groups and service providers will support the reputation of the Shire being a sought-after employment provider.</p> <p>Cohesion between staff members is of the upmost importance. Due to living and working together with restricted access to lifestyle opportunities.</p> <p>Acceptance and understanding is essential for all staff members. .</p> <p>The smallness of the community is a positive as there are significant fewer community pressures.</p> <p>Leadership will have significant bearing.</p>
<p>i Workforce Profile</p> <p>Issues such as gender , age structure, length of service and staff structures provide a potential platform for a strategic approach. The larger the local government the more likely a talent pool will be available locally so these issues can be more accurately planned and will shape the process</p>	<p>Issues such as gender, age structure, length of service and staff structures are in reality of little importance compared with all of the other operating constraints that apply.</p>
<p>j Overall Influence & Responsibility</p> <p>In almost every local government the role and influence of the Council as decision makers within the district will vary.</p> <p>In larger local governments, especially in urban areas, its decisions and behaviour and attitude of elected members and senior staff may have limited influence on the broader community with likely no impact on recruitment and retention.</p> <p>In smaller rural areas this impact becomes more profound, especially in areas of population decline leading in some cases to the Local Government taking more of a hands-on role in areas and perhaps businesses that would normally be traditionally undertaken by others. This will be reflected in recruitment and retention.</p> <p>However, even in these situations, whilst the local government's role and influence may be greater, it is still shared with many other players.</p>	<p>In our case the interdependence of the Shire and the community is far more real, relevant and driving force. The behaviour of and attitude of elected members to support staff is a huge positive.</p> <p>As a result, far more than perhaps in any other place the role of the Council is more pivotal in influence which will likely impact on who the Shire employees and why.</p>

Whilst these differences are not new, it essential that they be recognised and that policies and affirmative actions be taken to maximise recruitment and retention opportunities and ultimately grow the Shire's population.

3 Existing Staff and Contractor Engagements

The operation of the Shire has evolved over the years to meet a variety of factors including the scope of work to be delivered, changes brought about by legislation, increase compliance regimes, and changes in the source of labour.

3.1 Staff Makeup

The following outline shows the makeup and changes within the Shire's staffing operations over the past 5 years noting that this was in place at the time not what was ideally desired. Also shown is a more realistic minimalist level change to be aimed for in the next two years

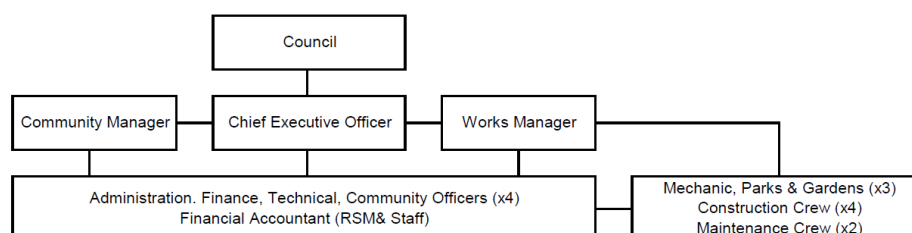
Position	2020	2024	2025-2026
Chief Executive Officer	1.0	1.0	1.0
Finance Manager DCEO	1.0		
Finance Manager (Contractor)	0.2	1.0	1.0
Works Manager	1.0	1.0	1.0
Depot Officer	1.0		0.5
Executive Manager DCEO		1.0	
Works Project Support			0.5
Community Officer		1.0	1.0
Finance & Administration Staff	2.0	1.0	3.0
Settlement Parks & Gardens Staff	1.0	2.0	3.0
Mechanic	1.0	1.0	1.0
Works Staff Construction *	4.0	4.0	4.0
Works Staff Maintenance *	2.0	2.0	4.0
Roadhouse Staff		4.0	4.0
Roadhouse Previous External Outsource (<i>Estimate for comparative purposes</i>)	3.5		
Total	17.7	19.0	24.0

Operating & Capital Expenses	\$12.69m	\$16.58m
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* Note as outlined under challenges and opportunities in Section 5 continuous review is required

