ORDINARY COUNCIL MEETING 2.1 - 26 JULY 2023 ATTACHMENTS

Cemeteries 50-Year Masterplan
2023

Natural | Connected | Prosperous

Acknowledgement of Country

"Kaya, Nala Maat Kaya Noonduk (Hello, Our Family Welcomes You) to Wadandi Boodja (Saltwater People's Country) – we all come together on Boodja (Country). Whilst on Wadandi Boodja we ask that you respect the land by walking softly and take the time to listen to Boodja as she Wongi (Talks).

We respect the presence of the Demmala Goomala (Ancestors) whose Djanga (Spirits) reside on Boodja and whose Djenna (feet) walk the land and whose Djanga Korda (heart spirit) flows through all creation. Wooditjup (Margaret River) is the heart of Wadandi Boodja (country), a meetingplace between land and sea, connecting us all with Wadandi Boodja.

The Wadandi Boodja (Motherland) reaches from Bunbury, along the coast of Geographe Bay, extending to Yallingup (Place of Holes) to Taalinup, Augusta (Place of Reeds) inland to Nannup (The Stopping Place), taking in the region of Undalup (Busselton). The Wadan Boodja (Sea Country) is of great spiritual significance to the coastal Wadandi people.

Boodja – Land, Country, Mother Earth – is our most important resource. No matter what culture or religion – all of us rely on Nala Boodja, Our Country.

It is up to all of us to listen to the land, understand the connection to Country that we all have and realise how urgent it is to work together to make better decisions on how we can create that balance, ensuring sustainability for the generations to come, in order to protect and preserve the beauty of Boodja.

Whilst living, travelling, visiting and holidaying on Wadandi Boodja (Saltwater People's Country) we ask that you respect the area and walk softly on the country, taking the time to listen to Boodja (Country) as she Wongi (Talks) of the Season, and leave nothing but footprints".

Wadandi Traditional Cultural Custodian Wayne "Wonitji" Webb.

Image (right): A natural land art piece by Wadandi Matriarch Vivian Brockman, Mitchella Hutchins, artist Elaine Clocherty and community members, centred around djanga coombart 'family spirit'.

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Community Vision

Augusta Margaret River Sustainable, inclusive, connected to place and respecting Boodja

Alignment to the

Strategic Community Plan 2040

ENVIRONMENT

We will protect and enhance the unique natural environment and biodiversity of the region through climate action and informed decision making.

We will focus on:

- **Outcome EN.1:** Ecology and biodiversity protection
- **Outcome EN.2:** Healthy waterways, foreshores and natural landscapes
- **Outcome EN.3:** Collective climate action
- **Outcome EN.4:** Sustainable resource and waste management

PEOPLE

We will support and strengthen our diverse, resilient, welcoming, safe and connected community through our services and advocacy.

We will focus on:

- **Outcome PE.1:** Diverse cultural values are respected and adopted
- **Outcome PE.2:** Equal opportunities for all
- **Outcome PE.3:** Active, healthy and fulfilling lifestyles
- **Outcome PE.4:** Safe and resilient communities

PLACE

We will responsibly develop vibrant, sustainable places which maintain their distinctive characters, and which supports a local economy that is resilient, equitable and sustainable.

We will focus on:

- **Outcome PL.1:** Diverse, sustainable and well-designed places
- **Outcome PL.2:** Infrastructure which caters to need
- **Outcome PL.3:** Sustainable agriculture and thriving rural community
- **Outcome PL.4:** Resilient circular local economy

PERFORMANCE

We will deliver quality governance, service and value with integrity and transparency.

We will focus on:

- **Outcome PF.1:** Responsible planning and ownership of outcomes
- **Outcome PF.2:** Community and customer focus
- **Outcome PF.3:** High performing and engaged people
- **Outcome PF.4:** A culture of innovation, quality and continuous improvement

Contents

Introduction

Executive Summary

The 50-Year Cemeteries Masterplan is an action plan that provides the Shire of Augusta Margaret River and its community members with a clear understanding of where priorities, resources and energies are to be directed in relation to the future development and management of the Margaret River and Karridale Cemeteries over the next 50 years.

Guiding Principles

The key principles that underpin the development of the masterplan have been drawn from contextual research including community and stakeholder consultation:

1. Increase the Lifespan of Cemeteries
2. Conserve Heritage Values
3. Improve Access within Cemeteries
4. Enhance Cemetery Experience

Vision

The Shire's cemeteries hold significant value to individuals and families throughout their lifetimes. They are the final resting place for loved ones. The Shire's vision is to create peaceful places to memorialise, honour and reflect on those who have passed and allow inter-generational connection to our community's history and genealogy.

The Masterplan is the Shire's commitment to the community that we will provide choice as to where they can be laid to rest, peaceful places for visitors to gather and commemorate loved ones and allow ongoing connections between people and place.

Objectives

This 2023 Masterplan will:

- Provide the Shire with direction for the continued operation of the cemeteries, by way of informing the Asset Management Plan and Long Term Financial Plan.
- Be used to communicate the Shire's vision for the cemeteries, setting goals and maintaining goals through the years.

The Masterplan consists of major and minor development projects and options for cemetery expansion to meet burial demand over the next 50 years. Implementation of all projects are specified in the Action Plan which sets out timeframes and teams responsible for the delivery of each individual project.

All future proposed development projects and expansion options within the cemeteries are to be examined against the Strategic Community Plan 2040 to ensure suitability.

Key Masterplan Recommendations

- Investigate alternative options to accommodate future burial demand
- Investigate feasibility of capital works on a project-by-project basis
- Investigate feasibility of operational works on a project-by-project basis
- Investigate options for a community volunteer group

History / Background

- The Karridale Cemetery was established in 1898, with the earliest marked gravesites dated from 1901.
- Margaret River Cemetery was established in 1921.
- Both cemeteries are places of historical significance for the local community, positively contributing to the heritage of the Shire.
- Many people involved in the settlement and development of the region from the late nineteenth century are buried in the cemeteries.
- Under the *Cemeteries Act 1986*, the Shire is the Augusta Margaret River Cemetery Board, responsible for the operation of the Margaret River and Karridale Cemeteries.
- As of today, sections of the Margaret River Cemetery are nearing burial plot capacity.
- As part of the creation of this Masterplan, field audits, land surveys, data collection and analysis has occurred to inform and produce a 50-year plan.

Document Lifespan

This Masterplan is a 'living document' which will be reviewed and updated every two years as it responds to local demographics, burial demand and changes in community needs.

Strategic and Legal Considerations

This Masterplan has been drafted within the parameters of the Shire's:

- Strategic Community Plan 2040
- Corporate Business Plan

And will be used to inform the:

- Asset Management Plan
- Capital Works Plan
- Long Term Financial Plan

The Strategic Community Plan 2040 sets the vision, focus areas and strategies for the next 20 years. This community vision feeds into the Masterplan by mapping out where the cemeteries need to be and how we will get there. In turn, the 50-Year Cemeteries Masterplan will inform the next strategic community plan.

The Shire is required to comply with the following legislation related to cemetery management:

- *Cemeteries Act 1996*
- Shire of Augusta Margaret River Cemetery Local Law

Methodology

The Masterplan has been assembled using the following methodology:

- **Research and analysis**
  Analysis of existing cemetery conditions, local demographic and burial trends.
- **Stakeholder engagement**
  Engaging with key stakeholders, including local communities, organisations and government agencies, to understand their needs, goals and concerns.
- **Visions and goals**
  Developing guiding principles and a vision based on research analysis and stakeholder engagement.
- **Actions and recommendations**
  Developing a range of recommendations that respond to the vision and goals.
- **Implementation planning**
  A plan for implementing the Masterplan including phasing, resources and funding sources.

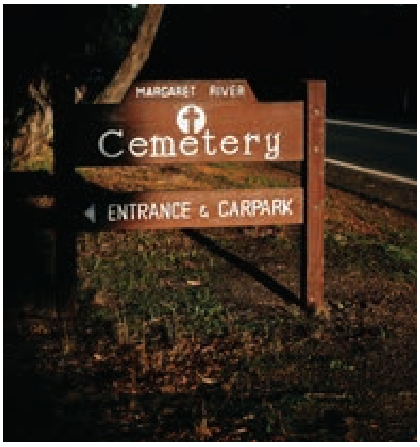
Part 1 – What We Have

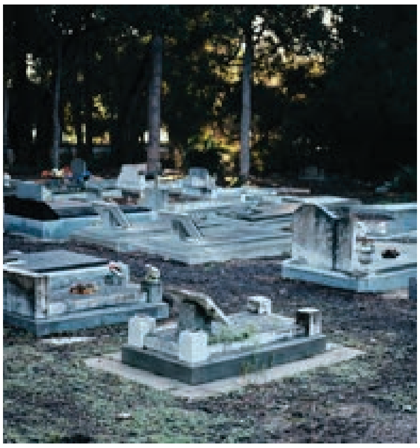
1.1 Margaret River Cemetery - Existing Conditions

The Margaret River Cemetery is located on Reserve 12298 on the south side of Wallcliffe Road and west of Caves Road. It covers a total area of approximately 46,300 square metres and is located on the major travel route between the Margaret River town site (7km to the east) and the beachside suburbs of Prevelly and Gnarabup (3km to the west) along Wallcliffe Road. The cemetery has been slowly developed over a long period of time allowing an informal layout to occur with large native trees retained throughout. Combined with gravel roads and pathways, minimal signage and simple walls and feature elements, the overall aesthetic of the cemetery provides a local and rural feel.

In 2018 a draft landscape concept plan was produced for the Margaret River Cemetery (Appendix 2). Some elements of this draft concept were actioned in 2019 including construction of a shelter, creation of internal pathways and landscaping. Some other elements have been incorporated into proposed projects for this Masterplan, including vegetation screening along the northern boundary, creation of memorial gardens, a new historical entrance map, signage for denominational areas and creation internal walkways, which are further detailed in Part 3.2 ‘Proposed Projects’. All remaining proposals from the 2018 landscape concept plan have been considered redundant.

Existing Margaret River Cemetery





Shelter, pathway, bench seating and landscaped area constructed in 2019 as per 2018 Draft Concept Plan (Appendix 2)

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1.2 Karridale Cemetery - Existing Conditions

The Karridale Cemetery is located on Caves Road. It offers an open undulating natural rural setting, informally scattered with peppermint and pine trees. Like Margaret River, the Karridale Cemetery has been slowly developed over a long period of time and as such is laid out over a large area with developed denominational sections. There are steel gates at the entrance and one gravel pathway that runs through the middle of the cemetery. Adjacent to the entry are two niche walls and a shelter.

Existing Karridale Cemetery

Images supplied by Karridale Cemetery

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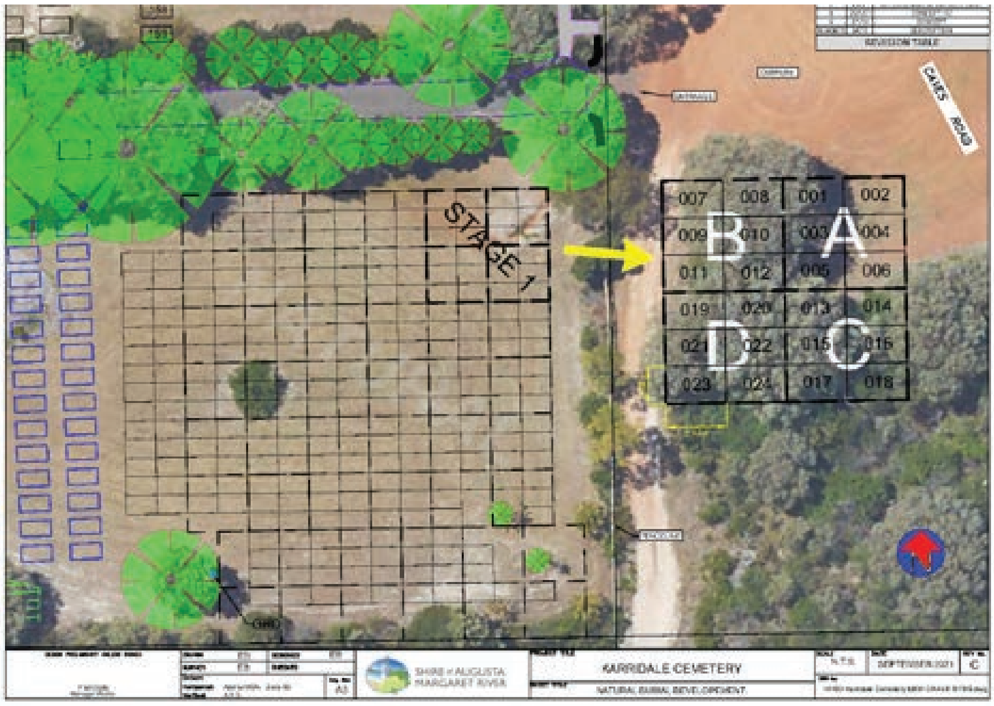
1.2.1 Natural Burial

In consultation with special interest group Death and Dying Matters, in 2021 the Shire established a designated area of the Karridale Cemetery for natural burials.

In a departure from the granite monuments of the conventional cemetery, natural burials offer the community a unique and sustainable final resting place with minimal disturbance to the natural bushland environment.

Natural burials at Karridale Cemetery are located within the southeast corner of cemetery, left of the entrance, this unique pocket of bushland will be progressively vegetated with natural plant species as plots are utilised.



Natural burial survey plan

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Natural burial area

1.3 Cemetery Capacity

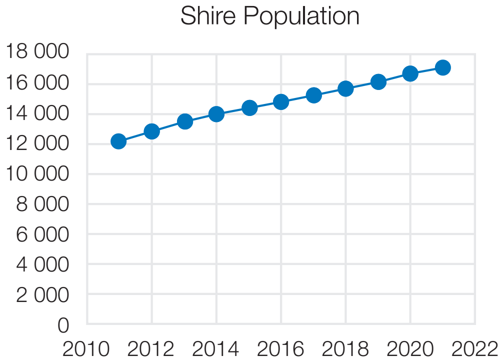
Running out of burial space is not an issue unique to the Shire, many traditional cemeteries within Australia, and globally, are nearing capacity causing cemetery boards and individuals to rethink about the resources and options that are devoted towards final disposition.

The Shire itself has seen an increase in demand for simple and sustainable burial options, and as a result has created a natural burial area within the Karridale Cemetery.

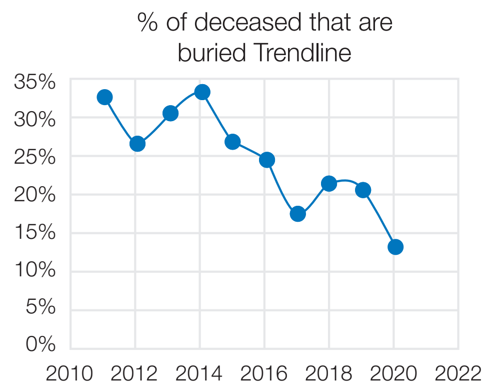
Over the last ten years, there has been a decline in traditional burials in the Margaret River and Karridale cemeteries, despite population growth within the Shire.

As of July 2022, the Margaret River Cemetery had approximately 276 vacant non-denominational plots for traditional burial within existing cleared areas. Karridale Cemetery had approximately 282 vacant plots for traditional burial across denominational and non-denominational cleared areas combined and 189 vacant natural burial plots.

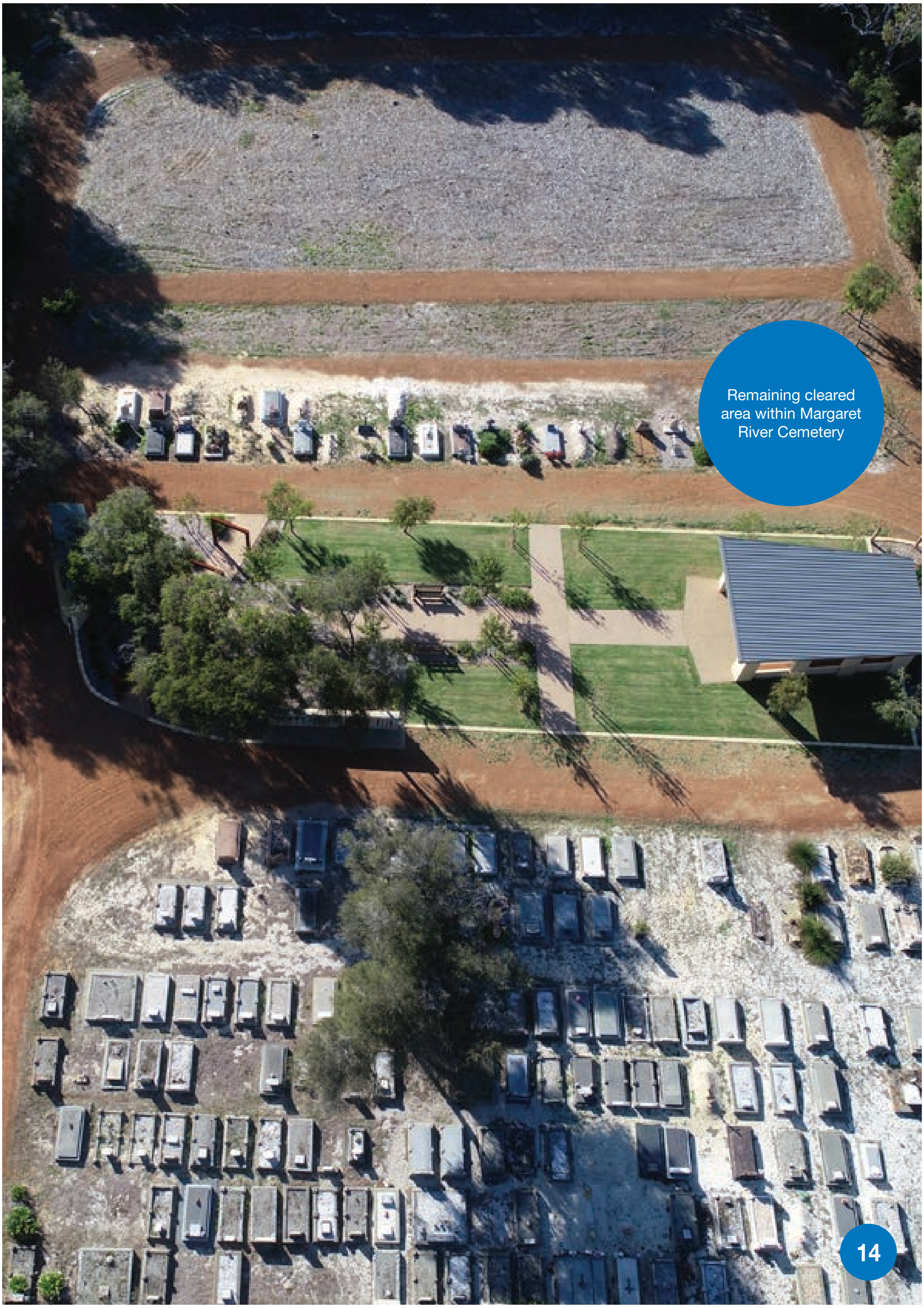
The lifespan of the Shire's cemeteries within cleared areas has been forecast using population growth rates, death rates (ABS 2016 census) and burial trends (within the Shire), analysed to predict the number of plots required within the Margaret River and Karridale cemeteries over the next 50 years.



** data source, ABS 2016 census Augusta Margaret River*



** data source, ABS 2016 census Augusta Margaret River*


Remaining cleared area within Margaret River Cemetery
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Based on the below average trendlines, the number of plots required have been forecast and are shown in the table below:

- 0.48% death rate of the Shire's population
- 30% of deceased that are buried*
- Of deceased buried, 67.7% being buried in Margaret River and 32.3% being buried in Karridale

Year	Forecast Population within Shire	Forecast annual no. deaths within Shire	Forecast annual no. of burials in Margaret River	Forecast annual no. of burials in Karridale per year	Forecast total burials	Forecast total cumulative burials	Cumulative burials forecast for Margaret River	Cumulative burials forecast for Karridale
2025	19607	96	10	5	15	57	41	16
2030	23213	114	12	5	17	140	100	40
2035	27482	135	14	6	20	237	168	69
2040	32536	160	16	8	24	351	248	103
2045	38518	189	19	9	28	486	341	145
2050	45600	224	23	11	34	646	452	194
2055	53984	265	27	13	40	834	582	252
2060	63909	313	32	15	47	1,056	735	321
2065	75658	371	38	18	56	1,319	915	404
2070	89565	439	45	21	66	1,629	1127	502

**The percentage of deceased that are buried has been conservatively estimated at 30% despite the trendline last being recorded at 13%. This strategy aims to account for potential risks and uncertainties.*

It is predicted that **Margaret River** will have reached capacity within already cleared areas by **2034.** Estimating that the **Margaret River Cemetery has a lifespan of 11 years.**

It is predicted that **Karridale** will have reached capacity within already cleared traditional areas by **2044.** Estimating that the **Karridale Cemetery has a lifespan of 21 years.**

Religious / Denominational Sections

Both cemeteries have in the past offered plots within areas designated for religious denominations, however as the Margaret River Cemetery nears capacity, other than for plots already reserved, there is not capacity for burial within the Roman Catholic, Congregational or Anglican sections. All new burials are now within the non-denominational section.

Introduction of only non-denominational areas will allow the cemeteries to be more compact, utilise space better and ensure the layout follows the natural contours of the land.

As a result, it is recommended that all new burial areas in the Margaret River and Karridale cemeteries will be non-denominational and available for use by all. The Shire will not offer specific or restricted areas for religious groups.

Natural Burial

Natural burial space is limited. As natural burial is new, there are no available statistics, however as at April 2023, there were 189 vacant plots.

Part 2 – Consultation and Research

2.1 Community Engagement

The Shire conducted a six-week community engagement and stakeholder consultation program. The objective to acquire feedback in relation to current services, standards and infrastructure to help identify short-term, medium-term and long-term priorities for how the Margaret River and Karridale cemeteries will be developed and maintained to future meet burial demand and community needs.

Key Findings

Participants commented on what they loved about the cemeteries and ranked areas which they considered in need of improvement. The following were flagged as areas of high importance to the community:

- **Appearance**
  Participants loved the natural bush feel of the Karridale Cemetery but felt Margaret River needed some care and attention to make it more visually appealing. Participants flagged that the overall appearance of both cemeteries could be improved with more frequent general tidy-ups of debris and waste.
- **Facilities for Funerals and Visitors**
  Participants ranked facilities as a priority area for improvement, including provision of shelter, seating and toilets.

2.2 Comparative Analysis with Other Local Governments and Cemetery Boards

For the purpose of conducting a comparative review of services offered and operational processes followed, including a look at natural burials, memorial options and fees and charges, the Shire visited the following five Western Australian Cemeteries:

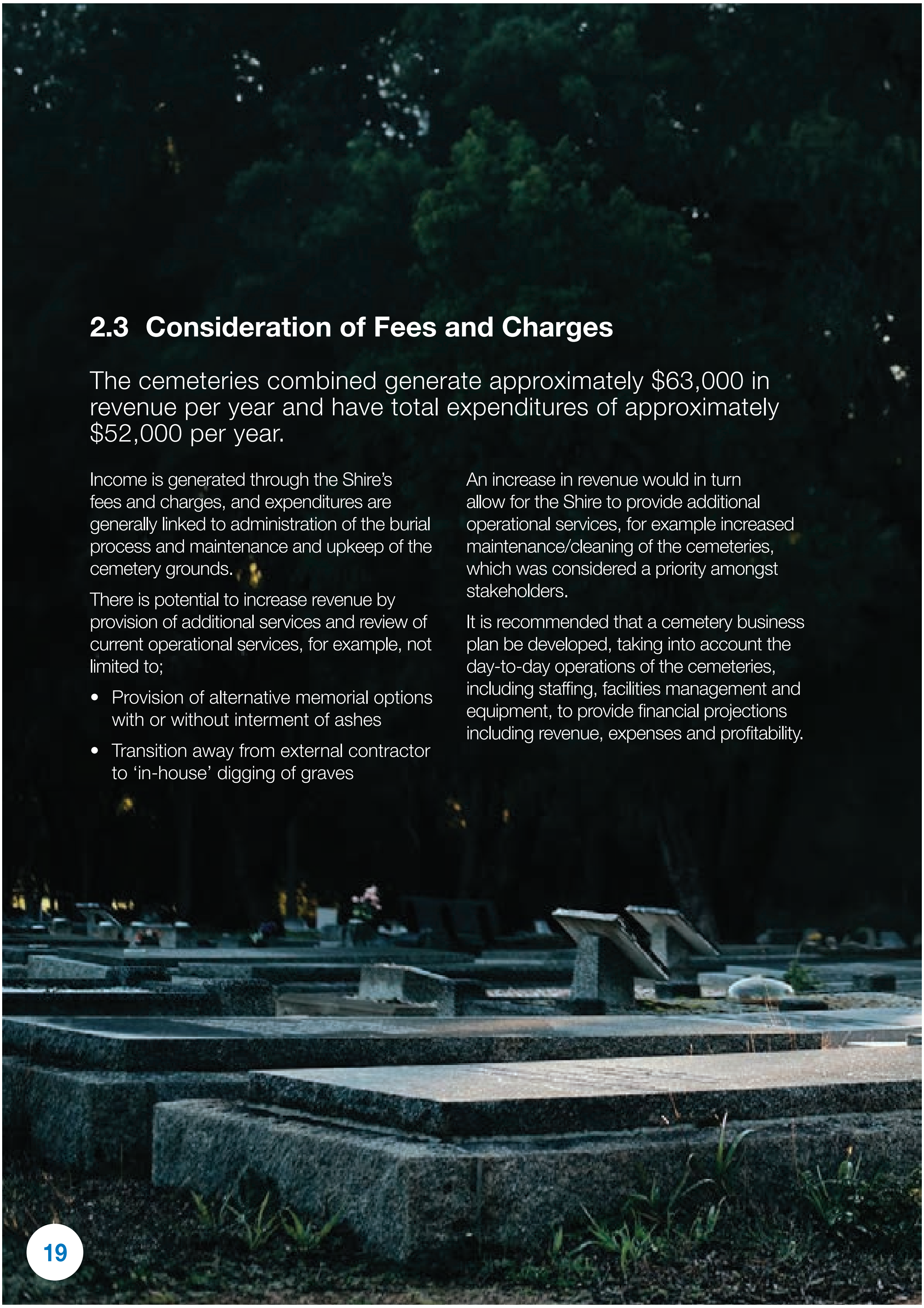
- Bunbury Cemetery and Memorial Gardens (Bunbury Cemetery Board)
- Pinjarra Cemetery (Shire of Murray)
- Old Mandurah Cemetery (closed) (City of Mandurah)
- Lakes Lawn Cemetery (City of Mandurah)
- Fremantle Cemetery (Metropolitan Cemeteries Board)

Key Findings

All of the above cemeteries provide a range of choices for memorials with or without the placement of ashes; memorial gardens; memorial walls; memorial benches; memorial trees; memorial plaques. The Shire does not currently offer this service.

In Australia, the percentage of cremation against other forms of disposition of deceased persons was 65.19% (National Cremation Capacity Survey 2020, Australasian Cemeteries and Crematoria Association). With a nationwide increase in cremations and decline in burials, demand for other options (with or without placement of ashes) has increased. Memorial packages have the potential to generate a stream of revenue for the Boards with little ongoing maintenance cost.

Outcomes of the community and stakeholder engagement program and research findings were analysed and used to develop a series of guiding principles which informed a set of recommendations.



2.3 Consideration of Fees and Charges

The cemeteries combined generate approximately $63,000 in revenue per year and have total expenditures of approximately $52,000 per year.

Income is generated through the Shire's fees and charges, and expenditures are generally linked to administration of the burial process and maintenance and upkeep of the cemetery grounds.

There is potential to increase revenue by provision of additional services and review of current operational services, for example, not limited to;

- Provision of alternative memorial options with or without interment of ashes
- Transition away from external contractor to 'in-house' digging of graves

An increase in revenue would in turn allow for the Shire to provide additional operational services, for example increased maintenance/cleaning of the cemeteries, which was considered a priority amongst stakeholders.

It is recommended that a cemetery business plan be developed, taking into account the day-to-day operations of the cemeteries, including staffing, facilities management and equipment, to provide financial projections including revenue, expenses and profitability.

Part 3 – Principles and Actions

3.1 Guiding Principles and Recommendations

The development of four guiding principles was determined by a combination of community and stakeholder consultation and research outcomes.

1. Increase the Lifespan of Cemeteries

Action:

Progressively expand cleared areas to accommodate future burial demand.

2. Conserve Heritage Values

The cemeteries are culturally significant to many visitors as a source of history and genealogy.

Actions:

Promote historic significance and improve interpretive elements of the cemeteries.

Create digital access to cemetery records.

3. Improve Access within Cemeteries

Assist visitors find their way around the cemetery.

Actions:

Path networks,

Wayfinding signage.

4. Enhance Cemetery Experience

Enhancing the amenity with areas for seating, pausing and reflection.

Actions:

Seating, shelter and toilets.

Review maintenance service levels.

The above key guiding principles are a set of values that have guided the process of prioritising projects and recommendations within the Masterplan. They provide the foundation to make consistent and ethical choices, even in the face of uncertainty or difficult circumstances. The principles provide clarity, consistency, accountability, alignment, and adaptability. By following these principles, the Shire can make better decisions, build trust, and achieve Masterplan goals while staying true to values.

In line with the key guiding principles, a series of actions have been recommended:

3.1.1 Increase Cemetery Lifespan

Informed by:

Analysis of existing conditions, demographics and burial trends.

Outcome:

The cemeteries will eventually reach burial capacity (Margaret River by approximately 2034 and Karridale by approximately 2044). This principle relates to planning for expansion of cleared areas or considering alternative options to accommodate future burial demand.

Actions

- Consider options for expansion
- Consider options for acquisition of new lands
- Consider alternative interment options
- Consider closing cemeteries

3.1.2 Conserving Heritage Values

Informed by: Stakeholder and community consultation.

Outcome:

The cemeteries are significant to many visitors as a source of genealogy and the resting place of many prominent individuals in history.

Actions

- Promote historic significance and improve interpretive elements of the cemeteries.
- Create digital access to cemetery records.

3.1.3 Improving Access

Informed by: Stakeholder and community consultation and analysis of existing conditions.

Outcome:

This principle focuses on assisting visitors to find their way around and through the cemeteries. Pedestrian movement should be simple, convenient and a positive experience for all visitors.

Actions

- Walkway networks within cemeteries
- Wayfinding signage

3.1.4 Enhancing the Cemetery Experience

Informed by: Comparative analysis with other local governments and cemetery boards. Stakeholder and community consultation.

Outcome:

The cemeteries are visited foremost by people coming to attend funerals or visit loved ones. Other visitors also visit the sites to see, understand and research heritage and historical elements and also enjoy the peaceful experience. As part of this Masterplan, the following actions are proposed for enhancing amenity with areas for seating, pausing and reflection.

Actions

- Install seating, shelter and toilets
- Review maintenance service levels

These actions have been broken down and summarised as a series of individual projects. These proposed projects are listed below, with a detailed action plan on page 24.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3.2 Proposed Projects

The implementation of each project will need to be considered on an annual basis and align with the Shire's Annual Budget, Long Term Financial Plan and Asset Management Plan.

Each project has been given a simple ranking of high, medium and low priority and is driven by demand from the community.

Priority Ratings:

H **High priority (to be carried out in the first 1-5 years)**

Projects that were flagged areas were areas of high importance to stakeholders and which are likely to have significant and immediate positive impact in the cemetery and its operations.

M **Medium priority (5 – 10 years):**

Projects which involve further investigation/negotiation.

L **Low priority (10 years +):**

Projects which require further investigation and significant budget allowance.

Principle 1: Increase lifespan of the cemeteries

1.1 MR: Options for Expansion: Margaret River Cemetery

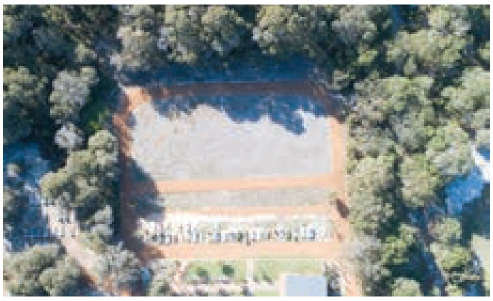
Priority: High H

Concept: Expand cleared area to accommodate future burial demand

Site Constraints and Opportunity:

Opportunity	Constraint/s
a) Non-continuation of denominational areas	• Nil
b) Expansion of cleared area to the south	• Land currently used by the Margaret River Golf Club • Clearing permit required
c) Expansion of cleared area to the west	• Clearing permit required • Wallcliffe fire shed and carpark
d) Expansion of cleared area to the east	• Clearing permit required • Water
e) Consider vertical burials	• Deeper holes required • New machinery required
f) Expansion for memorial gardens to the west	• Trees to remain • Clearing permit for low-laying vegetation may be required
g) Acquisition of new lands	• Budget • Environment • Zoning and land use regulations • Physical characteristics
h) Restrict Grant of Right of Burial (to those living within the Shire)	• Exclusion of non-locals could be perceived as discriminatory • Does not promote diversity and inclusivity
i) Closure and non-continuation of cemetery	• Impact on local community
j) Explore options for memorials (without interment of ashes) outside of the cemetery	• Excludes burial • Excludes interment of ashes

Aerial photo of Margaret River Cemetery



Aerial photo of Margaret River Cemetery showing cleared area available.

Aerial photo of the Margaret River Cemetery south boundary.

Objectives:

- Increase cemetery lifespan

Summary of works:

- Scope the site to determine possible alignments
- Consult relevant stakeholders to determine clearing permit implications

Recommendation:

The preferred option for expansion is to the south boundary (option b), this opportunity for expansion has the least constraints.

To commence with investigation of option (b): expansion to the south.

Principle 1: Increase lifespan of the cemeteries

1.1 K: Options for Expansion: Karridale Cemetery

Priority: Medium M

Concept: Expand cleared area to accommodate future burial demand

Site Constraints and Opportunity:

Opportunity	Constraint/s
a) Non-continuation of denominational areas	• Nil
b) Consider vertical burials	• Deeper holes required • New machinery required
c) Expansion for memorial	• Trees to remain • Clearing permit for low-laying vegetation may be required
d) Acquisition of new lands	• Budget • Environment • Zoning and land use regulations • Physical characteristics
e) Restrict Grant of Right of Burial (to those living within the Shire)	• Exclusion of non-locals could be perceived as discriminatory • Does not promote diversity and inclusivity
f) Closure and non-continuation of cemetery	• Impact on local community

Objectives:

- Increase cemetery lifespan

Summary of works:

- Scope the site to determine possible alignments
- Consult relevant stakeholders to determine clearing permit implications

Recommendation:

To investigate and determine a preferred option for increasing the cemetery lifespan.

Ariel photo of Karridale Cemetery

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Principle 1: Increase lifespan of the cemeteries

1.2: Memorial Gardens: Margaret River

Principle 1: Increase lifespan of the cemeteries

Priority: High H

Concept: Memorial garden for interment with or without ashes

Summary of Works:

- Link cemetery to firewise garden by removing fence and extending pathways
- Clear low-laying vegetation (clearing permit required)
- Establish path route through existing vegetated area

Objectives:

- Increase aesthetic appeal
- Create new memorial options
- Increase revenue and asset

Recommendation:

To commence with investigation of the suitability of establishing a memorial garden in the Margaret River Cemetery and additional alternate locations for memorial gardens (for interment with or without ashes)

**Subject to completion of a business plan (shown at 4.1 - MR/K)*

Principle 2: Conserving heritage values

2.1 MR/K: Establish a 'Friends of' Cemetery Volunteer Group

Priority: High H

Concept: Establish and lead a 'friends of' cemetery volunteer group

Summary of Works:

- Clarify purpose and goals / develop guidelines and procedures
- Promotion / stakeholder engagement
- Recruitment of volunteers
- Provision of training, equipment

Objectives:

- Bring the community together with a shared interest
- Raise awareness by promoting the conservation and appreciation of the Margaret River and Karridale Cemeteries
- Assist with beautification, historic preservation and conservation of cemeteries
- Bridge the gap between current funding levels and service expectations

Recommendation:

To establish a 'friends of' cemetery volunteer group.

Principle 2: Conserving heritage values

2.2 MR/K: Launch an Interactive Geographic Information System with Search Functionality on the Shire Website

Priority: High H

Concept: Develop and launch a live, interactive and accurate cemetery geographic information system (GIS) on Shire website with search functionality. Data will show where someone is buried, plot location, date of birth, date of death and a photo of the plot site.

Summary of Works:

- Collation and export of GIS data
- Inclusion in Shire website improvements program

Objectives:

- Promote historical significance and interpretive elements by way of digital access
- Allow search functions for genealogy and historic purposes
- Encourage a sense of connection to place

Recommendation:

To commence with development and launch of a live, interactive, accurate cemetery geographic information system with search functionality.

Principle 3: Improve access within cemetery

3.1 MR/K: Historical Entrance Map

Priority: Medium M

Concept: Installation of wayfinding entrance map which includes a QR code that links to the Shire website (linked to 2.2 above).

Summary of Works:

- Design of entrance map
- Construction of entrance map
- Installation of entrance map

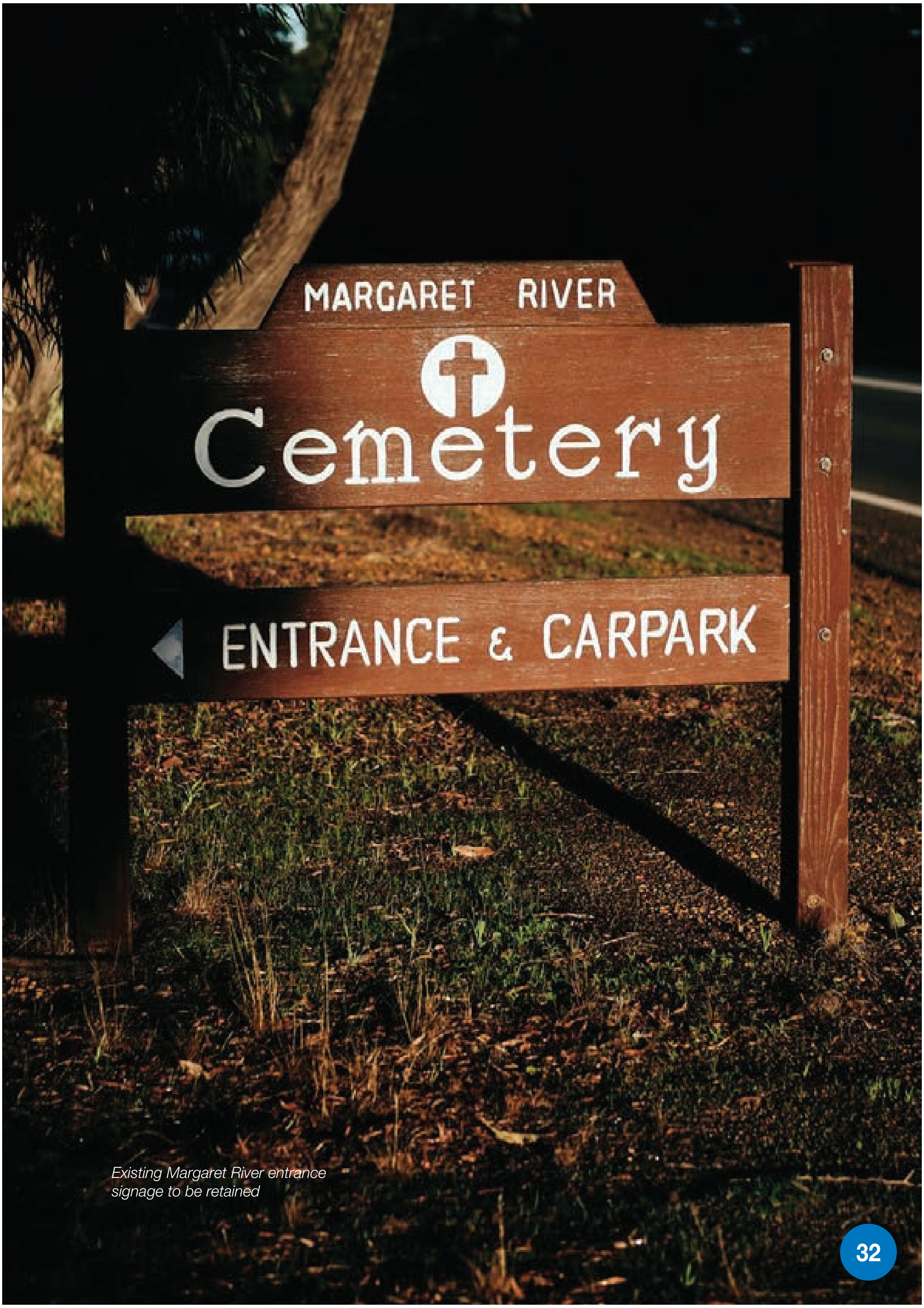
Objectives:

- Assist visitors to navigate around the cemeteries, access information on demand and find loved ones / sites
- Assist visitors identify the different areas within the cemeteries
- Assist visitors and give access to the history and genealogy
- Enhance visitor experience

Recommendation:

To commence with the design, installation and maintenance of wayfinding entrance map including a QR code which links to the Shire's website.

Existing Karridale entrance signage to be retained



Existing Margaret River entrance signage to be retained

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Principle 3: Improve access within cemetery

3.2 MR/K: Installation of Internal Signage for Denominational Areas

Priority: High H

Concept: Develop and launch a live, interactive and accurate cemetery geographic information system (GIS) on Shire website with search functionality. Data will show where someone is buried, plot location, date of birth, date of death and a photo of the plot site.

Summary of Works:

- Collation and export of GIS data
- Inclusion in Shire website improvements program

Objectives:

- Promote historical significance and interpretive elements by way of digital access
- Allow search functions for genealogy and historic purposes
- Encourage a sense of connection to place

Recommendation:

To commence with development and launch of a live, interactive, accurate cemetery geographic information system with search functionality.

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Principle 3: Improve access within cemetery

3.3 MR/K: Walkways

Priority: High H

Concept: Installation of internal pathways

Summary of Works:

- Create pathways within and around burial areas

Objectives:

- Define pathway and improve link between burial sections
- Lead visitors through gravesites

Recommendation:

To commence with investigation of the feasibility of installing internal pathways in line with the style guidelines (Appendix 1)

Principle 4: Enhance cemetery experience

4.1 MR/K: Develop Cemetery Business Plan

Priority: High H

Concept: Develop a business plan for the operation of both cemeteries

Summary of Works:

- Review current operational practices
- Review current fees and charges
- Review cost-effectiveness of transitioning to 'in-house' gravedigging

Objectives:

- To outline the strategy, operations and financial projections, including revenue, expenses and profitability for the cemeteries

Recommendation:

To develop a business plan for effective operational management of the cemeteries.

Principle 4: Enhance cemetery experience

4.2 K: Installation of Seating

Priority: High H

Concept: Seating for visitors

Summary of Works:

- Installation of benches

Objectives:

- To provide visitors places to rest and reflect

Recommendation:

To install bench seats.

Principle 4: Enhance cemetery experience

4.3 MR/K: Installation of Toilet

Priority: High H

Concept: Installation of an accessible, eco-friendly (composting) universal toilet

Summary of Works:

- Installation of an accessible, eco-friendly (composting) universal toilet

Objectives: Convenience for visitors and families

Short Term Options: Portable toilet

Recommendation: To install portable toilets at each cemetery.

To investigate the feasibility of installation and maintenance of an accessible, eco-friendly, universal toilet in the Margaret River and Karridale cemeteries.

Principle 4: Enhance cemetery experience

4.4 M: Vegetation Screening along Northern Perimeter Boundary

Priority: Medium M

Concept: Vegetation screen between Margaret River Cemetery boundary and Wallcliffe Road

Summary of Works:

- Planting of suitable vegetation
- Planting of WA peppermint trees

Objectives:

- More aesthetically pleasing

Recommendation:

To plant and maintain vegetative screening along the northern perimeter boundary of the Margaret River Cemetery.

Principle 4: Enhance cemetery experience

4.4 K: Construction of Shelter - Karridale

Priority: Medium M

Concept: Gazebo area

Summary of Works:

- Installation of shelter in Karridale

Objectives:

- Create a sheltered area for funeral services held at the Karridale Cemetery

Recommendation: To commence with design and concept (Appendix 3) for a shelter in the Karridale cemetery.

Conceptual view of shelter at Karridale – full concept at Appendix 3

Principle 4: Enhance cemetery experience

4.5 K: Operational Maintenance

Priority: High H

Concept: To address outstanding operational maintenance issues

Summary of Works:

- Removal of dis-used water tank
- High-pressure clean existing pavers
- Re-paint entry gates
- High-pressure clean niche walls

Objectives:

- Cemetery beautification

Recommendation:

To commence with the above summary of works to address outstanding operational maintenance issues in line with the Karridale concept as shown in Appendix 3.

3.3 Action Plan

The goals, principles and objectives of the cemeteries masterplan can be achieved through implementing the above projects. The below tables list proposed individual projects for the Margaret River (table 1) and Karridale (table 2) cemeteries.

Each project considers:

- **Responsibility** – the service area that will lead and support the implementation of the specific project
- **Funding** – the allocation of resources from within existing, capital or new budget items
- **Timeline** – when the project will be implemented

Table 1 – Individual Projects – Margaret River

No	Project	Service Area	Funding resource	2023-24	2024-25	2025-26	2026-27	2027+
Principle 1: Increase lifespan of the Cemeteries								
1.1 - MR	Investigate options for increasing lifespan	Legal / Governance Landcare / Environment	OPEX*		✓			
1.2 - MR	Create memorial gardens in Margaret River	Asset Services, Works	OPEX			✓		
Principle 2: Conserving Heritage Values								
2.1 - MR	Establish a 'friends of' group	Landcare / Environment	OPEX*	✓				
2.2 - MR	Launch an interactive geographic information system with search functionality on the Shire website	ICT, Asset Services	OPEX				✓	
Principle 3: Improve Access within Cemetery								
3.1 - MR	New historical entrance map	Asset Services, Works	CAPEX				✓	
3.2 - MR	Installation of signage for denominational areas	Asset Services, Works	CAPEX*		✓			
3.3 - MR	Install internal walkways	Parks and Gardens	OPEX*	✓ *feasibility study		✓ *installation		
Principle 4: Enhance Cemetery Experience								
4.1 - MR	Create Cemetery Business Plan	Ranger Services, Governance	OPEX	✓				
4.3 - MR	Installation of toilet (short-term portable toilet)	Asset Services, Works	OPEX* / CAPEX	✓ *portable toilet			✓ eco toilet	
4.5 - MR	Vegetation screening along existing 1.2m high fence along northern boundary.	Works	OPEX		✓			

OPEX - operational expenditure included in budget*

CAPEX - capital expenditure included in Long Term Financial Plan as adopted by Council*

Table 2 – Individual Projects – Karridale

No	Project	Service Area	Funding resource	2023-24	2024-25	2025-26	2026-27	2027+
Principle 1: Increase lifespan of the Cemeteries								
1.1 - K	Investigate options for increasing lifespan	Legal / Governance	OPEX					✓
Principle 2: Conserving Heritage Values								
2.1 - K	Establish a 'friends of' group	Community Development	OPEX*	✓				
2.2 - K	Launch an interactive geographic information system with search functionality on the Shire website	ICT, Asset Services	OPEX*				✓	
Principle 3: Improve Access within Cemetery								
3.1 - K	New historical entrance map	Asset Services, Works	CAPEX				✓	
3.2 - K	Installation of signage for denominational areas	Asset Services, Works	CAPEX*		✓			
3.3 - K	Install internal walkways	Parks and Gardens	OPEX	✓ *feasibility study		✓ *installation		
Principle 4: Enhance Cemetery Experience								
4.1 - K	Create Cemetery Business Plan	Ranger Services, Governance	OPEX	✓				
4.2 - K	Installation of seating in priority locations	Asset Services, Works	CAPEX*	✓			✓	
4.3 - K	Installation of toilet (short-term portable toilet)	Asset Services, Works	OPEX* / CAPEX	✓ *portable toilet			✓ eco toilet	
4.4 - K	Shelter - Design phase	Contractor	CAPEX				✓	
4.5 - K	Operational maintenance priorities	Works	OPEX*	✓				

OPEX - operational expenditure included in budget*
CAPEX - capital expenditure included in Long Term Financial Plan as adopted by Council*
All future capital and/or operational works projects are to be in accordance with the Cemetery Style Guidelines as detailed in Appendix 1.