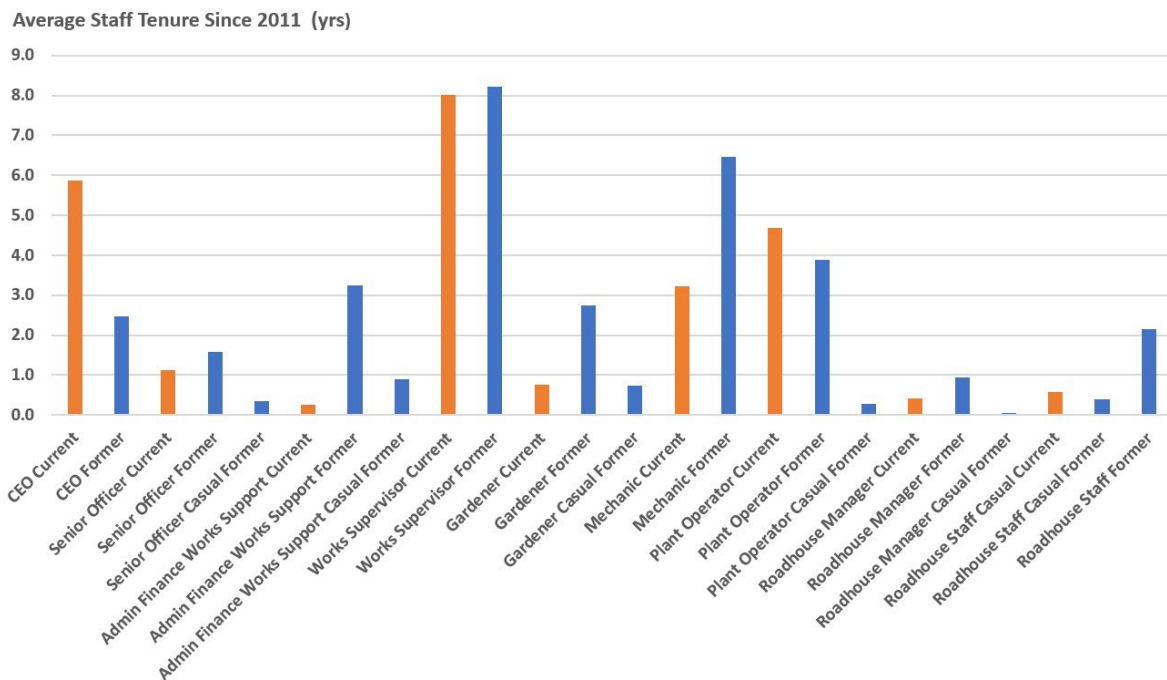
In a very small organisation such as Murchison Shire there is a significant amount crossover with tasks shared outside of what could be termed a "traditional" organisational structure.

An outline Summary of immediate needs is shown diagrammatically as follows



3.2 Staff Tenure

A snapshot of the historical nature of staff tenure is shown as follows.



A few points to note

- ~ The above has evolved over time and more or less in a reactive manner and the result of circumstances of the day, not from any real strategic approach
- ~ Tenures of some positions such as Works Supervisor and one former Senior Officers are distorted as in both instances positions have evolved through promotion
- ~ Any increase in tenure for each position will have a significant and positive impact

3.3 Staff Focus

All organisations have their challenges with respect to undertaking day to day and planning for the future. Those with enough resources and mind set can do this well and this assists in making sound long term decisions; a situation that is more difficult with small less resourced organisations who invariably focus on the here and now.

This situation is encapsulated under "Eisenhower Principle" articulated by former *U.S. President Dwight D. Eisenhower*

What is urgent is not important. What is important is seldom urgent

From an operational perspective more often than not the Shire is unfortunately in the "urgent" space with not enough time available to put things in place get out of it. Whilst we have made inroads through previous adopted Planning for the Future Plans, including this document, some aspects will need to be addressed in the short to medium term resource wise to improve the day-to-day delivery of projects and allow time for those in senior positions to plan ahead effectively.

Also to be considered is that the Shire has historically operated in a bit of an iceberg scenario with a range of matters not seen nor able to be completed or completed to the right standard through lack of the availability of suitable staff. Whilst the extent of issues to be addressed are not large in number it's a factor that needs to be considered moving forward.

4 Financial Considerations

The ability to deliver outcomes under this strategy will be obviously affected by finances that are available through future budget allocations. These are considered annually but now also alongside a four-year indicative budget plus the Shire's Long Term Financial Plan. As such the scope and pace of implementation and change is manageable .

The following broad considerations in future decision making are also relevant to any expected financial impacts associated with workforce planning.