Summary

The Cemeteries Masterplan provides a roadmap for the future development and management of the Margaret River and Karridale cemeteries. By implementing the recommendations outlined, the Shire will enhance services, improve infrastructure, and create a sustainable and inclusive environment for visitors.The Masterplan aligns with the community's needs, honours the memories of the departed and ensures the cemeteries long-term viability and relevance.

This Masterplan is to be reviewed every two years to ensure that the plan remains relevant, adaptable and aligned with the evolving dynamics of the community, industry standards and regulatory requirements. It supports the long-term success and sustainability of the cemetery as a cherished place of remembrance and community service.

Appendices

Cemetery Style Guidelines

These style guidelines are to be used for the design and aesthetics of the Margaret River and Karridale cemeteries.

Materials

All materials be limited to local indigenous vegetation and material which will blend into or deteriorate into surroundings.

Pathways and walkways

- Design well-maintained and accessible pathways that provide safe and convenient access throughout the cemetery.
- Use materials that are durable, non-slip, and visually appealing, such as stone, concrete, or pavers.
- Consider different pathway widths to accommodate pedestrians, wheelchair users and visitors with strollers.

Signage and wayfinding

- Use clear and easily readable fonts, symbols, and colours for signage, ensuring they are legible under different lighting conditions.
- Incorporate bilingual or multilingual signage if necessary to accommodate diverse linguistic backgrounds within the community.

Structures and facilities

- Ensure that these structures complement the overall cemetery design, using materials and architectural styles that harmonise with the surrounding landscape.
- Incorporate accessible features, such as ramps, handrails, and appropriate signage, to ensure equal access for all visitors.

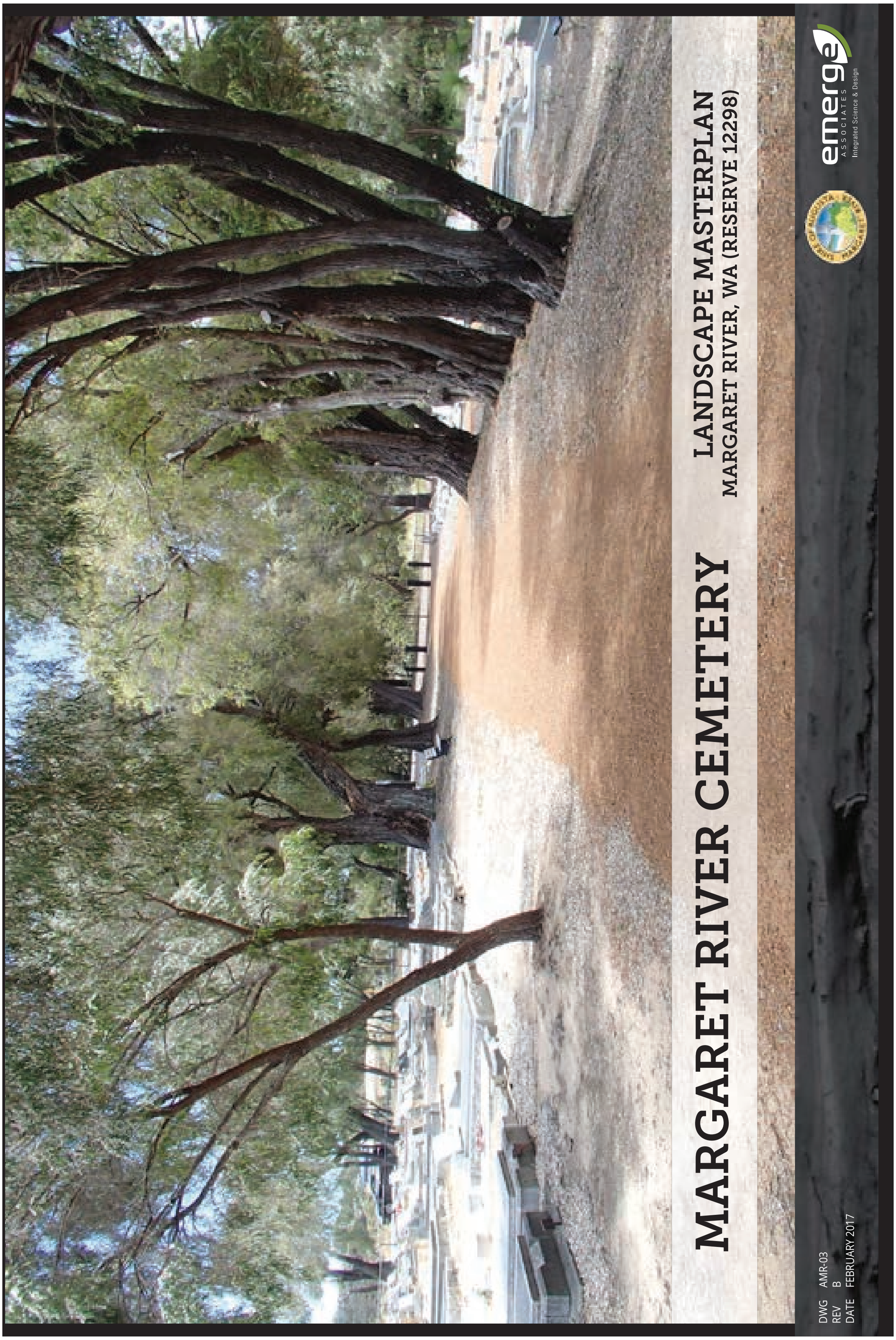
Plant species for natural burial area:

Scientific name	Common name
Agonis flexuosa	Peppermint tree
Melaleuca lanceolata	Moonah
Melaleuca huegelii	Honey myrtle
Mirbelia dilatata	Holy leaved Mirbelia
Dodonaea aptera	Coastal Hop-bush
Diplolaena dampieri	Southern Diplolaena
Hibbertia furfuracea	
Templetonia retusa	Cockies tounge
Spyridium globulosum	Basket bush
Conostylis aculeata	Prickly Conostylis
Lepidosperma gladiatum	Sword sedge
Acrotriche cordata	Coast Ground berry

Environmental considerations

Preserve and protect existing trees and natural features, integrating them into the Margaret River and Karridale cemeteries design whenever possible.

2. 2018 Margaret River Cemetery Concept Plan



1.0 EXISTING SITE ANALYSIS

The Margaret River Cemetery is located on Reserve 12298 on the south side of Wallcliffe Road and west of Caves Road. It covers a total area of approximately 46,300 square metres and is located on the major travel route between the Margaret River town site 7km to the east and the beach side suburbs of Prevelly and Gnarabup 3km to the west along Wallcliffe Road. The Cemetery has been slowly developed over a long period of time allowing an informal layout to occur with large native trees retained throughout. Combined with gravel roads and pathways, minimal signage and simple walls and feature elements, the overall aesthetic of the Cemetery provides a local and rural feel.

The Wallcliffe Fire Brigade Facility shares a common carparking area on the western side of the Cemetery and the Margaret River Golf Course abutts the southern boundary although is partially screened by a band of existing vegetation contained within the project site.

The eastern boundary is shared with an existing private residence that again is screened by a dense band of existing native vegetation. It is suggested that this band of vegetation contains possible un-marked grave sites and is not suitable for further development. The adjacent property on the north side of the Cemetery is also private property currently retained as a rural grazing paddock and used for overflow carparking during major local events such as the Margaret River Pro surfing competition.

The site grades from a high of RL 58.2 metres above sea level in the north-west corner down to approximately RL 53.8m in the north-east corner over a distance of approximately 135m. Large areas of retained native vegetation occur on the southern and eastern boundaries screening views to adjacent property. Stands of trees within the site and along Wallcliffe Road provide shade and some shelter.

An existing red asphalt dual use pathway is located within the southern verge of Wallcliffe Road that directly abutts the Cemetery boundary in a number of locations. Similar to Wallcliffe Rd itself, this is a major pedestrian and cyclist travel route linking Margaret River town to the beach that provides key views into the Cemetery and the Cemetery therefore has a major impact on a high volume of locals and visitors utilising this travel route.

An existing 1.2m high galvanised post and rail fence with galvanised chain wire mesh occurs along this northern boundary and weaves around large existing WA Peppermint trees. Simliar fencing to the western boundary has been removed as part of recent revegetation planting works to the north/ west corner of the project site in-keeping with the Shires Wallcliffe Rd landscape treatments in town.

Power & water are the only services provided to the site. Currently the water is disconnected or not used although it was recently commissioned for temporary irrigation of the recent revegetation works.

LEGEND

- EXISTING MEMORIAL WALL OR STRUCTURE
- EXISTING MAIN ENTRY POINTS. VEHICULAR & PEDESTRIAN ACCESS
- EXISTING BENCH SEAT
- KEY VIEW OR VISTA
- EXISTING SERVICE LOCATION
- EXISTING SIGNAGE LOCATIONS
- EXISTING POST & RAIL MESH FENCE
- EXTENT OF PROJECT SITE
- LOT BOUNDARY (WHITE LINE)
- EXISTING CONTOURS (0.2m INTERVALS)
- EXISTING ROAD OR CARPARK AREA
- EXISTING GRAVEL ROAD OR PATH
- BURIAL SITES NON-DENOMINATIONAL
- BURIAL SITE ROMAN CATHOLIC
- BURIAL SITES ANGLICAN
- BURIAL SITES CONGREGATIONAL
- EXISTING SURVEYED TREE LOCATION
- EXISTING TREE CANOPY COVER
- EXISTING PLANTED GARDEN AREA
- EXISTING SURVEYED EDGE OF VEGETATION

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2.0 EXISTING SITE FEATURES

2.1 EXISTING VIEWS AND VISTAS
The existing frontage onto Wallcliffe Road is very basic with gravel verge, asphalt path & galvanised fencing the majority of the interface & allowing views over the cemetery. Large retained trees contribute the highest visual impact. Both entry points on the west & north provide a key vista down the gravel roads to the existing shelter & niche walls. This is the current focal point within the Cemetery allowing views back out these entry roads & paths as well. Internally there are broad views across the entire Cemetery due to the gradual slope across the site & only intermittent retained clumps of trees.

2.2 EXISTING STRUCTURES & FURNITURE
The main entry statement to the Cemetery is access gates off the existing carpark & Wallcliffe Rd. Both are powdercoated black with minor finestration creating a very low key entry & sense of arrival. Two rendered brick memorial niche walls exist in the centre of the Cemetery & contain a mosiac tile feature pattern. The main niche wall is covered by a basic curved steel frame and colourbond roof. There are several existing bench seats within the site constructed of recycled plastic & grey in colour. Overall the structures & furniture have minimal visual impact continuing the low key rural aesthetic & focus on minimising maintenance.

2.3 EXISTING SIGNAGE & FENCING
SIgnage for the Cemetery only occurs with a simple timber sign at the entry to the carpark. Traffic signs & bushfire warning signs dominate along the Wallcliffe Rd frontage along with exposed service conduits that detract from the visual appeal of the Cemetery. Similarly, the existing galvanised fence is worn & damaged further detracting from the appearance of the Cemetery. Access gates provide the main focal point to the entry of the Cemetery with no internal signage or directional signage currently provided.

2.4 EXISTING MATERIALS & FINISHES
Much like the structures & furniture within the Cemetery, the material palette is very simple & low key. The carpark is black ashpalt, dual use pathway red asphalt & main roads & access paths through into the Cemetery loose road base or gravel. Some woodchip mulch has been spread through the burial areas however the majority of the internal site is bare earth or dry grass containing large amounts of weed. The represents a previous focus to minimise maintenance requirements of the Cemetery. Loose gravel pathways within the site do pose some safety & access concerns for universal access through the site.

2.5 EXISTING VEGETATION & LANDSCAPING
The key feature & visual impact on the existing Cemetery is the retained mature native vegetation. Surrounding the southern & eastern boundary & with large trees or clumps throughout the site and along Wallcliffe Rd verge, the native vegetation attributes a very local & low key bushland feel to the site. Trees either side of the main entry road off Wallcliffe create an informal avenue framing views to the existing niche wall & shelter. The trees provide essential shade & shelter within the site which is quite open & exposed to wind & hot sun.

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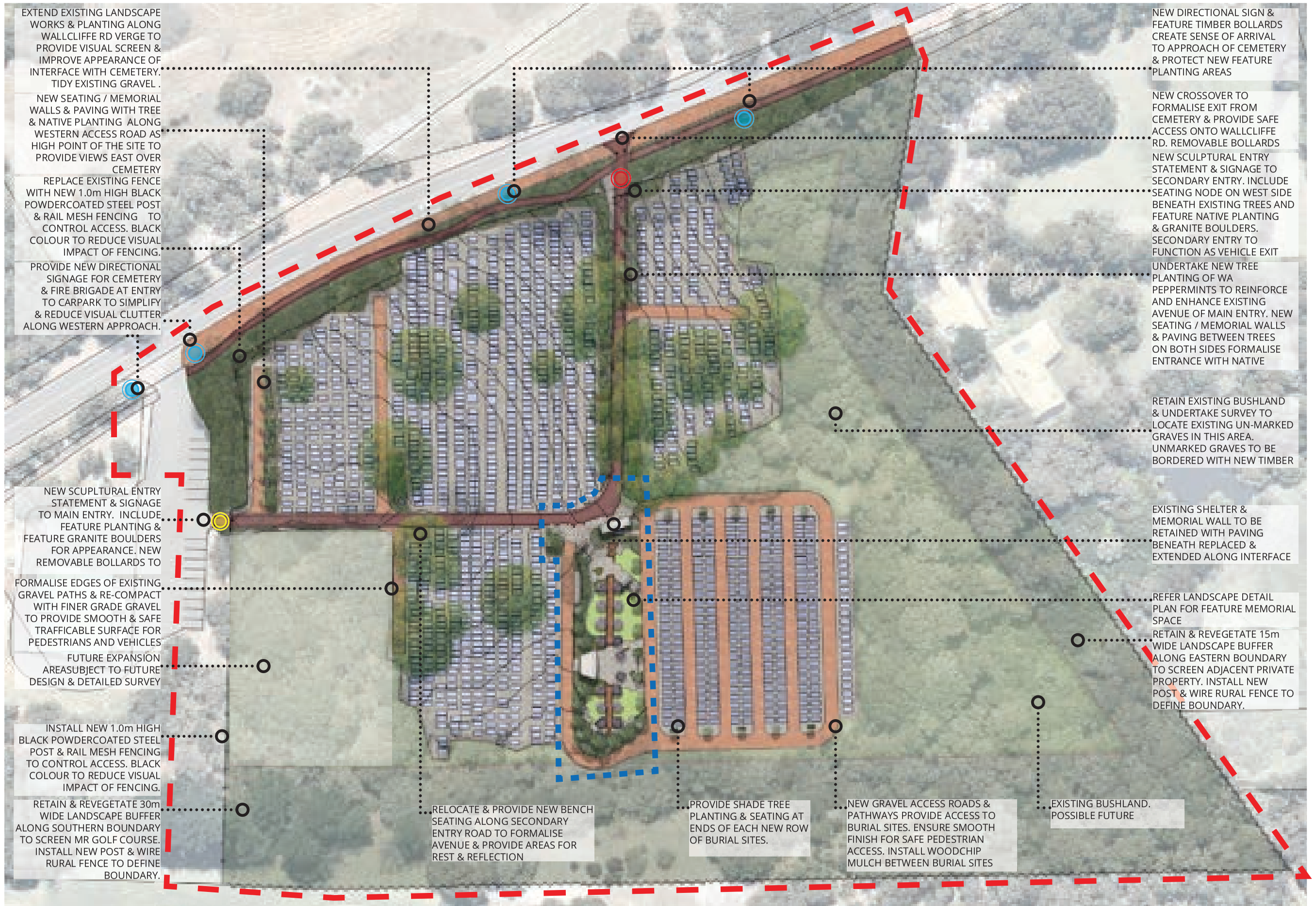
3.0 LANDSCAPE MASTERPLAN

This Landscape Masterplan for the Margaret River Cemetery proposes to build upon existing site features & natural elements to improve the overall visual aesthetic of the site while providing greater physical amenity, better & safer access without significantly increasing the on-going maintenance costs or attendance requirements. This includes the development of a feature memorial space extending south from the centre of the Cemetery to provide a more formalised multi-functional space suitable for gatherings and ceremonies but also to provide a series of quiet places and secluded areas for contemplation and reflection.

Key to improving the overall visual appearance of the Cemetery is to improve the visual amenity along Wallcliffe Road. New sculptural entry statements & replacement of the existing degraded fencing will signify a change of land use & draw attention to the Cemetery from vehicles and pedestrians passing by. Bollards are proposed either side of the entry to control parking & access while allowing a continuation of the native flowering gardens along the full length of the Wallcliffe Rd interface. Signage along Wallcliffe Rd should also be almagamated & simplified where possible to minimise any visual clutter that detracts from the appearance of the Cemetery.

To improve access through the site for both vehicles & pedestrians it is proposed the main internal road linking the main and secondary entry points be constructed from red asphalt or fine gravel & edged with flush concrete kerb. This reinforces the key view corridors through to the feature memorial space. All other existing gravel roads & paths should be re-compacted with a finer grade material & edged to provide a smoother even surface suitable for universal access. Existing surface material between burial sites should be maintained to ensure reduced weed growth to provide an even surface finish for better access & appearance.

Native garden beds and new shade tree planting are proposed either side of the main internal access road again to reinforce key views through to the feature memorial space and provide colour and shade through the Cemetery. This also provides some separation & screening or division of the different burial denomination areas. Feature low seating walls established along the main entry provide amenity & more formal resting & reflection spaces. Relocation of existing bench seating & addition of further bench seats also provide informal seating & resting spaces across the site.



LEGEND

- NEW MAIN ENTRY WITH SCULTPURAL ENTRY STATEMENT & SIGNAGE
- NEW SECONDARY ENTRY STATEMENT GATES & SIGNAGE
- NEW DIRECTIONAL SIGNAGE LOCATIONS
- EXTENT OF WORKS
- NEW RED ASPHALT OR FINE GRAVEL ROAD AS MAIN ACCESS
- FORMALISED EXISTING GRAVEL ROADS / PATH
- EXISTING RED ASPHALT DUAL USE PATH
- EXISTING BUSHLAND AREAS TO BE RETAINED
- FEATURE TRAFFICABLE UNIT PAVING
- FEATURE BOLLARDS TO CONTROL ACCESS OFF WALLCLIFFE ROAD
- EXISTING & PROPOSED BURIAL SITES
- FEATURE SEATING WALL & NODE
- INFORMAL LIMESTONE RETAINING & SEATING WALL
- EXISTING UPGRADED BOUNDARY FENCE
- NEW RURAL STYLE FENCE TO DEFINE PROPERTY BOUNDARY
- BENCH SEATING
- PROPOSED SHELTER
- PROPOSED ARBOR
- EXISTING RETAINED TREES TO BE PROTECTED
- NEW NATIVE TREE PLANTING
- FEATURE DECIDUOUS TREE PLANTING
- OPEN TURF AREA
- NEW NATIVE PLANTING AREA
- MAINTAIN EXISTING SURFACE BETWEEN BURIAL SITES
- FEATURE GRANITE ROCK BOULDERS WITHIN PLANTING AREAS

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4.0 LANDSCAPE DETAIL PLAN - FEATURE MEMORIAL SPACE

The project brief includes development of a feature memorial space that is centrally located within the Cemetery site. This is proposed to be separate from the burial sites to provide opportunities for inclusion of additonal structures, pergolas, scupltures, artwork and creation of spaces for gathering, meeting, ceremonies but also secluded informal spaces for reflection & contemplation. This also provides opportunities for spaces to allow for placement of plaques & memorials for those not wishing to utilise the designated burial sites.

This design proposal utilises feature 600x300mm trafficable pavers to edge the new apshalt road adjacent to the existing shelter & niche memorial wall. This is the key focal point of the Cemetery & the paving provides access through the existing WA Peppermint trees to open out into the feature memorial space. This entry can be formalised with an arbor or vertical scupltural feature to act as a gateway through to the feature memorial space. This also provides a key view through to a proposed new shelter or pergola that will function as the main covered seating & informal gathering space.

Exposed aggregate pathway, incorporating South West stone chips, intersects with the feature paving to provide a central axis pathway running north to south through the feature memorial space & linking a series of smaller turf & paved informal spaces. Either side of the central axis are proposed feature deciduous tree plantings evenly spaced to create an avenue. This also creates a view corridor to each end of the memorial space where an artwork, scuplture or water feature can be located.

A larger paved area is provided central to the memorial space to create a larger gathering, meeting and informal ceremony space. The paving links across the width of the space to provide universal access directly from cars or hearse type vehicles. Another structure or shelter is proposed at the upper level to provide an informal stage for ceremonies but should also incorporate seating, signage & screening for smaller groups or individuals to gather. A low retaining wall edges the memorial space to absorb a change in level across the site & can provide informal seating spaces or memorial opportunities.

Formal native tree planting along the southern edge & more random native tree planting on other sides serve to enclose the feature memorial space. They provide shade & shelter from sun & prevailing winds while assisting to divide the spaces and screen views from the greater Cemetery area. Native garden areas with feature boulders also assist to create a sense of enclosure while feature planting beds central to space add colour, texture and improve visual amenity.

Irrigation should be provided if available. This may be recycled water from the adjacent Golf Course or re-connection of the existing mains water that may also allow provision of drink fountains or water features.

LEGEND

- ARTWORK OR SCUPLTURE AS FEATURE ON VIEW AXIS
- DIRECTIONAL & INFORMATION SIGNAGE
- PROPOSED INFORMAL SEATING WALL OR BENCH LOCATION
- NEW RED ASPHALT OR FINE GRAVEL ROAD AS MAIN ACCESS
- FORMALISED EXISTING GRAVEL ROADS / PATH
- BURIAL SITES WITH NEW MULCHED PATH-WAYS BETWEEN
- FEATURE FLAGSTONE TRAFFICABLE UNIT PAVING
- EXPOSED AGG. CON-CRETE PATHWAY INCOR-PORATING SW STONE
- LOW SEATING WALL OR RETAINING WTALL
- FEATURE SHELTER
- ARBOR OR SCULPTUR-AL ELEMENT
- BENCH SEAT / MEMORIAL SEAT
- FEATURE DECIDUOUS TREE PLANTING WITH GARDEN BED UNDER
- FEATURE NATIVE TREE PLANTING WITH GARDEN BED UNDER
- NEW NATIVE SHADE TREE PLANTING
- FEATURE GRASS TREE PLANTING
- EXISTING RETAINED TREE CANOPY
- FEATURE GRANITE ROCK BOULDERS
- FEATURE IRRIGATED GARDEN BED
- NATIVE GARDEN BED
- IRRIGATED OPEN TURF AREA

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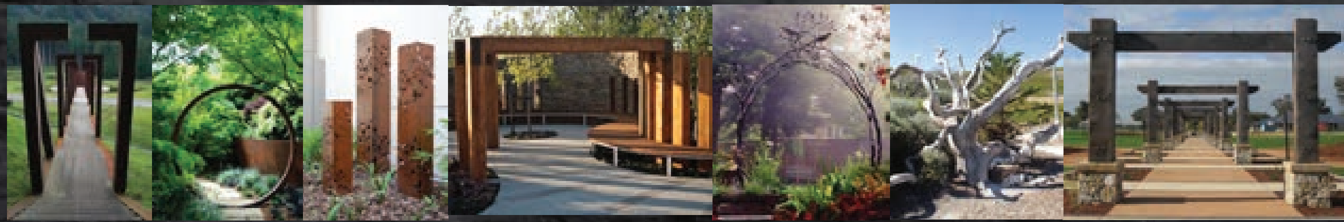
5.0 LANDSCAPE MATERIALS PALETTE

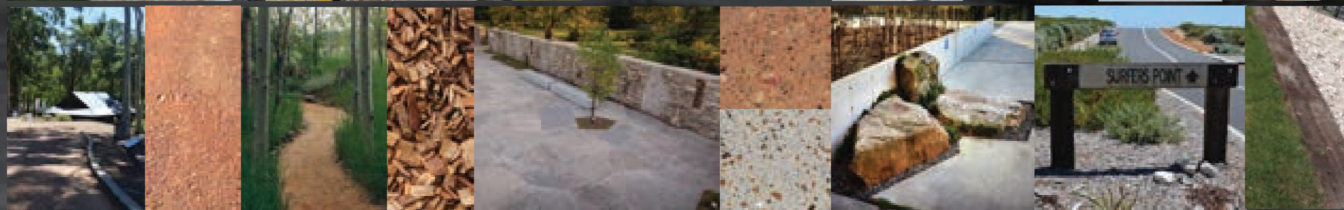
5.1 SHELTERS & STRUCTURES
Shelters & structures are proposed within the Cemetery to provide shade & shelter for both groups & individuals. They will be the main vertical elements within the Cemetery creating a key feature or focal point. They should therefore be scupltural or unqiue in form. Any structures should be constructed of hard wearing, long lasting materials such as concrete or steel as a base. Feature components & signage can then be added from local materials such as timber, stone or weathered steel to reinforce the rural, informal & low key aesthetic of the Cemetery.

5.2 SCULPTURES, ARTWORK & ARBORS
These elements are proposed at the main entry points to the site & internally at the feature memorial space. These will also form a focal point along vistas & key axis within the Cemetery. It is intented that any scupltural feature is also multi-functional to provide seating, create a gateway or provide shelter from the sun or wind. Similar to the shelters, they should be constructed of hardwearing local materials such as steel, concrete, limestone, granite stone, hardwood timber or weathered steel to minimise maintenance. Simple forms & shapes with feature elements or colours should be used to reinforce the rural & natural feel of the site.



5.3 SIGNAGE & FURNITURE
Signage within the Cemetery should be clear in function as either directional or entry statement signage. Any signange should form part of a scupltural or artwork element or be simple in form & construction. Furniture also can be built into scupltural & artwork elements or built into walls & shelter to provide informal opportunities for rest, contemplation & reflection. Timber, limestone, granite stone & weathered steel are preferred materials to provide hard wearing finishes that are still soft in appearance or to touch for the purpose of seating & resting.

5.4 HARDSCAPE MATERIALS
Hardscape materials proposed aim to create a heirarchy of pathways & spaces within the development. They also much provide for safe & easy access through out the site. Asphalt roads provide main access for vehicles & pedestrians which then changes to crushed compacted laterite gravel or road base for minor roads & internal paths. Mulch or sawdust is then proposed as a low maintenance finish amongst the burial sites. A combination of feature paving & exposed aggregate concrete, in local South West colour tones, at the feature memorial site enhance appearance at



5.5 SOFTSCAPE MATERIALS
Planting throughout the site is proposed to enhance & build upon the existing natural features & bushland appearance. Additional native tree planting to the entry roads provide further shade & reinforce avenues for key views. To highlight the feature memorial space deciduous colourful & textural trees such as Jacaranda & Silver Birch are proposed along the central space to provide dappled light over the turf & informal seating areas. All shrub & groundcover planting should match the existing verge plantings with species to match the Shires Wallcliffe Upgrade Works.

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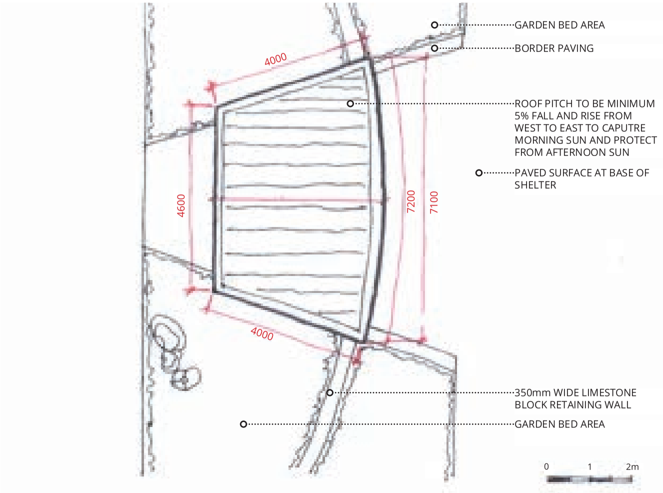
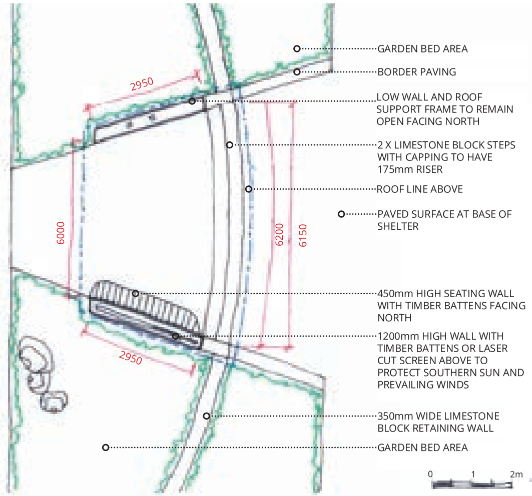
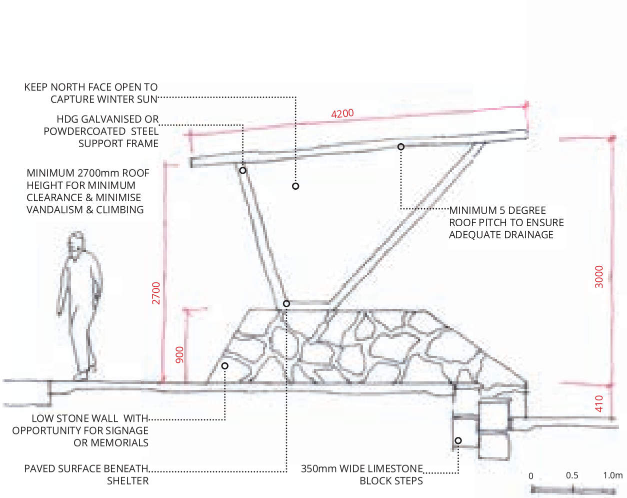
6.0 SHELTER CONCEPT SKETCH



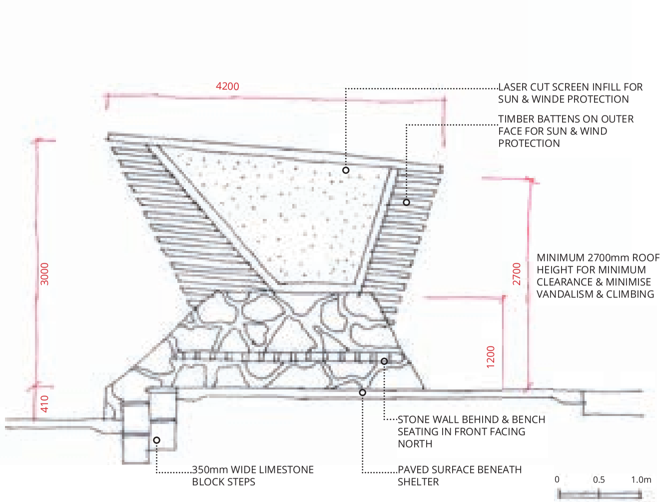
6.1 SHELTER - Plan View of Roof Structure



6.2 SHELTER - Plan View with Roof Removed



6.3 SHELTER - Section View looking North



6.4 SHELTER - Section View looking South

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3. Karridale Cemetery Landscape Concept

Artist impression looking north towards proposed shelter and gathering space. Seating is provided under the shelters with additional informal seating provided by the gabion walls. Existing vegetation is retained where feasible, tidied and additional planting added. The shelters opens up onto the lawn area creating further room for larger groups to gather at a funeral.

Park bench with back rest

Shelter

Gabion walls with timber slatted top

L e g e n d

1. Existing entrance gate
2. Existing vehicular access
3. Exposed aggregate path

4a. Existing niche walls

4b. Future niche wall when current structure reaches capacity.

5. Two identical proposed shelters providing a space to gather.
6. Bench seat spanning the length of the shelter
7. Gabion walls filled with local granite & slatted Jarrah tops to provide informal seating
8. Garden bed with native mass planting
9. Retaining wall with stair access to surrounding open space
10. Park benches with back and arm rests providing a space to rest and reflect
11. Existing trees to be retained and crown lifted
12. Existing vegetation to be thinned out to improve visibility into the cemetery. Additional infill planting of low growing colourful natives enhancing the aesthetic.
13. Fencing to be upgraded to black ring lock fencing with additional ironstone pillars
14. Proposed additional pedestrian entry gate with ironstone pillars to either side

NOTE: Existing shelter to be removed due to aging and redundancy once new shelters are installed and to make room for the future expansion of the niche walls. The existing water tank will need to be removed to allow for the placement of the new shelters and optomising the layout of the space.

Karridale Cemetery

LANDSCAPE PLAN

Date:	May 2022
Drawing:	KCCP_01A
Revision:	DRAFT
Scale:	1:100@A1

N

amrshire@amrshire.wa.gov.au

amrshire.wa.gov.au

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- Speak and Listen users phone 1300 555 727 then ask for 08 9780 5255
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Phone enquiries
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Community Engagement and Other Cemeteries

Community Engagement

The Shire conducted a six week community engagement and stakeholder consultation program, the objective to acquire feedback in relation to current services, standards and infrastructure to help identify short, medium and long term priorities for how the Margaret River and Karridale Cemeteries will be developed and maintained to future meet burial demand and community needs.

During this consultation, the Shire utilised the following engagement opportunities:

- YourSay online & hard copy survey
- Place based drop-in sessions
- One on one meetings
- Email correspondence
- Phone correspondence

The Shire advertised and promoted the 50 Year Masterplan engagement opportunities through social media and local paper advertising, posters and in person visits to community centres.

Participation

- Twenty Four people responded to the Cemetery Masterplan YourSay survey that was open for comment between the 25 March and the 6 May 2022.
- Two open drop in sessions were held. One in Augusta on 6 April 2022 and one in Margaret River on 29 April 2022.
- Industry stakeholders and special interest groups were invited to give their feedback via one on one focus sessions.
- Traditional owners were invited to participate.

YourSay Consultation Findings

Nine questions ranging from the nature of connection to a cemetery, if / what pre-need funeral arrangements had been considered, priority areas for development, current satisfaction with administrative process, and consideration of joining a community volunteer group. There was also opportunity for participants to provide freeform written feedback.

Of the 24 YourSay participants:

- 50% responded as having a connection to the Karridale Cemetery.
- 48.5% disclosed the nature of connection was to visit loved ones, 6.7% were 'passers-by', all other submitters disclosed they had a special interest.
- 48.8% had considered Karridale Cemetery (the majority of which considered natural burial) as a final resting place , compared to 12.5% for Margaret River Cemetery (the majority of which considered non-denominational as a final resting place).

What areas were considered as requiring development

The Shire asked participants to list in order of priority, the areas which they considered requiring development, this was their response:

1. Natural Burial Area
2. Appearance / landscaping
3. Facilities for funerals
4. Facilities for visitors

5. Carparking
6. Signage
7. Fencing

Appearance / Landscaping
The appearance of the cemeteries was flagged as an area of high importance. Participants loved the natural bush feel of the Karridale Cemetery, but felt Margaret River needed some care and attention to make it more visually appealing. Participants flagged that the overall appearance of both cemeteries could be improved with more frequent general tidy ups of debris and waste.

Participants also advised that the Niche walls could do with some repair and maintenance and ongoing care.

Key Findings

- There has been a transition away from traditional burial
- Increase in demand for sustainable natural burial
- High demand for memorial options over burial
- Memorial options have potential to provide a steady income revenue

Facilities for Funerals and Visitors / Accessibility and Inclusion
Facilities for funerals and visitors also ranked high in the list of areas for improvement, including accessibility. Participants made some great suggestions about how the Shire could improve facilities and accessibility to ensure inclusiveness. A summary of which is as follows:

- Repair degraded pathways to ensure accessibility for all
- Permit vehicular access to ensure accessibility for all
- Provide additional bench seating for people to sit and reflect
- Provide shelter for people to gather out of the elements
- Provide toilet facilities
- Provide running water
- Provide rubbish bins
- Improve directional signage for the Karridale Cemetery
- Improve cemetery signage for religious denomination identification / plot identification

Volunteer / Community Group
29.2% of participants answered ‘yes’ to joining a volunteer community group to contribute to the maintenance and up-keep of either Cemetery, which highlights community care, interest and connection to these special places of reflection.

Drop-in Sessions
Outside of YourSay, open drop in sessions were held in Augusta and Margaret River, where passers-by shared their thoughts and ideas, points to note:

- Strong historical connection
- Overall feeling care from the community about Karridale
- A desire to keep the Karridale Cemetery’s ‘bush feel’
- Concern over directional signage, parking and access

Outcomes of the community and stakeholder engagement program were considered in prioritising projects within the implementation framework.

Other Cemeteries

For the purpose of conducting a comparative review of services offered and operational processes followed, including a look at natural burials, memorial options and fees and charges, the Shire visited the following five WA Cemeteries:

- Bunbury Cemetery and Memorial Gardens (Bunbury Cemetery Board)
- Pinjarra Cemetery (Shire of Murray)
- Old Mandurah Cemetery (closed) (City of Mandurah)
- Lakes Lawn Cemetery (City of Mandurah)
- Fremantle Cemetery (Metropolitan Cemeteries Board)

Natural Burial

Bunbury and Fremantle Cemeteries offer natural burial services. Within the Bunbury Cemetery, the area set aside for natural burial is on the outskirts of the cemetery in a partially cleared area. Only eight natural burials have been conducted over a ten year period indicating there is low demand for natural burial within the Bunbury region.

Entry Statement - Bunbury Natural Burial Area

Bunbury - Cleared Natural Burial area

In comparison, the Metropolitan Cemetery Board have established a natural burial area in the centre of the Fremantle Cemetery. The area has been cleared of low lying vegetation but trees remain. The entry statement / signage is fabricated from recycled local timber and name plaques of the deceased are optional and provided by the board to ensure they are uniform.

Entry Statement - Fremantle Natural Burial Area

Memorial Gardens

All cemeteries visited provide a range of choices for memorials with or without the placement of ashes; memorial gardens; memorial walls; memorial benches; memorial trees; memorial plaques. The Boards supply their own plaque and inscription packages to ensure size, materials and colours of plaques are uniform and in fitting with the cemetery design. The Bunbury Board memorials are owned in perpetuity and no Grant of Right of Burial is required. The City of Mandurah has a tenure of cremation memorials of 25 years from the date of receipt of the scheduled fee.

In Australia, the percentage of cremation against other forms of disposition of deceased persons was 65.19% *(National Cremation Capacity Survey 2020, ACCA)*. With a nation-wide increase in cremations and decline in burials, demand for other options (with or without placement of ashes) has increased. Memorial packages have the potential to generate a stream of revenue for the Boards with little ongoing maintenance cost.

As an example, in 2021 the Bunbury Cemetery Board conducted approximately 58 burials compared to 998 memorials. Memorial package fees range from $550 to $990 depending on the choice of garden / plaque, etc. Options for memorial generate a profitable income stream for the Boards offering the service.

Memorial garden – Bunbury

Memorial garden - Bunbury

Memorial garden – Lakes Lawn Cemetery, City of Mandurah

Memorial garden, City of Pinjarra

Research findings were analysed and used to develop the principles that guide the recommendations within the Masterplan.

Progress update

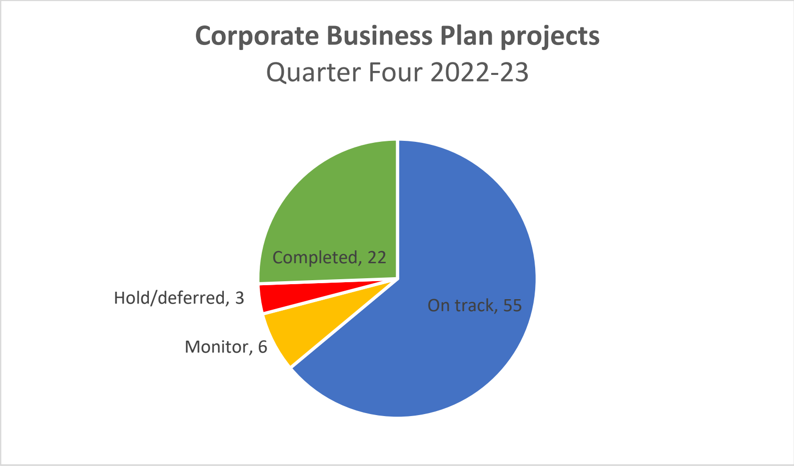
Corporate Business Plan 2022-26 Quarter 4:

1 April 2023 to 30 June 2023

Contents

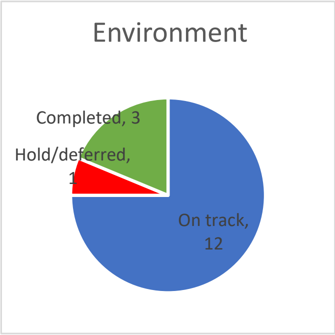
Section 1:

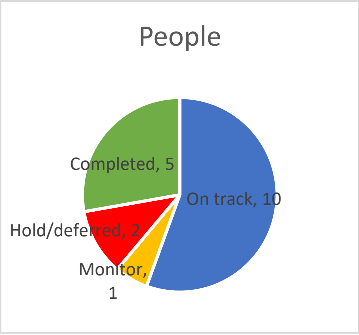
Corporate Business Plan 2022-26 projects

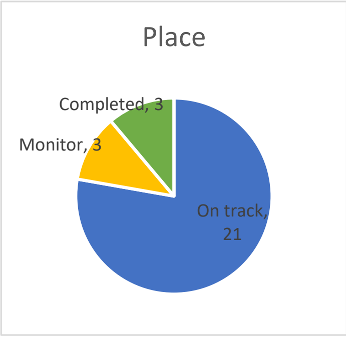


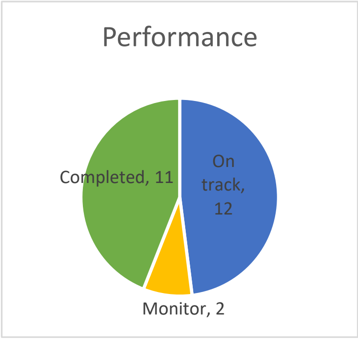
Project status	Definition
Completed	The project has been completed
Monitor	The project is progressing but may face time delays or a need to increase the original budget
Hold/Defer	Action has been taken to hold or defer this project
Not started	The project has not yet started
On track	On track to be delivered on time and on budget

Total: 86 projects









Status comments

Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
		Timeframes							
ENVIRONMENT									
N/A	**Advocate to State Government for implementation of the Six Point Plan**	●	●	●	●	**$ -**	**$ -**	On track	The State Government announced $2.7m funding for improvements and new signage for the Cape to Cape Track in May 2023. The CEO and Shire President continue to liaise and meet with state and federal elected members.
LCA22 LCA23	Implement and review reserve management plans, including implementation of the Prevelly Gnarabup Management Plan in 2022-23	●	●	●	●	$ 20,000 $ 45,000	$ 4,278 -$ 5,061	On track	Implementation of Reserve management plans are well underway. The Prevelly Gnarabup Foreshore Management Plan is nearing completion.
LCA37 LCA67	Partner with, and provide funding to, local community groups to support various environmental initiatives	●	●	●	●	$ 178,113 $ 135,000	$ 64,092 $ -	Completed	Environmental Management Fund grant program for 2022-23 delivered.
LCA18	Deliver community education initiatives promoting the management of ecological values in the region	●	●	●	●	$ 5,000	$ 2,878	Completed	Friends of Reserve event delivered to recognise volunteers and encourage ongoing involvement in Friends groups. Support provided to school groups on environmental education.
FRE23	Provide bushfire mitigation activities on Shire-controlled land	●	●	●	●	$ 450,000	$ 282,402	On track	Planning has commenced for 2023-24 funding year.
LCA50	Deliver initiatives to strengthen streams and wetlands	●	●	●	●	$ 100,000	$ 55,789	On track	Continuing to deliver projects with a number completed successfully in Q4.
LCA64	**Review and implement the Coastal Hazard Risk Management and Adaptation Plan**	●	●	●	●	**$ 100,000**	**$ 87,479**	On track	The Coastal Hazard Risk Management Adaptation Plan review is currently underway with expected completion by the end of 2023-24.
TNP38	**Continue implementation of the Climate Action Plan, focussing on a joint electric vehicle charging feasibility study with WALGA, carbon emission monitoring, renewable energy initiatives and community education for sustainable living**	●	●	●	●	**$ 72,000**	**$ 49,781**	On track	ARENA EV grant progressed to next stage - planning to install 6 charging stations (3 at the MR depot and 3 at the MR CAC) and purchase 7 EVs in 2023-24. Azility provided carbon monitoring services. Streetlight upgrade business case has been prepared and detailed design work commenced. Climate for Change were engaged to run community education program for 2 cohorts.

Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
		Timeframes							
ENVIRONMENT									
TNP42	Improve the Shire's scores across the 10 WALGA climate excellence categories through employment of an academic research student for three years	●	●			$ 20,000	$ 20,000	Hold/deferred	The PHD student resigned, and a review was undertaken resulting in a new direction being decided by Council on 14 June 2023.
CS35	Continue partnership with Western Power to trial a Tesla powerpak battery at the Margaret River Recreation Centre	●	●	●	●	$ 25,000	$ 25,000	On track	Battery has been installed, is operational, and periodic updates provided by Western Power on performance and savings.
N/A	Research and undertake upgrades to streetlights to reduce energy usage and emissions	●	●			$ -	$ -	On track	Business case prepared and detailed design work has commenced.
WASP05 WAS27	Develop and implement the landfill closure management plan and progressive rehabilitation of landfill cells	●	●	●	●	$ 7,800 $ 30,000	$ 4,161 $ 13,086	On track	Draft Landfill Closure Management Plan being developed with a view to gain approval and progress to licence amendments in first half of 2023-24.
WAS55	Consult, design, engage and develop the David Road Transfer Facility with a focus on source separation and other resource recovery	●	●	●	●	$ -	$ -	On track	Works scheduled to commence in Q3 of 2023-24.
WA14	Deliver community waste education with a focus on waste and recycling boxes, nappy and hygiene products, a new resident welcome pack, earth carers course, short term accommodation toolkit and app development	●	●	●	●	$ 84,000	$ 20,742	Completed	Community waste education being developed and implemented.
N/A	Determine feasibility of expanded kerbside collection services into Rosa Brook, Alexandra Bridge, Kudardup and Cowaramup		●	●		$ -	$ -	On track	Works scheduled to commence in 2023-24.
WASP12	Participate in the South West Regional Waste Group to develop sustainable regional waste management solutions	●	●	●	●	$ -	$ -	On track	The Shire is an active participant in the South West Regional Waste Group.

Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
		Timeframes							
PEOPLE									
COM180	Finalise and implement the Shire's Aboriginal Engagement Strategy in partnership with Traditional Owners and the Aboriginal Community	●	●	●	●	$ 22,000	$ 17,326	Completed	
COM140 **COM221**	**Implement the Creative Culture Plan with the implementation of a public art trail and Augusta**	●	●	●	●	**$ 22,000** **$ 25,000**	**$ 16,840** **$ 25,000**	On track	Project underway with website design in progress.
CC44	Develop strategic partnerships for HEART and the Art and Culture Grant Program	●	●	●	●	$ 50,000	$ 364	Completed	
LGP01	Implement the Cemeteries Master Plan for Margaret River and Karridale Cemeteries, including development of a natural burial site within Karridale Cemetery	●				$ -	$ -	Completed	Cemeteries Masterplan complete and will be considered by Council 26 July 2023.
N/A	**Undertake research and planning for the development and activation of the Augusta Civic Precinct**	●				**$ -**	**$ -**	Hold/deferred	Project removed pending Leisure Facilities Plan.
RES119	**Develop playgrounds accessible to all people including at Riflebutts in 2022-23**	●	●			**$ 320,000**	**$ 317,631**	Monitor	Detailed design works completed in 2022-23, however procurement difficulties delayed contracting. Accessible playground to be installed in 2023-24.
MPA05	**Design and install a Changing Places facility within the Margaret River Recreation Centre**	●				**-$ 170,000**	**-$ 170,000**	On track	Changing Places facility has been designed for installation as part of the Margaret River Aquatic Centre refurbishment.
COM136 COM145	Review and implement the Access and Inclusion Plan 2018-22 and Age Friendly Plan 2016	●	●	●	●	$ 30,000 $ 3,000	$ 8,059 $ 1,031	On track	The Access and Inclusion Plan review has been completed and the revised plan endorsed by Council. 2022-23 access and inclusion reporting process currently underway. Age Friendly Plan draft to go to Council Q1 2023-24.
COM217	Support efforts to improve mental health services in the Shire through partnership and collaboration across networks and stakeholders	●				$ 96,000	$ 25,605	On track	Mindful Margaret River partnership extended until October 2023. Regular meetings with local youth groups and Youth Outreach Officer to share information and provide programs and training addressing mental health in the region.