- a Local Government is a level of government. It's not a business. As such its "not for profit." and doesn't pay tax. Operation is on a revenue neutral basis over the long term.
- b Any changes to staff numbers will have a minimal impact to the overall costs of managing staff. Whilst direct payroll associated costs incurred do, overall management costs don't. Even other operational costs such as housing will have an impact on the overhead calculation effects, but only to a minor extent.
- c All costs including labour are eventually recovered direct to works related jobs or indirectly through reallocation to areas within the budget through an activity base costing (ABC) revenue. Where the costs of works are undertaken against jobs funded by grants, the labour cost component is effectively funded externally.
- d From a financial viewpoint particularly with respect to roadworks, savings in labour costs over use of external contractors are not insignificant.
- e The adopted long-term asset management program for works within the Settlement been foreshadowed to be acerated over the next 5 -7 years. A number of community and staff related facility projects will directly and positively influence recruitment and retention. However, once completed the need for new projects similar in nature won't likely be required. The financial impacts will then significantly reduce.
- f The overall costs of employment will invariably increase over the years and need to be accommodated in future budgets.

5 Recruitment Challenges Opportunities & Actions

Despite best endeavours historically there is difficulty in attracting suitable staff. Whilst traditional advertising mechanisms such as newspapers, emails, website and using Seek online can have on occasions delivered positive results, in reality whilst we have lots of interest from Seek, we have very few expressions of quality or who are keen to come. Sometimes the appointment is opportunistic or based on "luck" which whilst it requires an openness to be proactive and from time to time will be successful it's not the basis for a long-term strategy.

All organisations have their challenges in recruiting and retaining suitable staff but there are also opportunities available. Actions relating to Murchison are detailed as follows.

Challenges	Opportunities	Actions
5.1 Structural		
5.1.1 Settlement Tenure As a Shire Settlement all those who reside in the Murchison Settlement are either employed by the Shire or a family member for someone that is. Without a job there is no opportunity to live permanently in the settlement	The nature of this arrangement means a very small population and quiet lifestyle which is a potential attraction. Scope to vary arrangements for selected persons that can make a contribution to the community can be explored.	a Continue to promote the nature Murchison Settlement's very small population and quite lifestyle which is a potential attraction. b Where applicable vary arrangements for selected persons that can make a contribution to the community can be explored. c Explore opportunities to work with the current DAMA program to attract migrant families. d Encourage the Visitation of Family and Friends of existing staff.
5.1.2 Surrounding Residential Locations Unlike other Shires, there are very limited opportunities for those residing on properties to live remote from the Settlement to commute to work. Two stations are located some 50km away from the settlement with two others within 35km. Beyond 75-100km commuting distances and travel costs become problematical.	Likely to be based on adhoc opportunities that may arise but should be on the horizon. Currently one senior employee lives on a nearby Station	a Explore potential opportunities to utilise portions of surrounding land or stations to increase staff employment. b Provide volunteering or intern opportunities to neighbouring council residents c Advertise job opportunities in the Roadhouse
5.1.3 Settlement Infrastructure Costs for the provision, maintenance and replacement of power and water infrastructure are significant. Recent Infrastructure Development Fund Grant was welcomed with	Provided headworks are designed with growth in mind then additional ongoing infrastructure costs for new building are not significant.	a Continue to maintain and enhance infrastructure and amenity of the Settlement