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Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
PEOPLE									
CD43 COM189 CD52 CD53 CD54	Implement the Strengthening Community Capacity Plan with a focus on grant programs and other community group support	●	●	●	●	$ 14,000 $ 20,000 $ 145,000 $ 180,000 $ 70,000	$ 6,474 $ 6,744 $ 31,675 $ 10,952 $ 8,100	On track	Grant funding open and applications being received. Connect Groups workshops and grant writing workshops delivered.
HI29	Review and implement the Public Health Plan, with a focus on the development of an Alcohol Policy and Tobacco Policy	●	●	●	●	$ 27,000	$ 27,000	Hold/deferred	Due to staff vacancies policy development is on hold.
MPC01	**Renew the Margaret River Recreation Centre roof and facilities**	●				**$ 8,921,000**	**$ 6,349,868**	On track	Works well underway with expected completion in late 2023.
	Continue to investigate options to facilitate childcare services for Augusta and the surrounding districts	●				**$ -**	**$ -**	Completed	Successful advocacy resulted in State Government increasing funding for Augusta and Districts Community Childcare Inc. to facilitate childcare in Augusta.
CD42	Implement the Strengthening Youth Plan with a focus on youth mental health partnerships and youth events	●	●	●	●	$ 70,000	-$ 3,515	On track	Youth week events delivered in partnership with local mental health providers. Ongoing program planning and information sharing through the Youth Stakeholder Group.
N/A	Develop a cat management framework including adoption of a Cat Local Law, advocacy and community education	●				$ -	$ -	On track	Liaising with Molloy Island Homeowners Association. Report to Council 26 July re JSCDL request for amendments to Act.
RG012	Undertake review of dog exercise areas throughout the Shire	●				$ 50,000	$ 50,000	Completed	
N/A	Undertake review of Local Laws for dogs and parking		●	●		$ -	$ -	On track	Review still on track to commence 2023-24.
FRE14	Partner with DFES to develop a strong Local Emergency Management Committee in order to develop, implement and test local emergency management arrangements	●	●	●	●	$ 3,000	$ 2,222	On track	

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		22/23	23/24	24/25	25/26				
Job	**Detailed description**	**Timeframes**				**June 2023 Budget YTD**	**Variance**	**Status**	**Comments**
PLACE									
TNP31	Complete the major review of the Local Planning Strategy and Scheme	●				$ 10,000	$ 9,288	On track	Changes required by WAPC have been made and confirmed to be acceptable by the WAPC. Advertising will commence in July 2023.
TNP41	**Continue with development of Place Plans for the Shire, with a focus on undertaking a character survey for Cowaramup and commencing implementation of survey outcomes for Augusta and Witchcliffe**	●	●	●	●	**$ 50,000**	**$ 38,162**	On track	Cowaramup survey is underway. Consultant engaged to completed Augusta plan.
TYA62	Plan coastal infrastructure and environmental management at Gnarabup Prevelly to deal with the impacts of use	●				$ 22,500	$ 991	Monitor	Project commenced in 2022-23 but did not progress further due to changing resources within the department. Completion of project deferred to 2023-24.
N/A	Finalise designs for and implement the Margaret River Precinct Plan to improve connectivity between the river and townsite, and improve amenity around the river	●	●	●	●	$ -	$ -	Completed	Plans for upgrading Old Settlement and Rotary Park precincts have been finalised and adopted by Council.
FFS27	Staged implementation of the Alexandra Bridge Foreshore Management Plan	●	●			$ 60,000	$ 60,000	Monitor	Deferred to 2023-24 due to difficulties with procurement.
N/A	Develop and implement the Shire's Leisure Plan, incorporating the Community Infrastructure Plan, Gloucester Park Masterplan, Public Open Space Strategy and Developer Contributions Plan	●	●	●	●	$ -	$ -	On track	Preliminary consultation complete, draft report prepared and in the process of being finalised. Council briefed on draft Leisure Plan on 14 June 2023.
TIA26	Continue implementation of the Augusta Interpretation Plan including interpretive signage and shelters	●	●	●		$ 20,000	$ 15,050	Monitor	Project involved engagement with local Traditional Owners. Tender closed - target opening Q2 2023-24
TYA73	**Advocate for and implement safer speeds on local roads through partnership with the RAC and City of Busselton**	●	●			**$ 500,000**	**$ 385,646**	On track	Consultant has prepared draft list of roads on which speed limit reductions are proposed for review by the two local governments.
N/A	Develop strategic collaborative partnerships to develop trails in the Shire	●	●	●	●	$ -	$ -	On track	DLGSCI grant obtained for refining the alignment of the Wadandi track between Forest Grove and Augusta in 2023-24.
N/A	**Advocate and explore options for affordable/social housing in the region**	●	●	●	●	**$ -**	**$ -**	On track	The Shire are partners in a public/private project to develop affordable housing for key workers funded by the State Government and being overseen by the SWDC.

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Job	Detailed description	Timeframes 22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
PLACE									
TYA62	Staged delivery of the Leeuwin Naturaliste 2050 Cycling Strategy and 2016 Townsite Pathway Plan including feasibility study for a shared path between Cowaramup town centre and Gracetown	●	●	●	●	$ 15,000	$ 15,000	On track	Feasibility study for shared path from Caves Road to Gracetown is underway. Council will be briefed in August 2023.
PXN013	Continue with expansion of the Flinders Bay to Cape Leeuwin path, including design and preliminary works in 2022-23, in line with the Taalinup Healthy Country Plan	●	●	●	●	$ 100,000	$ 94,910	Completed	Alignment of path has been finalised, approved by Undalup Association and by Council.
TYA62	Continue progression of the Wadandi Trail including bridge refurbishment/replacement, trail extension, wayfinding and interpretive signage	●	●	●	●	$ 7,500	$ 7,500	On track	The Shire has submitted a DLGSC grant application for refinement of the Wadandi Track alignment and waterway crossings. Pedestrian bridge on hold awaiting outcome of Wooditjup Bilya Community Plan completion process.
PXN002						$ 100,000	$ 95,707		
FMTRAI						$ 22,600	-$ 269		
N/A	Seek funding opportunities to construct the Wootdijup Bilya pedestrian bridge		●	●	●	$ -	$ -	On track	Wooditjup Bilya Plan complete and endorsed by Council in June 2023. This action was always proposed to commence in 2023-24.
CBS159	Deliver the Asbestos Replacement Program		●	●	●	$ 60,672	$ 60,672	On track	Works in progress for removal of asbestos containing material at Gracetown Tennis Club.
CBS185	**Deliver the Public Amenities Program including renewal of the Witchcliffe public toilets**	●	●	●	●	**$ 280,000**	**$ 79,426**	On track	New public amenities building in Witchcliffe. Works in progress.
N/A	Review and staged implementation of the RV Friendly Towns Plan	●	●	●	●	$ -	$ -	On track	Within all town centre infrastructure projects we seek opportunities to support the RV tourist. This quarter the Shire has received notification of a successful grant to construct RV parking within Witchcliffe town centre in 2023-24.
TYA62	Undertake a review of the Shire Boating Strategy in partnership with the City of Busselton	●				$ 7,500	$ 3,236	Completed	Report completed.
SEP07	**Work with local industry to explore opportunity for a Regenerative Agriculture Conference at the Margaret River HEART**	●	●			**$ 15,000**	**$ 4,555**	On track	Conference dates set for 6-8 September. An events company has been hired to assist the steering group with administration and a website has been built (https://regen2023.com.au). Tickets currently on sale.

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Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
		Timeframes							
PLACE									
N/A	Support workshops and capacity building in sustainable agricultural practices	●	●	●	●	$ -	$ -	On track	Shire funding is continuing to support local groups such as Lower Blackwood LCDC and Nature Conservation Margaret River to deliver training for primary producers.
N/A	Advocate for implementation of key actions arising from the Scott River Economic Strategy	●	●	●	●	$ -	$ -	On track	South West Development Commission have taken over the role as the lead agency. Shire has supported an application to fund digital infrastructure, which has been approved by State Government.
N/A	Support Margaret River Wine Association's sustainability action plan to safeguard the region as Australia's premier wine region	●	●	●	●	$ -	$ -	On track	In-kind and financial support provided.
N/A	Work with local stakeholders to explore feasibility of a food hub focussed on value-adding, and collective marketing and distribution		●	●		$ -	$ -	On track	Project scheduled to commence in 2023-24.
SEP04 SEP06	Support a sustainable local economy, including through the Local-Is-More campaign and exploring ethical investment	●	●	●	●	$ 3,600 $ 6,000	$ 3,600 $ 4,022	On track	The Local-Is-More campaign is ongoing, and an ethical investment seminar was held on 28 March 2023 which saw strong community attendance hearing from three expert speakers.
SEP02 SEP03	Engage businesses and suppliers through the facilitation of workshops and collaboration with the Chambers of Commerce and other peak industry bodies	●	●	●	●	$ 1,800 $ 8,000	$ 1,800 $ 1,038	On track	The Shire has been engaging with the MRCCI to understand local business needs including a full-day sustainability innovation challenge and partnering with Innovation Cluster, the Margaret River Wine Association and the South West Brewers Alliance.
SEP09	**Facilitate and maintain ECO Destination Certification, working with key agencies and the community to identify opportunities for improved visitor impact**	●	●	●	●	**$ 8,600**	**$ 4,351**	On track	Ongoing communication and promotion of ECO Destination status undertaken. Exploration of ECO certification for Shire-run holiday parks underway.
SEP10	Provide funding to support greater environmental and social wellbeing within the local economy through the Sustainable Economy grant scheme	●	●	●	●	$ 75,000	$ 43,600	On track	Consideration underway to review this grant stream for greater alignment with operational funding streams.

Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
		Timeframes							
PERFORMANCE									
N/A	Facilitate the conduct of biennial postal voting in partnership with WA Electoral Commission		●		●	$ -	$ -	On track	The Shire is working with the Electoral Commission to conduct the 2023 Ordinary Election which has been scheduled for 21 October 2023.
N/A	Provide and fund a comprehensive Councillor induction program following elections		●		●	$ -	$ -	On track	Inductions will be scheduled for October 2023 following the next Local Government elections.
LG03	Undertake a review of the Shire's Ward System through engagement with the Local Government Advisory Board	●				$ 15,000	$ 3,075	Completed	Ward review completed in December 2022.
N/A	**Establish and implement a community e-newsletter to feature updates across all Shire service areas**	●				**$ -**	**$ -**	On track	Draft newsletter template developed and tested ready for launch in Q1 2023-24.
N/A	Establish and implement a capital works forward planning process for the first four years of the Forward Capital Works Program to inform the Long Term Financial Plan	●	●	●	●	$ -	$ -	Completed	Long Term Financial Plan updated for latest version of Forward Capital Works Plan (FCWP). Furter refinement of FCWP to be undertaken in 2023-24.
N/A	Facilitate the development and review of the Shire's Lobbying Plan	●	●	●	●	$ -	$ -	On track	Priorities confirmed with Council and lobbying approach conducted with Shire President on an ongoing basis.
N/A	Facilitate the implementation of the Shire's Land Asset Management Plan, undertaking a review of the Plan in 2022-23	●	●	●	●	$ -	$ -	Monitor	Initial meetings conducted with key senior staff and ongoing implementation of plan in 2022-23 but review deferred to 2023-24.
CP30	Provide ongoing review of the Shire's Long Term Financial Plan	●	●	●	●	$ 3,750	$ -	Completed	
N/A	Develop and implement an organisational wide Project Management Framework	●				$ -	$ -	On track	Framework developed and presented to ELT in 2022-23. Organisation wide rollout in 2023-24.
EXE01	Conduct internal audits in line with legislated requirements	●	●	●	●	$ -	$ -	Completed	Local Government (Financial Management) Regulations audit undertaken in 2021-22, results reported to Audit & Risk Management Committee in Quarter 1 of 2022-23. Regulation 17 audit due in 2023-24.
CMP08	Complete a major rebuild of the Shire's website, develop and implement a plan for ongoing optimisation of website performance	●				$ 36,000	$ 24,480	Completed	

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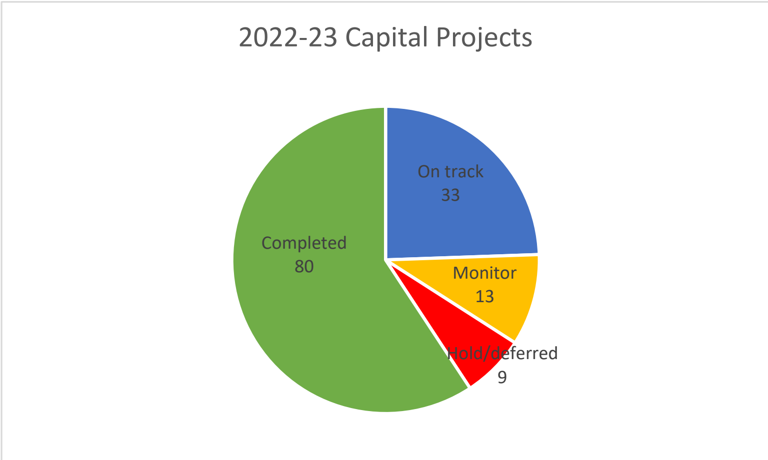
		22/23	23/24	24/25	25/26				
Job	Detailed description	Timeframes				June 2023 Budget YTD	Variance	Status	Comments
PERFORMANCE									
CPF05	Conduct the Community Perception Survey	●			●	$ 25,000	$ 6,080	Completed	Community perceptions survey competed, results reported to Council and published on website and in local newspapers.
N/A	Develop targeted townsite communication strategies	●				$ -	$ -	Completed	
N/A	**Implement a program for Councillor meetings with community members across various locations in the Shire**	●	●	●	●	**$ -**	**$ -**	Completed	
HR26	Conduct a major review of Work Health and Safety procedures in accordance with state legislation reform	●				$ 25,000	$ 8,720	On track	Updates have been consulted with the workforce, ELT and Safety Committee. Procedures endorsed by ELT and ready for rollout and implementation.
N/A	Induct employees in the reviewed Code of Conduct and develop an integrity program to support organisational culture	●	●	●	●	$ -	$ -	On track	New staff inductions ongoing. All existing staff have completed code of conduct refresher and have been advised of changes. Framework still to be drafted.
N/A	Negotiate the Enterprise Bargaining Agreement	●			●	$ -	$ -	Monitor	Negotiation in progress with ASU.
N/A	Undertake a major review of the Shire's Workforce Plan	●				$ -	$ -	Completed	
N/A	Review the Shire's Equal Opportunities Plan every four years				●	$ -	$ -	Completed	
N/A	Support mentoring for school leavers to guide business acumen and skills	●	●	●	●	$ -	$ -	On track	Sustainable economy grant funding has gone towards MRCCI incubator desk program, which provides office space, resources and mentoring for business startups (including youth).
CPF06	**Facilitate the ongoing organisational Service Improvement Review Program**	●	●	●	●	**$ 40,000**	**$ 27,320**	On track	ICT Services service review complete and provided to the Audit & Risk Management Committee (ARMC) in May 2023. Asset Services review complete, results presented to Executive Leadership Team; results to be presented to ARMC at their next meeting.
N/A	Review the Shire's Community Engagement Framework and toolkit to support a place-based engagement model	●				$ -	$ -	Completed	

Job	Detailed description	22/23	23/24	24/25	25/26	June 2023 Budget YTD	Variance	Status	Comments
		Timeframes							
PERFORMANCE									
N/A	Work with the South Regional TAFE, industry leaders and sustainability experts to deliver a Sustainable Jobs Expo		●			$ -	$ -	On track	Sustainable Jobs Expo scheduled for delivery in 2023-24.
IT29 IT50	Review and implement the ICT Strategic Framework including development of a roadmap to ensure systems and processes align with organisational priorities and optimal customer experience	●	●	●	●	$ 33,750 $ 33,805	-$ 11,050 $ 13,345	On track	ICT Strategic Plan developed and presented to ELT, actions for 2023 through to 2027 developed including review of enterprise resource planning program in 2-3 years.
N/A	Undertake a review of all Shire policies, to be presented to the Sustainability Advisory Committee for endorsement prior to adoption by Council	●			●	$ -	$ -	On track	Various Corporate and Community Services and Offfice of the CEO policies reviewed, presented to SAC and endorsed by Council in 2022-23. Remainder, including all Sustainable Development and Infrastructure policies, to be reviewed in 2023-24

Section 2:

Capital Works Program 2022-2023

Overview



Project status	Definition
Completed	The project has been completed
Monitor	The project is progressing but may face time delays or a need to increase the original budget
Hold/Defer	Action has been taken to hold or defer this project
Not started	The project has not yet started
On track	On track to be delivered on time and on budget

Total: 135 projects

Status comments

Job	Detailed description	Q1	Q2	Q3	Q4	2022-23 Original Budget	Status	Comments
		Timeframes						
CBS185	Witchcliffe Public Toilets - replacement	●	●	●		$ 280,000	On track	Works in progress. Scheduled for completion August 2023.
CBS193	Machinery Storage Shed at Cowaramup Oval	●	●			$ 70,000	Completed	
CBS196	MRCAC replacement of southern wall weatherboards		●	●		$ 150,000	Monitor	Contract delayed due to lack of interest from suppliers. Scope of works reduced, supplier sourced with works anticipated to commence Q1 2023-24.
CBS198	MRCAC fire alarm and detection service			●	●	$ 150,000	On track	Works in progress.
CBS202	MRCC Building asset renewal				●	$ -	Completed	
CBS203	Drainage upgrades to MR Football and Bowling Clubs			●	●	$ -	Completed	
CBS209	Augusta Centennial Hall - floor sanding, removal of redundant HVAC, etc	●				$ 30,000	Completed	
CBS200	Cowaramup Hall - reseal timber windows and doors			●		$ 10,000	Completed	
CBS210	Cowaramup Tennis Club - septic system renewal		●			$ 15,000	Completed	
CBS211	Augusta Croquet and Tennis Club - removal of internal wall and installation of concertina doors				●	$ 25,000	On track	Contract awarded, works to commence in August 2023.
CBS212	Margaret River Library - internal lighting upgrade			●		$ 45,000	Completed	
CBS213	Mechanic breakroom - replace roof cladding				●	$ -	Completed	
CBS206	Witchcliffe CWA Hall - renewal and upgrade			●	●	$ 200,000	On track	Works in progress. Anticipate completion November 2023.
CBS205	Karridale Hall - watertank	●				$ 12,000	Completed	
CBS159	Asbestos removal and replacement works			●		$ 60,672	On track	Asbestos removal and reinstatement in progress at Gracetown Tennis Club.
CBS191	August Civic Park - review of facility upgrade for childcare centre			●		$ -	Completed	
FCC05	Margaret River Recreation Centre - sliding doors for group fitness room				●	$ 11,500	Monitor	This was an optional value adding project to be considered if there was spare budget in the Margaret River Recreation Centre Refurbishment Project. Decision still to be made so project carried forward to 2023-24 and a decision will be made then.
GPP041	Gloucester Park - multi Club Storage Shed		●			$ 60,000	On track	Shed ground works and pad completed June 2023. Shed due for arrival 30th June and construction to begin Q1 2023-24.
GPS036	MR Bowling Club - LED lighting			●		$ 10,000	Monitor	This was a Shire contribution towards a club project subject to the club applying for an external grant. Club has not yet finalised quotes for application so Shire is awaiting advice from club to proceed.
IRC011	Margaret River Recreation Centre - airflow upgrades to building		●			$ 10,000	Monitor	This was an optional value adding project to be considered if there was spare budget in the Margaret River Recreation Centre Refurbishment Project. Decision still to be made so project carried forward to 2023-24 and a decision will be made then.
IRC012	Margaret River Recreation Centre - safe building entrance access control		●			$ 20,000	Completed	

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Job	Detailed description	Timeframes Q1	Q2	Q3	Q4	2022-23 Original Budget	Status	Comments
ARB06	Augusta Recreation Centre - safety cage for pool chemicals	●				$ 8,500	Monitor	Materials procured. Installation deferred to 2023-24 due to lack of contractor availability.
MPC01	Margaret River Aquatic Centre Redevelopment	●	●	●	●	$ 8,730,000	On track	Works well underway with expected completion in late 2023.
CBS182	Margaret River Aquatic Centre - Design and Superintendency	●	●	●	●	$ 425,000	On track	Superintendency being delivered by consultants for Margaret River Aquatic Centre refurbishment.
MPC04	Margaret River Aquatic Centre - Changing Places facility	●	●	●	●	$ 170,000	On track	Changing Places Facility designed and will be constructed and delivered as part of Margaret River Aquatic Centre refurbishment due for completion in late 2023.
MPC02	HEART fire compliance and ventilation		●	●		$ 500,000	On track	Works commenced in December 2022. Substantially completed with a view to complete remainder of works by December 2023, coinciding with opening of Aquatic Centre.
MPC03	HEART theatre flooring		●	●		$ 350,000	Completed	
ACC23	Margaret River Aquatic Centre - office furniture for first aid room and storage				●	$ 8,000	Monitor	Rooms are currently under construction. Office furniture order to be completed towards finalisation of Margaret River Aquatic Centre refurbishment project in 2023-24 so project has been carried forward.
CCC12	HEART Courtyard drainage solution	●				$ 50,000	Completed	
CCC15	HEART Main Theatre seating changes	●				$ 25,000	On track	Currently in design stage following major theatre works.
CCC02	HEART courtyard furnishings	●				$ 11,000	Hold/deferred	This project is no longer required. Unexpended funds will be returned.
CCC06	HEART public art	●				$ 50,000	Hold/deferred	This project is no longer required. Unexpended funds will be returned.
ICT007	MRCAC - Upgrades to Chambers and Mainbreak AV systems		●			$ 100,000	On track	RFQ Awarded, pending delivery of goods and installation.
ICT008	Disaster Recovery storage and network solution	●				$ 55,000	Completed	Completed, with ongoing improvements to be implemented over time.
ICT009	HEART - network switch	●	●	●	●	$ 7,000	Completed	
ICT004	Replacement core switches		●			$ 12,000	Completed	Core switches delivered, pending deployment.
ICT005	Airgap backup solution	●				$ 15,030	Completed	
IRC014	Margaret River Recreation Centre - fitout for new office and conference room				●	$ 15,000	Monitor	Rooms are currently under construction. Office furniture order to be completed towards finalisation of Margaret River Aquatic Centre refurbishment project in 2023-24 so project has been carried forward.
WAS27	Davis Road Tip - capping and rehabilitation of active landfill area			●	●	$ 500,000	Monitor	Implementation of capping and rehabilitation of active landfill cells is dependent upon endorsement of Landfill Closure Management Plan currently being developed for approval by Department of Water and Environmental Regulation.