Challenges	Opportunities	Actions
preconditions to deliver 5 key worker accommodation units post infrastructure construction. Grants Commission have recognised the Shires disadvantage with some uplift in the annual financial assistance grant.	An increase infrastructure will increase the maintenance program but all also offer cost savings by minimisation of travel costs for contractors and the ability of provide full work schedules on a more regular basis.	<ul style="list-style-type: none"> b Ensure headworks are designed with growth in mind c Program repair work to minimise travel costs
5.1.4 Settlement Housing Capital & Maintenance Costs and impacts on workforce in managing new for the provision of new housing are significant. Number required needs to also be flexible in design and configuration to cater for staff, contractors and consultants.	Minimising housing needs through employment of more than one person is a significant cost reduction. Operationally costs are recovered by works allocations to specific jobs and can be amortised over the long term. In works areas this maybe an overall positive.	<ul style="list-style-type: none"> a Continue to minimise housing needs through employment of more than one person within a residence is a significant cost reduction. b As operationally costs are recovered by works allocations to specific jobs and can be amortised over the long term explore overall cost benefits c Construction of new accommodation to aid retention of Roadhouse Managers. d Review furniture and equipment needs for each residence and where applicable purchase selected items so that over the medium term there a reduction in relocation costs and reduced barriers for potential applicants.
5.1.5 Settlement Housing Currently Housing and utilities are provided on a rent-free basis. The Shire has historically been constrained through the limited supply of housing. This situation can also be affected where there is a change in the employment mix where couples are employed that share a dwelling. Any changes to the couple / housing mix will affect the situation. Needs of contractors and volunteers is also a consideration	The provision of rent-free housing, utilities represents a significant financial attraction. For some it's an opportunity to save for a more permanent residence elsewhere. For others it's an opportunity to rent out a property for investment purposes or provide support to family members. Review of the level of current support costs provides an incentive to attraction without significantly adding to the overall cost base. Having a proactive approach with respect to the provision of housing is essential.	<ul style="list-style-type: none"> a Continue to provide rent-free housing, utilities and for staff and promote same through recruitment processes b Review other policy support mechanisms that assist and support staff. c Review Housing Stocks annually and renovate where necessary to maintain modern residences d Set aside funds to increase 1 bed housing stock to 2 bed to support visitation and couples. e Explore a communications strategy to reach niche likeminded communities for recruitment f Continue to promote activities available in nearby towns

Challenges	Opportunities	Actions
<p>5.1.6 Settlement Offerings</p> <p>The biggest negative recruitment issue is that Murchison is tiny and remote and cannot provide a range of services and offerings such as schooling, health, sport, entertainment and other lifestyle opportunities normally available in larger centres.</p> <p>This will inevitably require potential staff to balance up these issues with the advantages such as quietness and reduced work stresses.</p>	<p>Development of the community / staff interaction space will assist as will articulation of an improved package of recruitment materials</p> <p>The overall reputation of the Shire and Settlement as positive destination will assist as will the development and improvement of various policies that can enhance this aspect.</p> <p>Life in Murchison Settlement fits well with niche communities that are likeminded such as home-schooling, homesteaders and as such can be tapped into for potential employees.</p>	<ul style="list-style-type: none"> a Continue to develop community / staff interaction spaces b Promote and articulate a package of recruitment materials to portray the benefits of living and working in Murchison. c Explore a communications strategy to reach niche like-minded communities for recruitment d Continue to promote activities available in nearby towns
<p>5.2 Policy Considerations</p>		
<p>5.2.1 Shire Wide Related Growth</p> <p>Historically there has been a significant reduction in population within the Shire which cannot be addressed purely by growth within the Settlement.</p>	<p>The Shire contributes to a range of tourism actions to boost the district. This includes contributing the Australia's Golden Outback (AGO) and Gascoyne Murchison Outback Pathways (GMOP) and Murchison Geo Region (MGR).</p> <p>These actions are a direct result of trying to expand the local economies and increase population in direct alignment with the State Governments Strategic Priorities to grow the State, a situation addressed in the Shires Future Road Resources Submission.</p> <p>Various other actions that Council can take may be possible from a policy perspective and should be actively explored.</p>	<ul style="list-style-type: none"> a Continue to support a range of tourism actions to boost the district. This includes contributing the Australia's Golden Outback (AGO) and Gascoyne Murchison Outback Pathways (GMOP) and Murchison Geo Region (MGR). b Various other actions that Council can take may be possible from a policy perspective and should be actively explored.
<p>5.2.2 Policy Support</p> <p>The Shire currently subsidises some communication costs. Weekly freight delivery from Geraldton is largely free.</p>	<p>The provision of freight subsidy for staff represents an additional financial attraction.</p> <p>Review of the level of current support costs provides an incentive to attraction without significantly adding to the overall cost base.</p>	<ul style="list-style-type: none"> a Continue to provide freight subsidy arrangements for staff and promote same through recruitment processes b Review other policy support mechanisms that assist and support staff.