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Job	Detailed description	Timeframes Q1	Q2	Q3	Q4	2022-23 Original Budget	Status	Comments
WAS55	Development of Davis Rd Recycling & Waste Transfer Station				●	$ 150,000	Monitor	Development of concept plan scheduled for 2023-2024 following endorsement of Landfill Closure Management Plan currently being developed for approval by Department of Water and Environmental Regulation.
WAS29	Davis Road Tip - internal road sealing			●		$ 50,000	On track	Material procured and stockpiled for use to prepare all weather internal roads around the site as conditions adapt to new areas of the landfill.
WAS49	Davis Road tip - security cameras/lights	●				$ 30,000	Completed	
AUA04	Margaret River airstrip - illuminated wind sock		●			$ 25,000	On track	Procurement of windsock completed in 2022-23 and installation scheduled by contractor in July 2023.
AUA03	Augusta airstrip - relocation of Augusta Aero Cub			●		$ 35,020	On track	Contribution to shed relocation not required in 2023.
AUA02	Augusta aerodrome improvements			●	●	$ 295,000	Completed	
FFS31	Ellis Street jetty - replacement of steelwork			●		$ 185,000	Completed	
FFS19	Alexandra Bridge campground riverside platform		●			$ 32,000	Monitor	To be undertaken in conjunction with project FFS27. No suppliers for platform works submitted a quote, will re-tender works in 2023-24.
FFS27	Alexandra Bridge Foreshore Management Plan implementation		●			$ 60,000	Monitor	Project combined with FFS19.
FFS17	Augusta Foreshore walls			●	●	$ 350,000	Completed	
FFS28	East Augusta Jetty Refurbishment	●	●	●	●	$ 26,800	Completed	
CPN29	Formalise carparking for Blackwood Avenue outside bakery		●			$ 101,000	On track	Land access issues have been resolved but awaiting Main Roads approval. Refer to PXN033.
CPN30	Witchcliffe CWA Hall - formalisation of gravel carpark including ACROD bay and access path				●	$ 30,000	On track	Path works being completed with the associated building works, carpark regrade complete.
TIA41	Reimbursement to DoE for Station Road drainage and basin (Year 1 of 3)	●				$ 60,000	Completed	
D023	Rapids Landing School Oval Drainage & Landscaping			●	●	$ -	Completed	
D024	Fantail Place - 0.23 - 750 pipe dredging		●			$ 50,000	On track	Underway, partially complete, outlet works to be completed in July 2023.
D025	Palmer Road - replacement of drainage culvert (SLK 0.25)		●			$ 50,000	Completed	
D026	Ablett Road - culvert renewal		●			$ 10,000	On track	Scoped and awarded, works to occur in July 2023.
D027	Low Road - culvert renewal		●			$ 25,000	Completed	
D028	Manear Road - culvert renewal		●			$ 25,000	Completed	
D029	Clayton Road - culvert renewal		●			$ 15,000	Completed	Reprioritised to Rickett Road, completed.
D030	Vlam Road - culvert renewal		●			$ 25,000	Completed	Reprioritised to Oldfield Road, completed.
D031	Kudardup Road - culvert replacement		●			$ 20,000	Completed	
D022	Mann Street - culvert upgrade			●		$ 105,000	Completed	
TIA26	Augusta Interpretation Plan implementation	●	●	●		$ 20,000	On track	Project involved engagement with local Traditional Owners. Tender closed - target opening Q2 2023-24.
CBS189	Gloucester Park water supply upgrade - carryover	●				$ 20,000	Completed	Deferred with RES119 - materials procured.

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Job	Detailed description	Timeframes Q1	Q2	Q3	Q4	2022-23 Original Budget	Status	Comments
RES119	Riflebutts - play unit, slide, dual swing, dish swing, shade sail, softfall			●	●	$ 320,000	Monitor	Detailed design works completed in 2022-23, however procurement difficulties delayed contracting. Accessible playground to be installed in 2023-24.
RES132	Annual POS renewal			●	●	$ 72,000	Completed	
	- BBQ Shelter, Riflebutts					$ -		Materials procured, installation to be aligned with remainder of RES119 Riflebutts project works.
	- All accessible picnic setting, shelter, 4 bench seats, retaining wall, Federation Gardens					$ -		Complete - finished defects on structure in June.
RES126	POS renewal works		●			$ 16,000	Completed	
	- Park benches etc					$ -		
	- Other renewal works					$ -		
RES154	Gloucester Park Master Plan implementation		●	●		$ 40,000	On track	
RES155	Annual allocation for renewal of water tanks and stand pipes		●			$ 30,000	Completed	Installed 27 June 2023.
PED07	Works to Minnie Keenan, Alfred Bussell and Barrett Street trails			●	●	$ 40,000	On track	Contract awarded, works to be included 2023-24.
WK1805	Hasluck Street, Cowaramup - community infrastructure works		●	●		$ 116,988	On track	Project well underway, balance of works to be completed in 2023-24.
GPP037	Gloucester Park - outdoor Multi use space Half-court		●			$ 100,000	Hold/deferred	Project removed pending Leisure Facilities Plan.
GPP043	Gloucester Park - Western Playing Field shelters		●			$ 100,000	On track	
RG012	DEA fencing and infrastructure			●	●	$ 50,000	On track	Refer to CPN29.
RG013	Pound - cat cages				●	$ -	On track	Concept and preferred alignment design complete only, excess funds to reserve.
TIA40	Reimbursement to DoE for Forrest Road parking and pathway	●				$ 47,427	On track	Contract awarded. Contract value only to be carried over, balance to return to municiple.
PAP27	Station Road - replace aging infrastructure - Concrete		●			$ 60,000	Completed	
PAP13	Wallcliffe Cycle Path - upgrade of existing path (SLK 3.84 to SLK 4.73), west to Kevill Rd west from Kevill Rd east				●	$ 76,000	Completed	
PXN030	Homestead way - expansion parking to existing path PW-470		●			$ 18,000	Completed	
PXN031	The Boulevard - connect western end of path to pram ramp		●			$ 6,000	Completed	
PXN032	2 - 2.5m concrete shared path, Station Rd to Bussell Highway			●	●	$ 270,000	Completed	
PXN033	50m 2m concrete shared path with parallel parking bays, fronting Augusta bakery		●			$ 55,000	On track	Land access issues have been resolved but awaiting Main Roads approval. Refer to CPN29.
PXN013	Flinders Bay to Cape Leeuwin Path - design and preliminary works		●	●	●	$ 100,000	Completed	Concept and preferred alignment design complete and endorsed by Council.
PXN002	Wadandi Track - upgrade Carters Road to Cowaramup			●	●	$ 100,000	On track	Contract awarded, works to be included 2023-24.
PAP25	Leeuwin revetment			●	●	$ 105,000	Completed	
CAR21	Warner Glen bridge 3235 emergency works		●			$ 420,000	Completed	
CAR25	Warner Glen bridge RB3236 - emergency repairs				●	$ 350,000	Completed	

Job	Detailed description	Timeframes Q1	Q2	Q3	Q4	2022-23 Original Budget	Status	Comments
CAR23	Jindong Treeton bridge RB4569 - replace bridge with 5 culverts				●	$ 663,000	Monitor	Works to be delivered by Main Roads WA and externally funded. Awaiting further update from Main Roads WA on timing for completion.
TIA38	Margaret River main street wayfinding, parking signs	●	●			$ 20,000	Completed	
RRN003	Cowaramup Bay Road - Rehabilitation, surface repair, reshouldering, resurfacing and line marking			●		$ 750,000	Completed	
RRN011	Leeuwin Road - (2021-22 carryover)			●	●	$ -	Completed	
RRN030	Warner Glen Road - reconstruct and reseal		●			$ 750,000	Completed	
RRN010	Leeuwin Road - second seal and linemarking		●			$ 105,000	Completed	
RRN083	Jindong Treeton Road - second seal and linemarking		●			$ 120,000	Completed	
RRN045	Rosa Brook Road - rehabilitation, small reconstruction, spray seal, and drainage works			●	●	$ 750,000	Completed	
RRN116	Carters Road - rectification of embankment on eastern section of Carters Road				●	$ 250,000	Completed	
T998	Gravel resheeting (incl $50,500 carryover)	●	●	●	●	$ 600,500	Completed	
KEP01	Kerbs required to support Augusta Bakery pathway works			●		$ 6,500	Hold/deferred	Land access issues have been in principle resolved, MRWA still have not approved the design.
X995	Regional Road Safety Program works	●	●	●	●	$ 779,594	Completed	
X998	Asphalt overlays		●		●	$ 580,000	Completed	
	Wallcliffe Rd from Farrelly to Devon					$ -		
	Narda Roundabout rebuild and resurface					$ -		
	Albany Terrace - reseal (ocean portion)					$ -		
	Wilderness Road - profiling and shoulder widening					$ -		
	Betts Court - reseal					$ -		Lower order roads - Mathews and Jane roads stabilisation and reconstruction priority.
	Fantail Place - rehabilitation and reseal					$ -		
	Kevill Road - rehabilitation and reseal					$ -		
X999	Rural Reseals			●	●	$ 200,000	Completed	
	Rocky Road - rehabilitation and reseal					$ -		Ordered, awaiting delivery.
	Intersection upgrade - Palandri and Caves Roads					$ -		
	Intersection upgrade - Stevens and Redgate Roads					$ -		
	Intersection upgrade - Thompson and Redgate Roads					$ -		
	Intersection upgrade - Miamup and Webster Roads					$ -		Ordered, awaiting delivery.
X996	Lower Order Roadworks			●	●	$ 300,000	Completed	Mathews and Jane Roads stabilisation and reconstruction priority.
REM11	Gloucester Park roads	●	●	●	●	$ 55,000	Completed	
	Gloucester Park roads - planting and minor works					$ -		
	Gloucester Park roads - sewer					$ -		
FBA038	FBHP upgrades to greywater system	●				$ 100,000	On track	Not replaced. reviewing fleet requirement and deferred.
FBA040	FBHP new entry signage	●				$ 10,000	On track	Ordered, awaiting delivery.
FP013	Water tank - Flinders Bay	●				$ 14,327	Completed	
COM218	Shade sail for MRYP BBQs			●		$ -	Completed	

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Job	Detailed description	Timeframes Q1	Timeframes Q2	Timeframes Q3	Timeframes Q4	2022-23 Original Budget	Status	Comments
TCP75	TCP HWS renewal (incl service)				●	$ -	On track	Deferred to align with future government electric vehicle grants - comatched charging funding.
WAS60	Leachate pump system				●	$ -	Completed	
WAS59	4 in 1 loader bucket		●			$ 20,000	Hold/deferred	Project deferred as procurement yielded quotes in excess of budget.
RPP173	Utility for Works				●	$ -	Completed	Ordered, awaiting delivery.
RPP217	Replace AU27699 Nissan UD GW470 6 wheel tip truck BRIGGS			●		$ 230,000	Completed	
RPP218	Replace Kubota ZD331LP-72 Zero Turn Mower AU30829		●			$ 22,500	Completed	
RPP219	Replace Toro Z Master 2000 KAW FX651 1EWQ977		●			$ 17,120	Completed	
RPP228	Replace P150239 2020 Kubota ZD221-54 Zero Turn Mower			●		$ 19,000	Completed	Ordered, awaiting delivery.
RPP229	Replace P061815 2018 Peruzzo Elk Flail Mower (Mulcher)			●		$ 9,300	On track	Condition reviewed and plant life extended.
RPP230	Replace AU28380 JCB Telehandler 531-70			●		$ 159,200	Completed	
RPP231	Replace AU29483 Caterpillar 259B3AC Skid Steer Loader			●		$ 118,900	Completed	
RPP232	Replace AU30404 Isuzu Truck NLR200 4x2 MY13 Short Tipper			●		$ 56,300	Completed	
RPP233	Replace AU30866 Isuzu Truck NLR45			●		$ 44,900	Hold/deferred	Review of fleet requirement currently underway, replacement deferred.
RPP234	Replace AU31136 Isuzu NPR55-155AMT Tip Truck			●		$ 70,200	Completed	Ordered, awaiting delivery.
RPP209	Replace AU29783 Mitsubishi Triton GLX TD auto Space Cab 4x4 MY17 (tipping)	●				$ 45,300	Completed	
RPP236	Replace AU31529 2017 Ford Escape ZG AWD Trend Wagon 2.0lt Turbo Diesel Automatic with hybrid		●			$ 35,500	Hold/deferred	Deferred to align with future government electric vehicle grants - comatched charging funding.
RPP237	Replace AU31386 2017 Mitsubishi ASX LS AWD MY17 - replace with hybrid		●			$ 40,000	Hold/deferred	Deferred to align with future government electric vehicle grants - comatched charging funding.
RPP238	Replace AU30961 2017 Nissan Navara SL dual cab 4x4		●			$ 40,000	Completed	Ordered, awaiting delivery.
RPP239	Replace AU30962 2017 Nissan Navara SL Dual Cab 4x4		●			$ 55,000	Completed	Ordered, awaiting delivery.
RPP240	Replace AU30964 2017 Nissan Navara Tray Top		●			$ 50,000	Completed	Ordered, awaiting delivery.
RPP241	Replace AU30966 2017 Nissan Navara Dual Cab Tray top 4X4		●			$ 50,000	Completed	Ordered, awaiting delivery.
RPP242	Replace AU30967 2017 Nissan Navara SL Dual Cab 4x4		●			$ 55,000	Completed	Ordered, awaiting delivery.
RPP225	Purchase 3 way tipper		●			$ 58,140	Completed	
RPP245	Purchase of 2.5t excavator		●			$ 65,000	Completed	
RPP243	Purchase of loader				●	$ 250,000	Completed	
RPP244	Purchase of 7-8 seat people mover	●				$ 65,000	Hold/deferred	Deferred to align with future government electric vehicle grants, review department need.
RPPM	Small asset purchases	●	●	●	●	$ 20,000	Completed	

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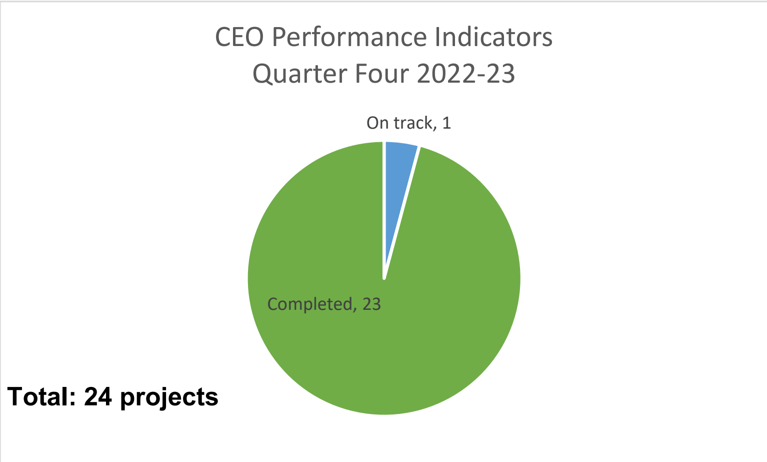
Section 3:

CEO Key Performance Indicators



Project status	Definition
Completed	The project has been completed
Monitor	The project is progressing but may face time delays or a need to increase the original budget
Hold/Defer	Action has been taken to hold or defer this project
Not started	The project has not yet started
On track	On track to be delivered on time and on budget

Status comments

	Performance Criteria	Performance Standards	Timeframes Q1	Q2	Q3	Q4	Lead	Status	Comments
	CRITERIA 1 - PERFORMANCE OF THE FUNCTIONS OF THE CEO								
1.1	Advise the Council in relation to the functions of a local government under the LG Act and other written laws	- Provide timely, relevant and accurate information to enable the President and Elected Members to fulfil their obligations	●	●	●	●	CEO	Completed	Ongoing provision of quality, timely advice and detailed weekly updates are provided to Councillors on key issues, policies, procedures and governance. Multiple briefings, discussion sessions and workshops held with Councillors continuously throughout the year with additional enquiry management of agenda related items.
1.2	Ensure that advice and information is available to the Council so that informed decisions can be made	- High quality and timely advice to Council to enable the preparation of the Annual Budget	●	●	●	●	CEO	Completed	Briefings and workshops conducted with models presented for the LTFP 2023-2032 which was endorsed by Council on 22 March 2023 with unanimous support. Mid year budget review was completed with draft budget for 2023-24 endorsed by Council in June 2023.
		- Monthly financial reporting to Council	●	●	●	●	Director CCS	Completed	All monthly reports presented within statutory timeframes.
1.3	Cause Council decisions to be implemented	- A biannual report on outstanding resolutions reported to Council		●		●	Manager Legal & Governance	Completed	Reports provided to Council on 12 October 2022 and 22 March 2023 unanimously endorsed by Council. The January to June Council Action List will be reported to Council in September 2023.
1.4	Manage the day to day operations of the local government	- Budget compliance, financial performance and asset management	●	●	●	●	CEO	Completed	Budget and financial compliance as per 1.2. Asset revaluation completed in 2023, $14M approximately of new public assess acquired, consultant engaged to review Shire's asset management system and contractor to asses condition of marine structures.
		- Management of organisational risks	●	●	●	●	CEO	Completed	Strategic and operational risk registers in place and reviewed by ELT quarterly. Annual risk register endorsed by ARMC in May 2023 and endorsed unanimously by Council in June 2023.
		- Undertake service reviews for Asset Services and ICT, and report the outcomes to the Audit and Risk Management Committee				●	Director SDI and Director CCS	Completed	Service reviews completed. Asset Services Review detailed outcomes and proposed new direction endorsed by ELT in June 2023 and implementation to take place in 2023-24.
1.5	Liaise with the President on the local government's affairs and the performance of the local government's functions	- Attend weekly meetings with the President	●	●	●	●	CEO	Completed	Weekly meetings conducted with Shire President to explore specific matters in more depth where required and to respond to various issues in a timely manner (invitations, enquiries, correspondence, discussions about emerging themes, preparation for community/politician/stakeholder meetings). Additional discussions held between Shire President and CEO on a continual basis between scheduled meetings to ensure a timely response to matters arising.
		- Conduct monthly informal discussion sessions with Council	●	●	●	●	CEO	Completed	Councillor "Discussion Time" sessions are scheduled fortnightly as part of the OCM briefing schedule, and additional lunchtime sessions have been booked monthly for Councillors to spend time together outside the formal briefing schedule to discuss key matters informally.
1.6	Speak on behalf of the local government if the President agrees	- As required by the President	●	●	●	●	CEO	Completed	CEO liaises with external media agencies and provides responses to media enquiries as agreed with the Shire President and provides expert and administrative support to the Shire president for media/public statements on behalf of Council.
		- Continue to engage positively with external stakeholders, particularly to progressing and advocating strategic matters and priorities, implementing the place-based approach, and engaging proactively with key community	●	●	●	●	ELT	Completed	CEO developed a Stakeholder Map for internal use in January 2023 which was subsequently reviewed by the Shire President and then circulated to Councillors in March 2023. Monthly meetings with Jane Kelsbie, MLA for Warren Blackwood to advocate for community needs and to share information. Regular CEO and Shire President meetings with variety of politicians and Margaret River hosted a State Cabinet meeting with the Premier and the majority of all Cabinet Ministers in attendance.
1.7	Be responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees)	- Ensure annual performance development reviews are held for 100% of staff	●				ELT	Completed	Complete (formal staff performance reviews have been and continue to be scheduled on an annual basis).
		- Develop a workforce plan detailing current operating environment/trends and plans to address future needs	●	●			Director CCS	Completed	Complete (also noting this was a supporting document provided to Council with the draft budget in June 2023). The workforce plan will be reviewed annually.
1.8	Ensure that records and documents of the local government are properly kept for the purposes of the LG Act and any other written law	- Ensure all legislative audits are reported to the Audit and Risk Management Committee	●	●	●	●	Manager Legal & Governance	Completed	Audit & Risk Management Committee meeting held 14 June - no legislative audits required.

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	Performance Criteria	Performance Standards	Q1	Q2	Q3	Q4	Lead	Status	Comments
			Timeframes						
	CRITERIA 2 - DELIVERY OF STRATEGIC AND CORPORATE BUSINESS PLAN OUTCOMES								
2.1	Delivery of **Strategic Projects** in the Corporate Business Plan	- 80% of Council's approved and funded initiatives delivered within the approved budget, timeline and outcomes, with any initiatives/projects being impacted by external factors being communicated to Council and varied as needed (reported quarterly)	●	●	●	●	ELT	Completed	90% in 2022-23 (to be reported to Council on 26/7/2023). CBP has been reported to and endorsed by Council on a quarterly basis.
		- The Margaret River Aquatic Centre project is progressed in line with the approved budget, timelines and outcomes (report quarterly) with ay major external factors impacting delivery being communicated to Council and varied as needed (reported quarterly)	●	●	●	●	Director SDI	On track	On track as per project plan. Variations/budget adjustments reported to Council as required.
		- Present to Council the revaluations and asset condition assessments in preparation for the development of the Asset Management Plan by June 2023			●		Director SDI	Completed	Complete with presentation provided in June 2023.
2.2	Delivery of **Capital Works Program** as best in the Shire's control	- 75% of the approved Capital Works projects delivered within the approved budget, timelines and outcomes, with any initiatives/projects being impacted by external factors being communicated to Council and varied as needed (reported quarterly)	●	●	●	●	ELT	Completed	84% in 2022-23 (to be reported in detail to Council in quarterly CBP report on 26/07/23). Quarterly reporting to Council completed throughout the year as part of CBP reporting.
2.3	Prioritisation of the **Leisure Facilities Plan**	- Present a draft Leisure Facilities Plan framework to Council by June 2023				●	Director SDI	Completed	Complete with framework presented to Council in June 2023.
	CRITERIA 3 - KEY FOCUS AREAS								
3.1	Transition of the Margaret River HEART to a new management model	- Present options for new management models to Council by August 2022	●				CEO	Completed	Complete with the new management model endorsed by Council in August 2022.
		- Present a report to Council about the status of the approved model by June 2023		●		●	Director CCS	Completed	Complete with Council endorsing the status report in June 2023
3.2	Refresh the organisational values and customer service approach	- Refresh the organisational values through workshops with Councillors and staff in line with the outcomes of Lynda Folan's review	●	●			CEO	Completed	Completed with the new Council/Shire values finalised and launched in June 2023 - Respect, Integrity, Community and Excellence.
		- Embed a customer service approach in the values work, inclusive of a clearly articulated and public complaints/appeals handling process by June 2023	●	●			Director CCS	Completed	Completed with the CX Strategy developed and an implementation plan endorsed by ELT in June 2023. The Feedback and Complaints policy/process has been completed and presented to Council in June 2023 and an implementation plan endorsed.
3.3	Commence mainstreaming of an approach of valuing biodiversity through Shire plans and operations	- Report to Council on efforts taken to mainstream this approach as part of 2022-23 performance review by June 2023	●	●	●	●	Director SDI	Completed	Detailed presentation regarding this KPI was provided and process included development of project scope and methodology, targeted consultation with environmental groups, an all staff survey, findings collated/analysed and a presentation/verbal report to Council. In Q4, staff commenced development of a series of 'biodiversity actions" and also worked with CEO and consultant to develop a more strategic CEO KPI for 2023-24 to enable a more assertive commitment in this space.
	CRITERIA 4 - EXECUTIVE LEADERSHIP BEHAVIOURS								
	Not included for quarterly reporting purposes	Not included for quarterly reporting purposes				●			

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The Shire reports quarterly on progress made against its Corporate Business Plan 2022-26.

To view all scheduled Shire projects, services and activities click here to view the full plan, or visit **amrshire.wa.gov.au** for more information.

PO Box 61, Margaret River Western Australia 6285
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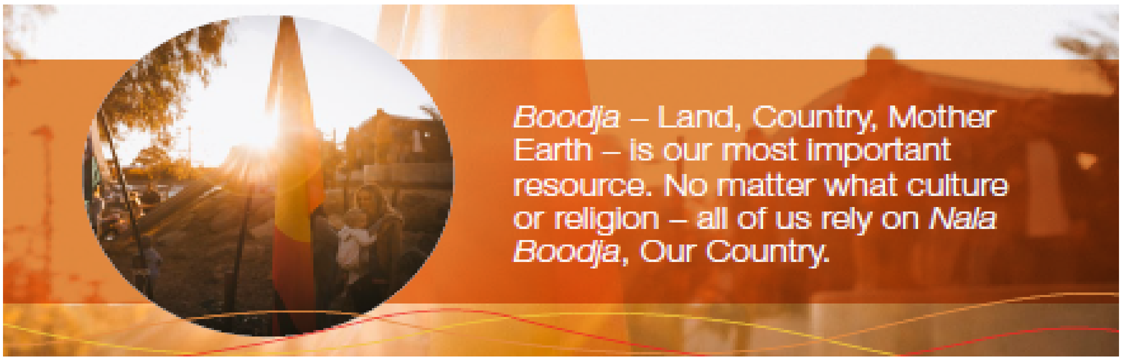
Corporate Business Plan
2023-27

1

Sustainable | Inclusive | Connected to Boodja



Welcome to Country

‘Kaya, Nala Maat Kaya Noonduk (Hello, Our Family Welcomes You) to Wadandi Boodja (Saltwater People’s Country) – we all come together on Boodja (Country). Whilst on Wadandi Boodja we ask that you respect the land by walking softly and take the time to listen to Boodja as she Wongi (Talks).