Challenges	Opportunities	Actions
5.3 General Operations		
5.3.1 Staff Retention Staff turnover has some financial implications and difficulties in retraining but can also create a negative image for the Local Government as an employer.	Having a positive working environment with strong community linkages is essential with an aim that the Shire is an employer of choice for those who are attracted to remote work.	<ul style="list-style-type: none"> a Maintain and enhance a positive working environment with strong community linkages is essential with an aim that the Shire is an employer of choice for those who are attractive to remote work b The Shires approach to TOIL is supported and flexibility provided ensure accessibility to additional lifestyle and community participation opportunities, c Regular performance reviews to be maintained. d Provide support for Professional Development either with budget support or time of or both.
5.3.2 Succession Planning Succession planning is in place for high-risk positions. These are roles that are critical to the organisation, would cause significant dysfunction if left unfilled or vacant for any period of time and require specialised skills or qualifications which may be in short supply.	Planning for succession is notoriously difficult in any environment and with respect to Murchison, which is tiny even more so. Having a small lean senior management structure, engagement of specialised consultants in the finance and engineering levels and devolving duties with appropriate procedures to several staff significantly mitigates this issue.	<ul style="list-style-type: none"> a Maintain a small lean senior management structure supplemented by specialised consultants in the finance and engineering space. b Devolving duties with appropriate procedures to several staff significantly mitigates this issue. c Encourage staff to leave a legacy they are proud of d Adopt a staff motto that supports continuous improvement? i.e 1% better – each contribution we make big or small is turning the dial toward a greater future.
5.3.3 Employment Costs The cost of employee wages is a significant cost in any Shire's budget. This cost increases every year due to inflation and promotions. Higher wages are sometimes required in order to retain and attract skilled employees.	Continual review of existing employment engagements to tweak provisions.	<ul style="list-style-type: none"> a Continually review of existing employment engagements to tweak provisions
5.3.4 Industrial Relations Award Provisions The National Employment Standards are guidelines that all employers have to adhere to and as time goes by these are becoming more stringent. As they constantly change,	Over the past few years a redefinition of award coverage has occurred. Following legal advice the Shire has	<ul style="list-style-type: none"> a Continually review of existing employment engagements to tweak provisions to ensure that all

Challenges	Opportunities	Actions
<p>employers need to be aware of their employee's rights and must always ensure they are compliant.</p> <p>Local Governments are covered by awards and these are changing all the time. Local Governments need to be aware of any changes in relation to definitions, guidelines or pay scales and must ensure that any changes are addressed.</p>	<p>addressed these and moved to individual employment agreements with above award provisions.</p>	<p>staff have their remuneration above minimum award entitlements</p>
<p>5.3.5 Training</p> <p>The need for on-the-job training is increasing as roles within Local Governments are becoming more varied. Employees are also recognising the attractiveness of being tertiary qualified and some are undertaking external studies in order to attain these qualifications.</p>	<p>Having a willingness to take on people with broad based skills that can be adapted and supported is essential as is assistance with training and professional development for those that seek this as a part of a career advancement, especially if on a local government focus.</p>	<p>a Maintain and open mind and willingness to take on people with broad based skills that can be adapted</p> <p>b Provide assistance with training and professional development for those that seek this as a part of a career advancement, especially if on a local government focus.</p>
<p>5.3.6 General Recruitment</p> <p>It is recognised that there is no one set of criteria that will apply in recruiting staff as each person will have their own reasons and circumstances for applying.</p> <p>A general comment, attributes required by staff will; vary according to the individual's skills, knowledge, experience and personality traits with availability, willingness to come to Murchison and in some cases as a partner to other staff are important factors. As a result historically roles are varied to suit best fit.</p>	<p>Continuation and enhancement of current practices and approaches with flexibility essential.</p> <p>Utilising personality trait aspects in recruitment and with existing staff will assist.</p>	<p>a Continuation and enhancement of current practices and approaches with flexibility essential.</p> <p>b Utilise personality trait aspects in recruitment and other similar tools for development of the organisation.</p>
5.4 Specific Positions		
<p>5.4.1 Chief Executive Officer</p> <p>Statutory and main governance position which is the only one directly appointed by Council. Apart for the past 5 years, over the past 20 years terms of tenure have generally been between 2-3 years.</p> <p>Historically recruitment has been undertaken with the assistance of an employment consultant. Advertising and package content has been fairly standard with 3-year fixed term offered. Position description has been fairly generic for</p>	<p>The role and development within the Shire make the role far more appealing than 5 years ago. The advertising and package content can be improved.</p> <p>This document articulates an expanded focus, particularly associated with implementing improved staff / community interactions where good leadership skills are essential. As such this the main means a</p>	<p>a Include specific interpersonal and relationship attributes including personality trait aspects as part of the selection criteria when recruiting.</p> <p>b Review term of engagement and other incentives that contribute to potentially as longer engagement.</p> <p>c Explore head hunting as a potential part of the recruitment process</p>

Challenges	Opportunities	Actions
<p>the role and as a result CEO expectations and guidance of what is really important are left silent. Responses have been historically acceptable for operations at the time.</p> <p>During the past 5 years a large array of updated statutory planning for the future documents have been completed. Improved budget processes, Asset Management and Long-Term Financial Plans and better management structure are now in place</p>	<p>Council can attempt to ensure that its overarching directions given prominence.</p> <p>This requires a more personality rather than statutory / finance focus. Interpersonal and relationship attributes should be given more prominence and be part of the evaluation as this will higher level of confidence that outcomes achieved will be expanded upon and not dismantled.</p> <p>The 3-year term is also potentially restrictive and effectively encourages a shorter-term employment with resultant reduced productivity and potential disruption.</p>	
5.4.2 Senior Management Team		
<p>a Works Manager</p> <p>Current in-house appointment with extensive local knowledge, excellent work ethic, good management skills supplemented by high end engineering consultant has been a success. Strategic works plans are in place.</p> <p>Some support persons are in place and are critical in reducing workload.</p>	<p>This position is notoriously difficult to fill. The role and development within the Shire make the role far more appealing than 5 years ago. Support persons are in place but probably at not at the opportune level and mix and are critical in reducing workload and need to be adapted depending on the person eventually recruited.</p>	<p>a Define the position in terms of must haves and be prepared to be flexible to vary the scope of duties to reflect the attributes of the person.</p> <p>b Ensure appropriate support persons are in place to assist the Works Manager.</p>
<p>b Executive Manager DCEO</p> <p>Recent Executive Manager DCEO role supporting Finance Manager and Works Manager has worked well. This followed an initial engagement at a lower-level Depot Officer with changes and tweaks that have evolved over time. At the time, other than the Works Manager there was no other Senior Officer on staff</p>	<p>Historically the DCEO role has been based on a traditional model, in part that the DCEO title aids in career advancement. Whilst this may be the case from experience the need to have a dedicated DCEO is questionable so long as there are two senior persons (Works Manager and one other person who can form the role of an Executive Manager) on staff. In any event the appointment of a DCEO is up to Council and usually only required where there is extended absences of the CEO.</p> <p>Any future engagements will very much depend on the skills attributes of the person recruited. Flexibility will be required</p>	<p>a Treat this position not as a specific DCEO role with duties undertaken by Community Manager and Administration, Finance, Technical and Community Staff</p> <p><i>Note should the position of Community Manager not be considered senior enough that subject to the required skill sets being available that this role could be elevated to be included as part of the Senior Management Team.</i></p>

Challenges	Opportunities	Actions
<p>c Community Manager</p> <p>Recent appointment that is pivotal to bring about a large number of changes in the communications, community economic development areas.</p>	<p>Position pivotal moving forward. Future engagements will very much depend on the skills attributes of the person recruited. Flexibility will be required</p>	<p>a Position pivotal moving forward. Future engagements will very much depend on the skills attributes of the person recruited. Flexibility will be required</p> <p>b Community Manager could also be a Senior Manager</p>
5.4.3 Support Staff		
<p>a Administration, Finance, & Community Staff</p> <p>Appointments vary according to the individual's skills, knowledge, experience and personality traits with availability and willingness to come to Murchison important factors. As a result historically roles are varied to suit best fit.</p>	<p>Continuation and enhancement of current practices and approaches with flexibility essential.</p>	<p>a Continuation and enhancement of current practices and approaches with flexibility essential.</p>
<p>b Works Project Support</p> <p>Historically this was a separated Officer based at the Depot. Recent Executive Manager DCEO also performed this role</p>	<p>Future engagements will very much depend on the skills attributes of the person recruited. Flexibility will be required</p>	<p>a Future engagements will very much depend on the skills attributes of the person recruited. Flexibility will be required with role not necessarily a dedicated one with more than one person sharing various tasks.</p>
<p>c Finance Manager</p> <p>Experience over the past 5 years indicates that it is unlikely to obtain and sustain a high-end appointment, with current external contractor engagement with lower-level financial support being successful. This has the added benefit in that the traditional CEO / Chief Financial Role that traditionally applies in smaller local governments is not required meaning that the options for CEO's with basic financial experiences skills here skills in recruitment are increased.</p>	<p>Retain current contractor working model.</p>	<p>a Retain current working by outsourcing the senior finance role with a suitable contractor</p>