We respect the presence of the Demmala Goomala (Ancestors) whose Djanga (Spirits) reside on Boodja and whose Djenna (feet) walk the land and whose Djanga Korda (heart spirit) flows through all creation.

Wooditup (Margaret River) is the heart of Wadandi Boodja (country), a meeting place between land and sea, connecting us all with Wadandi Boodja.

The Wadandi Boodja (Motherland) reaches from Bunbury, along the coast of Geographe Bay, extending to Yallingup (Place of Holes) to Taalinup, Augusta (Place of Reeds) inland to Nannup (The Stopping Place), taking in the region of Undalup (Busselton). The Wadan Boodja (Sea Country) is of great spiritual significance to the coastal Wadandi people.

Boodja – Land, Country, Mother Earth – is our most important resource. No matter what culture or religion – all of us rely on Nala Boodja, Our Country.

It is up to all of us to listen to the land, understand the connection to Country that we all have and realise how urgent it is to work together to make better decisions on how we can create that balance, ensuring sustainability for the generations to come, in order to protect and preserve the beauty of Boodja.

Whilst living, travelling, visiting and holidaying on Wadandi Boodja (Saltwater People’s Country) we ask that you respect the area and walk softly on the country, taking the time to listen to Boodja (Country) as she Wongi (Talks) of the Season, and leave nothing but footprints.’

Wadandi Traditional Cultural Custodian Wayne “Wonitji” Webb.

The Shire of Augusta Margaret River is committed to Jenna Yen Mundamung Walking Together with the local Wadandi and Pibelmen people and the wider Aboriginal community towards a greater place of respect and equality within the Augusta Margaret River region and committed to Aboriginal Australians sharing fairly and equitably in the region’s cultural, social, environmental and economic future.

Ngarlak Kaatij Wadandi Yunganjarli Wadandi Boodja

We, The Shire of Augusta – Taalinup Margaret River – Wooditjup Bilya acknowledge the Wadandi People (the traditional custodians) of Wadandi country.

We acknowledge the Wadandi and Pibelmen are custodians since the land was soft (creation times) and continue to perform age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

Shire President's Message

[to insert]

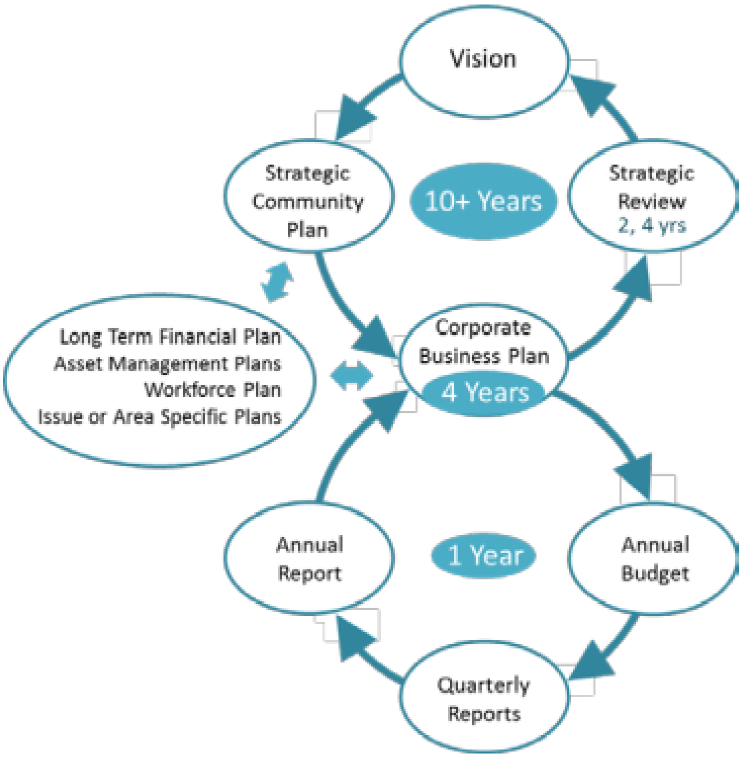
Reading the plan

How we plan

Integrated Planning and Reporting Framework

As part of the Integrated Planning and Reporting Framework (IPR Framework) local governments are required to adopt a Strategic Community Plan and Corporate Business Plan. The IPR Framework provides local governments with a guide for translating community priorities and aspirations int operational objectives, and for tracking the progress in delivering on these objectives.

The below diagram shows how the IPR Framework is applied at the Shire of Augusta Margaret River.



Community Vision

Sustainable, inclusive, connected to place and respecting Boodja

The Shire of Augusta Margaret River exists to provide, facilitate and advocate for services, facilities and Boodja, to improve quality of life for everyone in our community.

Strategic Community Plan 2040

The Shire's Strategic Community Plan 2040 (SCP 2040) last had a major review and was adopted by Council in mid-2021. Extensive consultation with the local community was undertaken in 2020-21 to identify community priorities at that time, with input from 1,570 community submissions helping to inform the SCP 2040.

The SCP 2040 identified four key focus areas of priority for the community, depicted below.

Environment	People	Place	Performance

Understanding the Corporate Business Plan

This is the second Corporate Business Plan against the SCP 2040. Throughout this document you will see references to how the services and projects planned for delivery by the Shire align to the SCP 2040 key focus areas in the SCP 2040.

In early 2023 the Shire undertook a Community Perceptions Survey to identify emerging themes and evolving priorities for the growing community. These emerging themes and priorities have provided some of the supporting information for the Corporate Business Plan 2023-27.

Our Community

Population
2021 Census

16,791

Male **50%**
Female **50%**

Families
4,304

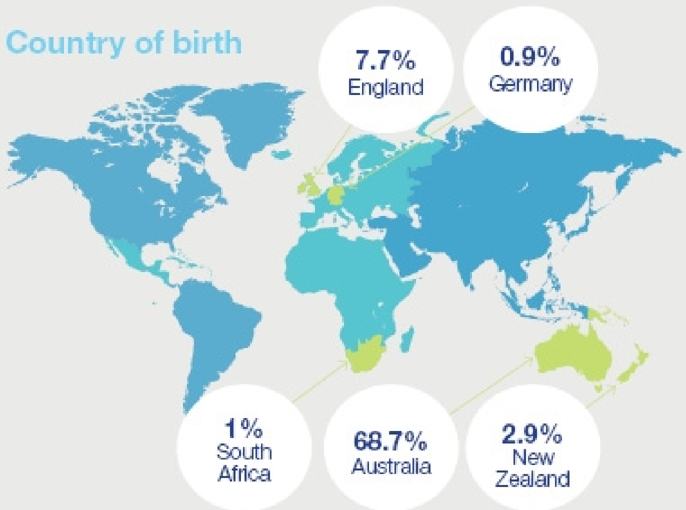
Median Age
(Australian 38)

42

Aboriginal people	Shire	Australia
	1.4%	3.2%

17.8% Population growth rate 2016-2021

Country of birth



Source: ABS, 2021 Census of Population and Housing unless stated otherwise

Council

Our Shire Council is represented by seven people, elected by the community for a four year term, with elections held every two years. The next election will be held in October 2023.

Council is currently elected under a “No Wards” system with all seven Councillors elected by voters in one Shire-wide ward. A ward review was recently conducted, with the Local Government Advisory Board agreeing that the Shire of Augusta Margaret River should retain its current ward system.

Councillors represent the community’s interests, provide leadership, facilitate communication between the Council and community, establish policy, and participate in decision-making both at Council Meetings and Committee of Council Meetings.

Shire President
Cr Paula Cristoffanini
pcristoffanini@amrshire.wa.gov.au

Deputy President
Cr Julie Meldrum
jmeldrum@amrshire.wa.gov.au

Cr Ian Earl
iearl@amrshire.wa.gov.au

Cr David Binks
dbinks@amrshire.wa.gov.au

Cr Kylie Kennaugh
kkennaugh@amrshire.wa.gov.au

Cr Brian Daniel
bdaniel@amrshire.wa.gov.au

Cr Tracey Muir
tmuir@amrshire.wa.gov.au

The Shire Administration

Each local government employs a Chief Executive Officer (CEO) to employ and manage staff, to provide advice to the Council and administer the day to day operations of the local government. The CEO is appointed by Council and is the conduit between the elected Councillors and the local government staff. All staff receive their direction from and are responsible to the CEO.

The Shire has two directorates – Corporate and Community Services and Sustainable Development and Infrastructure Services – which oversee some of the specific services provided by the Shire.

Stephanie Addison-Brown
CEO

Nick Logan
Director Sustainable Development and Infrastructure Services

James Shepherd
Director Community and Corporate Services

Organisational Structure Augusta Margaret River Shire

CEO
- Council & Executive Support
- Governance & Legal Services
  - Legal & Governance
  - Records Management
  - Rangers

Director Sustainable Development & Infrastructure
- Sustainable Economy
- Regulatory Services
  - Planning & Development
  - Building Services
  - Environmental Health & Events
- Major Projects & Waste
  - Project Management
  - Waste
- Asset Services
  - Asset management
  - Comunity Buildings
  - Landcare
- Works
  - Technical Services
  - Construction
  - Maintenance
  - Parks & Gardens
  - Workshop
- Community Fire & Emergency Services

Director Corporate & Community Services
- Corporate Performance
  - Customer Experience
  - Finance
  - Information Communication Technology
  - Organisational Planning & Performance
- People, Culture & Safety
  - Human Resources
  - Organisational Development
  - Work Health & Safety
  - Holiday Parks & Camping Ground
- Recreational Services
  - Indoor Recreation
  - Aquatic
  - Fitness
  - Outside School Hours Care
- Community Arts & Culture Development
  - HEART Support
  - Community Planning & Development
- Libraries

Key
- CEO
- Directorate
- Business Unit Manager
- Team/Key Service Area

9

Sustainable | Inclusive | Connected to Boodja

Our Values

Our Values

Our values guide our behaviour and decision making to fulfil our purpose. It's how we act as an organisation and how we lead and serve our community.

RESPECT

We acknowledge our culture, environment and community, whilst ensuring our behaviour has a positive impact by

- Celebrating our successes together
- Being inclusive and respecting the needs, differences and opinions of others
- Displaying respect for our culture, community, environment and resources
- Seeking to have a positive influence on others

INTEGRITY

We have the courage to do the right thing and be transparent in our decision making by

- Doing what we say we will do and leading the way
- Being courageous in challenging the status quo and our own decisions
- Being open, honest and transparent in our views, even in challenging situations
- Being genuine in the way we serve the interest of the wider community

COMMUNITY

We focus on supporting positive collaborative relationships that connect our communities to deliver great outcomes for the wider community by

- Working together in an inclusive manner to achieve great outcomes
- Supporting each other with a can-do approach
- Engaging constructively and understanding the needs of others
- Working collaboratively to achieve the best outcome for our communities

EXCELLENCE

We are committed to providing a high level service to our customers and are open to opportunities and change by

- Seeking to challenge ourselves and continually improve
- Maintaining a high standard of work and professional relationships
- Seeking knowledge and feedback to improve our services provided
- Striving to work towards the best of our ability

Our Services

The Shire delivers a range of services to achieve the community vision of "sustainable, inclusive, connected to place and respecting Boodja".

The services and associated actions that contribute to the community's aspirations in the Strategic Community Plan are detailed under each strategic service area within the Corporate Business Plan.

Whilst strategic service areas often help the Shire to achieve outcomes in multiple focus areas, for the purpose of the Corporate Business Plan they have been listed under their predominant focus area as follows:

Environment

We will protect and enhance the unique natural environmental and biodiversity of the region through climate action and informed decision making

- Environmental and Landcare Services
- Parks and Reserves Maintenance
- Waste Management Services

People

We will support and strengthen our diverse, resilient, welcoming. Safe and connected community through our services and advocacy

- Arts and Culture
- Community Buildings
- Community Fire and Emergency Services
- Community Planning and Development
- Environmental Health and Events
- Holiday Parks
- Libraries
- Outside School Hours Care
- Ranger Services
- Sport and Recreation Services

Place

We will responsibly grow and develop vibrant, sustainable places which maintain their distinctive country character and which supports a local economy that is resilient, equitable and sustainable

- Asset Services
- Planning and Building Services
- Works – Construction and Maintenance
- Sustainable Economy
- Technical Services
- Major Projects

Performance

We will deliver quality governance, service and value with integrity and transparency

- Customer Services
- Communications
- Governance and Legal Services
- Human Resources
- Organisational Planning and Performance
- Information Communication and Technology
- Information Management
- Financial Services
- Corporate Risk
- Work, Health and Safety

Council Priorities for 2023-24

Council have set key performance indicators for the Shire's Chief Executive Officer, which align with the Strategic Community Plan and set Council's priorities for the coming four years. Each of these KPIs have a number of measures against which performance will be assessed.

The KPIs set by Council are outlined below, and where relevant have been incorporated into the Corporate Business Plan priority actions under the four focus areas of Environment, People, Place and Performance from page 18 onwards.

Performance Criteria		Strategic Outcome
Criteria 1 Achievement of the functions of the CEO in s.41 of the Local Government Act		**PF.1 to PF.4**
1.1	Advise the Council in relation to the functions of a local government under the LG Act and other written laws	
1.2	Ensure that advice and information is available to the Council so that informed decisions can be made	
1.3	Cause Council decisions to be implemented	
1.4	Manage the day-to-day operations of the local government	
1.5	Liaise with the President on the local government's affairs and the performance of the local government's functions.	
1.6	Speak on behalf of the local government if the President agrees	
1.7	Be responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees)	
1.8	Ensure that records and documents of the local government are properly kept for the purposes of the LG Act and any other written law.	
Criteria 2 Corporate business plan: "Value is delivered to the community through Council's corporate plan, business plans and capital works program"		**PF.1**
2.1	Delivery of Strategic Projects in the Corporate Business Plan.	
2.2	Delivery of Capital Works Plan within the Shire's control.	
Criteria 3 Work health and safety: "Embrace the principals of zero harm and ensure compliance with the new Work Health and Safety Act"		**PF.3**
3.1	Develop a Strategic WHS Plan for the Shire	
3.2	Undertake a safety audit of the Shire's safety management system and repeat every two years	
Criteria 4 People: "Develop a high- performance culture based on teamwork, innovation, customer service, and continuous improvement"		**PF.1 to PF.4**
4.1	Continue with Councillor/ELT team development to ensure Councillors and the Executive team role model expected behaviours	
4.2	Undertake an initial engagement survey	
Criteria 5 Customer Service and Community Engagement: "Making it easier for customers to interact with us, request a service, provide		**PF.2**

feedback and engage with us or report an issue”		**PF.4**
5.1	Implement actions within the Customer Experience Strategy	
5.2	Further implementation of the ICT Strategic Plan	
5.3	Establish post-transaction customer satisfaction for major transactions	
5.4	Review current methods of measuring community satisfaction and determine the best most cost-effective method	
Criteria 6 Business improvement: “Continually improving our efficiency and effectiveness for the benefit of our community”		**PF.4**
6.1	Undertake at least one service review per annum to be determined in conjunction with Council	
6.2	Implement an organisation-wide accountability framework including KPIs defined and monitored for each business unit linked to performance reviews	
Criteria 7 Stakeholder relationships: “Working with key stakeholders to jointly deliver outcomes for the community”		**PF.1**
7.1	Ongoing implementation (and intermittent review) of Stakeholder Map focus and actions	
Criteria 8 Sustainability: “The Shire is a role model in sustainability and the community is lead and supported towards a low emission economy”		**EN.1 to EN.4** **PF.4**
8.1	Review the Shire’s Climate Action Plan and update Council on progress	
8.2	Continue to be a role model organisation as a leader in responding to the impacts of climate change on the municipality	
8.3	Staff to undertake climate adaptation and biodiversity training to ensure all Shire functions are carried out in a responsive way to the changing climate	
8.4	Develop a Biodiversity Strategy for public and private land that prioritises (i) retention of native vegetation (ii) protection and enhancement of natural areas (iii) a ‘plant local first’ approach (iv) opportunities or advocacy (v) engendering a culture of stewardship towards the natural environment (vi) resourcing required to deliver the strategy	
Criteria 9 Leadership behaviours: “A CEO with the skills, knowledge and network to deliver effective leadership of the organisation”		**PF.1**
9	Council have outlined a range of leadership behaviours they expect from the CEO, incorporating (i) visionary and strategic leadership, (ii) interpersonal leadership, (iii) leading change, (iv) communication with influence and (v) driving results	

Progress on the Key Performance Indicators will be reported to Council as part of the Corporate Business Plan quarterly reporting process, with Council being briefed on each update ahead of time.

Council recognise that priorities may change from time to time based on a number of factors including the evolving needs of our diverse community and arising opportunities. Any modifications to KPIs will be agreed between Council and the CEO, and included as part of the quarterly reporting process.

Corporate Business Plan

Delivering on the plan

The following section described how the Shire plans to deliver on its Strategic Community Plan commitments over the next four financial years.

The Shire implements a number of core services, projects, plans and strategies to ensure these outcomes are met. This section also includes allocated resourcing, forecasted funding breakdown and details of which of the service areas are primarily responsible for the delivery of these operational activities.

Environment

We will protect and enhance the unique natural environmental and biodiversity of the region through climate action and informed decision making

Goal

Outcome EN.1: Ecology and biodiversity protection
EN.1.1 Provide, regulate, facilitate, fund and advocate to manage ecological values, inform best practice and protect and enhance the biodiversity values of the region
EN.1.2 Facilitate and fund local conservation and landcare activities with community and visitors, so the environment is conserved, rehabilitated and celebrated
EN.1.3 Provide, regulate and facilitate to support Wadandi and Pibelmen Traditional Owners use and share cultural knowledge to care for Boodja and water in the Shire
EN.1.4 Facilitate ecologically sound and culturally inclusive fire management practices on Shire land and work collaboratively with all stakeholders in tenure blind process to increase resilience and reduce vulnerability of bushfire across the Shire
Outcome EN.2: Healthy waterways, foreshores and natural landscapes
EN.2.1 Facilitate, advocate for and fund actions which protect, monitor and improve the waterways, rivers and wetlands flowing through urban and rural catchments
EN.2.2 Facilitate, fund and advocate for an adaptive response to coastal processes and the protection of key landscapes in the Shire
EN.2.3 Provide, regulate, facilitate and advocate for habitats, corridors and refugia to be identified and protected utilising land use planning incentives and community partnerships
Outcome EN.3: Collective climate action
EN.3.1 Facilitate and fund local climate action and understanding across the community, including the monitoring of regional climate predictions, research on impacts and targeted programs for mitigation and adaptation
EN.3.2 Regulate Shire corporate carbon emissions and advocate for reduction of community emissions including energy, transport and waste, to meet adopted targets
Outcome EN.4: Sustainable resource and waste management
EN.4.1 Regulate and provide services which reduce the environmental impact of waste and maximise conservation and recycling of resources
EN.4.2 Facilitate and advocate for the community to refuse, reduce, reuse, repair, re-gift, recycle and recover
EN.4.3 Facilitate, advocate and fund community and business engagement and action on sustainable living including water, waste, carbon free renewable energy and sustainable practices

How this will be achieved

Service							
Service statement	**Sub-services**	**FTE**	**23-24**	**24-25**	**25-26**	**26-27**	**SCP outcome**
Environmental and Landcare services Provides responsive and high quality landcare environmental services, with a focus biodiversity and water quality protection, and supporting environmental volunteerism in the Shire.	• Natural resource management • Funding of environmental management projects and programs • Environmental planning and approvals • Aboriginal heritage planning and approvals • Volunteer and contractor management	2.65	$1.121 m	$0.930 m	$0.985 m	$0.955 m	**EN.1 EN.2 EN.4**
Parks and reserves maintenance Coordinate and deliver operational maintenance and horticultural services required on the Shire's public open spaces, reserves, sporting fields and land	• Recycled water scheme • Mowing • Rehabilitation planting • Tree planting • Bushfire mitigation • Weed control • Playgrounds	16	$2.567 m	$2.793 m	$2.862 m	$2.921 m	**EN.1 EN.2**
Waste management services Provide, regulate and support community residents by providing services which facilitate sustainable waste practices	• Management of waste – kerbside collections, operation of transfer stations, resource recovery services and landfill operations • Management of wastewater – operation of the liquid waste facility • Waste education and community engagement	7.47	$3.911 m	$3.802 m	$3.887 m	$3.963 m	**EN.4**

Plans and strategies

- Climate Action Plan
- Reserve and Foreshore Management Plans
- Integrated Weed Management plan
- Healthy Country Plans
- Strategic Waste Management Plan
- Ecological Fire Plans

Key projects for 2023-24[1]	Description	SCP outcome

Biodiversity Strategy	Develop a Biodiversity Strategy for public and private land that prioritises (i) retention of native vegetation (ii) protection and enhancement of natural areas (iii) a 'plant local first' approach (iv) opportunities or advocacy (v) engendering a culture of stewardship towards the natural environment (vi) resourcing required to deliver the strategy	**EN.1**
Climate Action Plan review	Undertake a review of the Shire's Climate Action Plan	**EN.3**
Climate Action Plan implementation	Investigate feasibility of replacing streetlight globes with energy efficient LED globes and pursue transition of Shire's vehicle fleet to electric vehicles	**EN.3** **EN.4**
Climate Adaptation	Develop a Climate Adaptation Plan and ensure staff are trained in climate adaptation and biodiversity so that Shire functions are carried out in a way that is responsive to the changing climate	**EN.3** **EN.4**
CHRMAP Review	Review and implement the Coastal Hazard Risk Management and Adaptation Plan, including full review of the CHRMAP	**EN.2**
Landfill Closure Management Plan	Progress development and implementation of the Landfill Closure Management Plan, including progressive rehabilitation of landfill cells	**EN.4**
Davis Road Transfer Station	Commence development of detailed design for a transfer station at Davis Road in preparation for cessation of landfilling activities on the site	**EN.4**

[1] Note that some of these projects are multi-year

People

We will support and strengthen our diverse, resilient, welcoming. Safe and connected community through our services and advocacy

Goal

Outcome PE.1: Diverse cultural values are respected and adopted
Objectives
PE.1.1 Facilitate, advocate for and fund initiatives which promote Wadandi and Pibelmen cultural values and Aboriginal heritage with residents and visitors
PE.1.2 Facilitate, advocate for and fund initiatives which promote a community that is accessible for all and promotes inclusivity for all races, genders, ages and abilities throughout the community
PE.1.3 Provide, facilitate, advocate for and fund creative and community celebrations, events, festivals and programs which develop unique local communities
Outcome PE.2: Equal opportunity for all
Objectives
PE.2.1 Provide, facilitate and advocate for community facilities and services that are inclusive and accessible by all, including advocacy for basic needs across housing, health and aged-care services
PE.2.2 Provide and facilitate multi-purpose, accessible and fully activated community buildings across all places, focusing on renewal and upgrading before building new
PE.2.3 Provide and regulate green and public open spaces which cater for a wide range of users including people living with disability
PE.2.4 Provide libraries and advocate for education facilities which deliver information and foster learning, creativity and innovation in the community
Outcome PE.3: Active, healthy and fulfilling lifestyles
Objectives
PE.3.1 Provide, facilitate and fund initiatives that support community groups and volunteers with intergenerational involvement, mentorship and connection
PE.3.2 Provide, regulate and advocate for public health in a changing environment, including advocacy for equitable community access to physical and mental wellbeing support services
PE.3.3 Provide, facilitate and fund quality recreational services, multi-purpose facilities, sporting grounds and holiday parks
PE.3.4 Provide, facilitate, advocate for and fund services that support families, early years development and youth leadership throughout the Shire
Outcome PE.4: Safe and resilient communities
Objectives
PE.4.1 Provide, regulate and facilitate local community safety initiatives and animal management
PE.4.2 Provide, regulate, facilitate and advocate for just and inclusive local emergency preparedness and response across all hazards