Challenges	Opportunities	Actions
5.4.4 Works Staff		
<p>a Mechanic</p> <p>Historically one staff member supplemented by additional contactor support.</p> <p>Notoriously difficult to recruit for as experienced persons in are in high demand and attract higher salaries</p>	Continuation and enhancement of current practices and approaches with flexibility essential.	Continuation and enhancement of current practices and approaches with flexibility essential.
<p>b Settlement Parks and Gardens Staff</p> <p>Uplift in number and competency driven by increase standards required within Settlement.</p>	Continuation and enhancement of current practices and approaches with flexibility essential.	a Continuation and enhancement of current practices and approaches with flexibility essential.
<p>c Works Staff Construction</p> <p>Historically a minimum 4-person construction gang with an occasional additional person or supplementary contractors used. Works roster on a 10-day fortnight with TOIL operations allowing for at least two longer periods. Camping out facilities are provided.</p> <p>Nature of the make-up means that presence in settlement restricted with a number travelling home elsewhere on breaks.</p> <p>Notoriously difficult to recruit for as experienced persons in the construction industry are in high demand and attract higher salaries, albeit offset by work in more remote locations, higher works pressures and lack of secure tenure.</p> <p>Essential that personnel fit in well with other members of the construction works crew</p>	Providing secure employment and good working conditions is essential and a potential point of difference compared with other contractor roles. Investment in improved camping out facilities will assist. Sustainable growth in works needs to be addressed moving forward	<p>a Continue tom provided secure employment and good working conditions.</p> <p>b Strategically invest in improved camping out facilities.</p> <p>c Explore sustainable growth opportunities in the construction works area</p>
<p>d Works Staff Maintenance</p> <p>Historically a minimum 2-person maintenance gang . Works roster on a 10-day fortnight with TOIL operations allowing for at least two longer periods. Camping out facilities are provided.</p> <p>Nature of the make-up means that presence in settlement restricted with a number travelling home elsewhere on breaks.</p>	Providing secure employment and good working conditions is essential and a potential point of difference compared with other contractor roles. Investment in improved camping out facilities will assist. Review of current works practices for best results needs to undertaken	<p>a Continue tom provided secure employment and good working conditions.</p> <p>b Strategically invest in improved camping out facilities.</p> <p>c Explore sustainable growth opportunities in the maintenance works area</p>

Challenges	Opportunities	Actions
Notoriously difficult to recruit for as experienced persons in the construction industry are in high demand and attract higher salaries, albeit offset by work in more remote locations, higher works pressures and lack of secure tenure. Essential that personnel fit in well with other members of the maintenance crew		
5.4.5 Roadhouse Staff		
<p>We are now on our fourth set of Managers with changes and improvements along the way.</p> <p>Sustainable operating model has evolved over time comprising two managers with two backpackers for the years supplemented by additional backpackers / other staff during peak season.</p> <p>The nature of the work and industry means work means that long term tenures may not be likely but ability to recruit into Murchison is greater than in other areas of the Shire's operation</p> <p>Historically from time-to-time other staff have had to fill in the breach.</p>	<p>Separate accommodation for roadhouse managers will provide a defined separation between business and residence.</p> <p>Improved residential accommodation for existing backpackers should mean that more permanent positions can be provide with reduced reliance on backpackers.</p> <p>Roadhouse Business upgrade should increase revenue with little impact on staff numbers.</p> <p>Long operating hours including weekend openings and catering for peak and off-peak seasons needs to be considered when rostering</p>	<p>a Consolidate operating model with additional adhoc support</p> <p>b Review work life balance considerations in operations generally and when rostering staff</p>
5.4.6 Other		
A significant number of tasks such as HR Management, Governance and ever-increasing compliance are undertaken largely at perhaps less that desirable levels within the above roles.	Continuation and enhancement of current practices and approaches. Flexibility essential. Slight increase in Office Administration Staff will assist.	a Continuation and enhancement of current practices and approaches with flexibility essential.

6 Previous

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