PE.4.3 Advocate for and fund community programs which address the social, cultural and economic impacts of climate change on the community including support for emergency service positions in the Shire

How this will be achieved

Service							
Service statement	**Sub-services**	**FTE**	**23-24**	**24-25**	**25-26**	**26-27**	**SCP outcome**
Community planning and development To deliver asset-based community development initiatives with a special focus on building engagement and the capacity of community groups and volunteers who pursue local action	• Community capacity building • Access and inclusion • Age friendly • Youth development • Emergency response and recovery • Safer Communities	5.41	$1.225 m	$1.301 m	$1.338 m	$1.367 m	**PE.1 PE.2 PE.3 PE.4**
Community buildings To establish, maintain and improve standards for the construction and maintenance of community buildings, to enhance the amenity and access of buildings, and protect the safety and health of people who use them	• Community building asset management planning • Community facilities maintenance • Community building asset renewal	3.25	$3.145 m	$2.401 m	$2.457 m	$2.508 m	**PE.2 PE.3 PL.2**
Arts and Culture To deliver a professional, fun and collaborative arts and culture program that enriches and engages our community	• Aboriginal engagement • Arts and Culture – Public Art and Creative Culture Plan implementation • Technical and production services for venue operations • Building management for HEART venue • Management of arts and culture program delivery in partnership with Arts Margaret River • Develop and implement an integrated approach to	4.95	$1.608 m	$1.383 m	$1.421 m	$1.450 m	**PE.1 PE.2 PE.3**

	Shire facilitated events						
Holiday Parks and Campgrounds To provide quality, accessible and affordable camping, caravanning and accommodation facilities at the Shire's holiday parks and campgrounds	• Chalets • Caravanning sites • Camp sites • Camping facilities and infrastructure	9.51	$1.733 m	$1.578 m	$1.687 m	$1.722 m	**PE.1 PE.2 PE.3**
Environmental health and events To protect and promote the health and wellbeing of the community and support healthy environments through education and regulation	• Health inspections and registrations • Water safety sampling • Compliance public health issues • Public health promotion and education • Event approvals and commercial activity permits	6.10	$0.691 m	$0.656 m	$0.677 m	$0.691 m	**PE.3 PE.4 EN.2 EN.3**
Outside School Hours Care To provide care for school aged children, and to provide creche for recreation centre users	• Vacation care • Before school care • After school care • Creche services	4.24	$0.410 m	$0.298 m	$0.307 m	$0.313 m	**PE.2 PE.3**
Library Services To provide a free public library and information service that supports and enhances the economic, social, and cultural wellbeing of our local community through equitable access to works of knowledge, information and imagination	• Library services • Digital library services • Community hub • Lifelong learning programs	8.02	$1.206 m	$1.191 m	$1.229 m	$1.254 m	**PE.1 PE.2 PE.3**
Ranger Services To encourage compliance with state legislation and local laws through engagement, education and enforcement, with the aim of protecting the safety and amenity of the community	• Management and control of cats and dogs • Fire compliance • Community safety • Rangers public education	6.61	$0.886 m	$0.926 m	$0.955 m	$0.974 m	**PE.4**
Sport and Community Recreation Services To deliver community sport and recreation through increased physical and social participation to activate the wider community, and to allow community access to sporting facilities and areas to	• Margaret River Recreation Centre – Aquatics, Health and fitness, indoor sports & community recreation • Augusta Recreation Centre – health	15.47	$3.301 m	$3.005 m	$3.078 m	$3.142 m	**PE.2 PE.3**

engage in organised and passive recreation	and fitness, indoor sports & community recreation, hydrotherapy • Outdoor community sports • Beach lifeguard services						
Community Emergency Services To provide leadership and support to local Bushfire Brigades to maintain effective mitigation and local emergency arrangements in compliance with the *Emergency Management Act 2005*	• Bushfire Fuel Mitigation • Emergency Risk Management • Financial and Administrative Management to Emergency services volunteers • Shire emergency service infrastructure	2.43	$1.648 m	$1.740 m	$1.782 m	$1.820 m	**PE.4** **EN1.4**

Plans and strategies

- Access and Inclusion Plan
- Age Friendly Community Plan
- Public Health Plan
- Environmental Health Emergency Management Plan
- Bushfire Risk Management Plan
- Jenna Yen Mundamung – Walking Together Strategy
- Creative Culture Plan
- Empowering Youth Plan
- Strengthening Community Capacity Plan
- Holiday Parks Business and Masterplan (under review)
- Community Facilities Plan and Public Open Space Strategy (draft)
- 50 Year Cemeteries Masterplan (draft)
- Sustainable Events Strategy

Key projects for 2023-24[1]	Description	SCP outcome
Public Health Plan Review	Undertake a major review of the Public Health Plan 2020-2024	**PE.3**
Bushfire Risk Management Plan	Undertake a major review of the Bushfire Risk Management Plan 2017-2022 in line with the latest State guidelines	**PE.4**
50 Year Cemeteries Masterplan implementation	Finalise and commence with implementation of the 50 Year Cemetery Masterplan, including 'establishment a 'friends of' group, installation of signage for denominational areas, feasibility study for installation of internal walkways, creation of Cemetery Business Plan, installation of portable toilets, installation of seating in priority locations and other operational maintenance priorities, in 2023-24	**PE.1** **PE.2**
Changing Places Facility	Construct a Changing Places adult change facility at the Margaret River Aquatic Centre	**PE.2**
Event Facilitation	Review and simplify processes for Shire event support/facilitation that focus on improving customer experience and community support	**PE.1** **PE.2**
Holiday Parks Business and Masterplan	Undertake a review and update of the Turner Caravan Park Business and Masterplan (2018) and incorporate Flinders Bay Holiday Park and Alexandra Bridge Campground	**PE.3**

[1] Note that some of these projects are multi-year

Place

We will responsibly grow and develop vibrant, sustainable places which maintain their distinctive country character and which supports a local economy that is resilient, equitable and sustainable

Goal

Outcome PL.1: Diverse, sustainable and well-designed places
Objectives
PL.1.1 Regulate and facilitate clearly defined areas for growth, renewal and protection through the Local Planning Strategy and Scheme with a special focus on sustainability, climate resilience and the unique character and cultural heritage of all places
PL.1.2 Facilitate and advocate for agreed urban design parameters for public places with the community in order to improve vibrancy and reflect the values and character of each place
Outcome PL.2: Infrastructure which caters to need
Objectives
PL.2.1 Provide, facilitate and advocate for a safe transport network with high quality roads and footpaths across the Shire, including a trails and bicycle network which better connects places
PL.2.2 Facilitate and advocate for major infrastructure which caters for increasing residents and visitors, including innovative and inclusive public transport options
PL.2.3 Facilitate and advocate to promote and incentivise the development of social housing and affordable housing in infill areas of the Shire
PL.2.4 Provide, facilitate and advocate for fit for purpose community infrastructure, including public toilets, parking, coastal infrastructure and multi-use community spaces, with a focus on renewal and upgrading rather than building new
Outcome PL.3: Sustainable agriculture and thriving rural communities
Objectives
PL.3.1 Facilitate and advocate for sustainable and innovative agricultural, viticultural and aquacultural sectors with a focus on support for independent farmers operating in a changing environment
PL.3.2 Facilitate, advocate for and fund initiatives which support sustainable rural communities as places evolve and change
Outcome PL.4: Resilient circular local economy
Objectives
PL.4.1 Facilitate and advocate for actions that support a sustainable and equitable circular local economy with increased local spend, increased local employment and resilient, innovative businesses
PL.4.2 Facilitate and advocate for broader engagement and innovation in sustainable business
PL.4.3 Facilitate and advocate for a respectful tourism sector, with environmental and cultural values driving an increase in visitor spend and major events
PL.4.4 Facilitate and advocate for the region to be developed as a hub for primary food production and value-add, boutique and creative industries, and best-practice sustainable industry

How this will be achieved

Service							
Service statement	**Sub-services**	**FTE**	**23-24**	**24-25**	**25-26**	**26-27**	**SCP outcome**
Asset services To deliver effective, cost-efficient and sustainable asset management in a manner that meets the needs of present and future generations	• Asset Management • Capital Project Planning • Land administration • Transport and Road Safety • Quality control of developer provided assets	5.22	$1.439 m	$1.246 m	$1.282 m	$1.466 m	**PL.2**
Planning and Development Services To implement local, state and federal planning and building legislation	• Building Services • Statutory Planning Services • Strategic Planning Services • Sustainability Services • Developer Contribution Management	14.62	$1.847 m	$1.889 m	$1.950 m	$1.968 m	**PL.1** **PL.2**
Major Projects To support the delivery of major construction projects	• Project Management • Project Administration	0.50	$0.086 m	$0.088 m	$0.091 m	$0.093 m	**PL.2**
Sustainable Economy To provide strategic planning and delivery of sustainable economic initiatives	• Sustainable Economic Development	0.80	$0.397 m	$0.193 m	$0.193 m	$0.187 m	**PL.3** **PL.4**
Works – construction To deliver the reconstruction of urban and rural roads, civil infrastructure upgrades and the construction and renewal of drainage, kerbs, gravel re-sheeting and road shouldering across the shire	• Drainage Renewal • Gravel Resheeting • Road Construction and Rehabilitation • Kerb Replacement • Footpath Construction • Marine Structure Preservation • Carpark Construction	16.00	Costed to capital works	Costed to capital works	Costed to capital works	Costed to capital works	**PL.2**
Works – maintenance Deliver the maintenance of Shire buildings and facilities, gravel and sealed roads, bridges, signage, trails and platforms and tree	• Buildings and Shire Facilities Maintenance • Road Maintenance • Bridge Maintenance • Signage Installation and Maintenance • Trails Maintenance	12.00	$11.599 m	$11.219 m	$11.496 m	$11.756 m	**PL.2**

pruning services across the Shire	• Outdoor Infrastructure Maintenance • Stormwater Drainage Maintenance • Footpath Repair and Replacement						
Works - technical services, workshop and administration To provide technical advice and support for both internal and external stakeholders	• Coordination of Capital Works Program • Site Survey and Design Works • Geotechnical Testing and Reporting • Hydrological Studies • Engineering Design • Depot Site Management • Shire Fleet Management and Maintenance	15.81	$0.455 m	$0.294 m	$0.352 m	$0.368 m	**PL.2**

Plans and strategies

- Asset Management Strategy
- Asset Management Plan
- Forward Capital Works Program
- Local Planning Strategy
- Local Planning Scheme
- Leeuwin Naturaliste 2050 Cycling Strategy
- Townsite Pathway Plan
- Healthy Country Plans
- Heritage Inventory
- Sustainable Economy Strategy
- Community Facilities Plan and Public Open Space Strategy (draft)
- Gloucester Park Masterplan
- Developer Contributions Plan

Key projects for 2023-24[1]	Description	SCP outcome
Cowaramup Traffic Study	Undertake a traffic study to inform future improvements required to manage traffic growth, including improvements for pedestrians and cyclists	**PL.1**
Local Planning Scheme	Undertake a review of the Local Planning Scheme	**PL.1**
Leisure Planning	Finalise the Shire's Leisure Planning process incorporating the Community Facilities and Recreation Plan and Public Open Space Strategy to inform future priorities for use of public open space	**PE.2 PE.3 PL.1 PL.2**
Regenerative Agriculture Conference	Partnering with local, national and international speakers to deliver a Regenerative Agriculture Conference	**PL.3**
RAC Safer Speeds Trial	Undertake feasibility and implement recommended measures from the RAC Safer Speeds Trial project	**PL.1**
Flinders Bay to Cape Leeuwin Path	Undertake detailed design for completion of a shared use path from Dead Finish to Cape Leeuwin, in line with the Taalinup Healthy Country Plan	**PL.2**
Margaret River Recreation Centre refurbishment	Finalise refurbishment of the Margaret River Recreation Centre, including incorporation of a Changing Places adult change facility	**PL.2 PE.2 PE.3**

[1] Note that some of these projects are multi-year

Performance

We will deliver quality governance, service and value with integrity and transparency

Goal

Outcome PF.1: Responsible planning and ownership of outcomes
Objectives
PF.1.1 Regulate and provide support to attract and develop diverse Councillors that lead and deliver on the community's vision for the future
PF.1.2 Regulate and provide support to ensure Councillors and employees deliver integrity and transparency in their behaviour, decision making and in compliance with codes of conduct
PF.1.3 Facilitate a community vision and provide long term resourcing plans that ensure a sustainable and resilient local government and community
PF.1.4 Regulate and provide information and community communication in accordance with statutory requirements and to best support decision making
Outcome PF.2: Community and customer focus
Objectives
PF.2.1 Provide, facilitate and fund a wide range of mandatory and community services that are responsive, agile, cost-effective, and that deliver a high-quality customer experience
PF.2.2 Regulate the Shire's performance and monitor the community's satisfaction with Shire services, regularly communicating these results
PF.2.3 Provide and facilitate place planning and activation through meaningful Councillor and organisational and community engagement
Outcome PF.3: High performing and engaged people
Objectives
PF.3.1 Regulate and provide recruitment, training and recognition to retain high achieving and customer focused employees
PF.3.2 Regulate and provide a safe, fair and equitable workplace which engages employees in key decisions and issues
PF.3.3 Facilitate the employment and experience of local youth for leadership positions in the future
Outcome PF.4: A culture of innovation, quality and continuous improvement
Objectives

PF.4.1 Provide and facilitate a workplace culture of innovation and continuous improvement that meets the speed of change in the Shire, including being an Australian leader in climate action and embedding climate change mitigation and adaptation across the organisation
PF.4.2 Provide and facilitate community engagement which enables all areas of the community to have their say on issues that affect them
PF.4.3 Regulate and provide Shire policies and processes that are business friendly, considerate of the local economy, of social equality and which helps to generate local employment

How this will be achieved

Service							
Service statement	**Sub-services**	**FTE**	**23-24**	**24-25**	**25-26**	**26-27**	**SCP outcome**
Executive To provide strategic and operational oversight of the Shire, acting as conduit between Council and administration, providing advice and governance to Council and leading stakeholder liaison	• Australian Citizenship Ceremonies • Biennial Election Administration • Councillor Administration Support • Corporate Organisational Leadership	4.80	$1.018 m	$1.052 m	$1.088 m	$1.109 m	**PF.1**
Governance and legal services To provide information, advice and services to internal and external stakeholders relating to legal services, governance, risk and Council support	• Council Support and Meeting Administration • Organisational Risk Management • Corporate Compliance Management • Legal Services • Land Asset Management • Cemeteries	3.68	$0.525 m	$0.478 m	$0.494 m	$0.504 m	**PF.1**
Customer Experience To provide consistent, multi-channel communications and customer services to enable improved community-focussed experiences	• Multi-channel Public Communications • Community Engagement Support • Front Counter Customer Services • Switchboard Phone Services	11.30	$1.429 m	$1.505 m	$1.429 m	$1.425 m	**PF.1** **PF.2** **PF.4**
Records management To deliver records management services for the organisation and facilitate access to information for members of the public	• Records Management • Freedom of Information Requests	2.00	$0.196 m	$0.196 m	$0.202 m	$0.206 m	**PF.1**

Finance To provide responsible and informed custodianship and stewardship of the Shire's finances on behalf of the community	• Investment Portfolio Management • Financial Reporting • Financial Audit and Compliance Reporting • Insurance Administration • Accounts Payable and Receivable • General Ledger Maintenance • Property Rates and Revenue Services	6.28	$1.668 m	$2.058 m	$2.036 m	$2.103 m	**PF.1**
Corporate Planning and Performance To enable the organisation to make well-informed decisions through provision of well-articulated, accurate and timely information and best practice advice	• Procurement and Contract Management Support • Budget Management • Long Term Financial Planning • Financial Performance Analysis • Corporate Planning • Corporate Performance Measurement	3.37	$0.444 m	$0.316 m	$0.353 m	$0.333 m	**PF.1** **PF.2** **PF.4**
Information Communication and Technology (ICT) services To provide secure, cost-effective and efficient industry-leading ICT services to the organisation	• Communication System Management • ICT Hardware Management • Disaster Recovery Planning and Maintenance • Software Management • Geographical Information Systems (GIS) Services	4.15	$1.721 m	$1.543 m	$1.582 m	$1.613 m	**PF.2** **PF.4**
People, Culture and Safety To deliver human resources ensuring the recruitment, training, recognition and retention of employees, and support a safe and fair workplace	• Employment • Payroll • Personnel • Workforce Planning • Workplace Relations • Work Health and Safety	6.37	$0.879 m	$0.844 m	$0.867 m	$0.885 m	**PF.3**

Plans and strategies

- Integrated Planning and Reporting Framework
- Customer Service Charter
- Community Engagement Framework
- Code of Conduct
- Long Term Financial Plan
- Annual Budget
- Customer Experience Strategy
- ICT Strategy
- GIS Strategy
- Workforce Plan
- Recordkeeping Plan
- Land Asset Management Plan
- Risk Management Framework

Key projects for 2023-24[1]	Description	SCP outcome
Biennial Election	Partner with the Western Australian Electoral Commission to conduct the biennial election of Council members	**PF.1**
Customer Experience improvements	Undertake a staged approach to the Customer Experience Strategy, including setting baseline measurement data and commencing a review of the Shire's call handling processes and knowledge base in 2023-24	**PF.2 PF.3 PF.4**
Customer Satisfaction Scores	Establish post transaction customer satisfaction for major transactions	**PF.2**
Shire Process Review	Commence mapping of 'as-is' Shire processes in readiness for future implementation of a new enterprise resource planning system.	**PF.2 PF.4**
Phone System Upgrade	Implement a new phone system incorporating improved functionality to enable better customer experience	**PF.2 PF.4**
Project Management Framework	Develop and implement an organisational wide Project Management Framework	**PF.2**
Work Healthy and Safety Plan	Develop a Strategic Work Health and Safety Plan for the Shire	**PF.3**
Work Health and Safety Audit	Undertake a safety audit of the Shire's safety management system and repeat every two years	**PF.3**
Staff Engagement	Undertake an initial staff engagement survey to establish benchmark data and develop a cultural improvement plan with an aim to improve on this benchmark	**PF.3 PF.4**
Performance Framework	Develop and implement an organisation wide accountability framework including KPIs defined and monitored for each business unit linked to performance reviews	**PF.2 PF.3 PF.4**

[1] Note that some of these projects are multi-year

2

Shire grant funding

In addition to providing and advocating for services and facilities, the Shire provides financial support to community, arts and culture, sporting and environmental organisations and individuals, as well as businesses and event organisers, where their activities align with the priorities and objectives outlined in the SCP 2040.

In 2023-24 the following grant funding streams will be made available:

$150,000	**Community Development and Events**
$30,000	**Community Development Easy Grants**
$120,000	**Community Organisation Operating Grants**
$10,000	**Community Sport and Recreation**
$125,000	**Major Events**
$80,000	**Sustainable Economy**
$150,000	**Environmental Management Fund**
$10,000	**Environmental Stewardship**
$170,000	**Environmental Organisation Operating Grants**

Resourcing the Plan

Resourcing plans include both financial and non-financial resources that are required over the life of the Corporate Business Plan. These resourcing plans ensure we have adequate resources (asset, financial and workforce) to deliver the services and assets to meet the community vision.

Advocacy

Council advocates on behalf of the community for key priorities, to secure resources and push for policy or legislative change.

Strong and robust advocacy is critical to success as the Shire continues to experience rapid population growth. The Shire's advocacy enables advancement in areas over which the Shire has limited control, or in which the Shire does not provide direct services to community. This included the funding of a childcare facility in Augusta, which initially attracted $100,000 in State funding, with a further $250,000 committed by the State in 2023 following continued advocacy.

The recent community perception survey identified a number of priority areas for the community where the Shire does not directly deliver services, but will include as priorities for the community in its advocacy program:

- ✓ Family and children services
- ✓ Senior services and facilities
- ✓ Community safety and crime prevention
- ✓ Surf rescue response

Financial planning

Like many local governments, one of the key challenges faced by the Shire is ensuring continued financial sustainability whilst providing essential services and facilities to the community both now and into the future.

Long Term Financial Plan

The Shire's Long Term Financial Plan (LTFP) provides an outline of the forecast financial position of the Shire over the next ten years. It plans for the Shire's long term financial sustainability and allows early identification of financial issues and their longer term impacts.

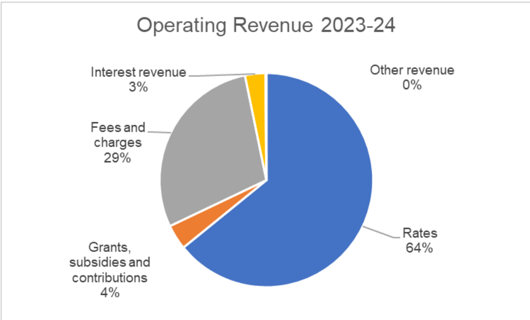
The LTFP is underpinned by the following principles:

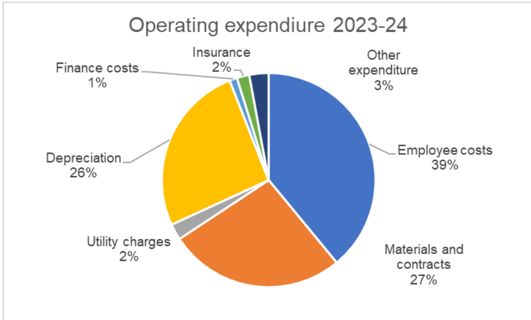
- Ensuring financial systems are accurate and dependable, with effective internal controls
- Reviewing services to ensure they are appropriate, and delivered in an effective and efficient manner
- Using zero-based budgeting to annually reconfirm the mix of services to be provided
- Engaging with community to ensure finances are prioritised appropriately
- Effective prioritisation of fund allocation
- Funding strategy

Annual Budget

The Annual Budget is aligned to the Shire's Strategic Community Plan, and shows how services and programs identified in the Corporate Business Plan are funded.

Each year, the Shire undertakes a comprehensive planning exercise through which it reviews its Long Term Financial Plan in light of the Shire's planned projects and services for the upcoming year ensuring integration of all key planning documents.





Capital Works Program 2023-24

The Shire's capital works program delivers prioritised works for asset renewal, asset upgrades and new projects across a wide variety of assets from community buildings to drainage, roads and footpaths.

There are a wide range of programs in the Shire's Forward Capital Works Program which feeds into the Shire's Long Term Financial Plan. Projects are reviewed each year and scheduled according to renewal needs and budget allocations.

Asset Class	Capital additions			
	2023-24	2024-25	2025-26	2026-27
Land and buildings	$7.022	$0.456	$0.740	$1.265
Furniture and equipment	$1.534	$0.115	$0.105	$0.107
Plant and equipment	$0.788	$1.507	$2.071	$1.184
Infrastructure – roads	$4.070	$5.635	$6.029	$6.625
Infrastructure – road bridges	$-	$2.334	$0.372	$0.322
Infrastructure – aerodromes	$0.218	$0.040	$0.042	$0.040
Infrastructure – caravan and camping	$0.025	$0.089	$0.288	$0.036
Infrastructure – car parks	$0.431	$0.207	0.211	$0.086
Infrastructure – drainage	$0.347	$0.351	$0.327	$0.333
Infrastructure – other	$0.393	$-	$-	$-
Infrastructure – parks and reserves	$1.332	$0.518	$0.527	$0.417
Infrastructure – paths and trails	$0.807	$0.948	$0.536	$0.725
Infrastructure – waste management facilities	$1.725	$1.067	$2.575	$2.555
Total	**$18.691**	**$13.268**	3 **$13.825**	**$13.696**

Workforce Plan

The Shire's Workforce Plan recognises the critical role our people and systems have in servicing the evolving and growing needs of our community as the Shire sustains continued growth in both our resident population and visitation.

A major review of the Workforce Plan was recently undertaken and annual reviews will be undertaken on an ongoing basis.

Asset Management Plan

The Shire's Asset Management Plan aims to ensure the Shire has the necessary funds and resources available, when needed, to maintain assets to a safe and acceptable standard. The document explains how the Shire will manage its asset portfolio over the next ten years.

The Shire's asset management planning approach encompasses the following key principles:

- Back to basics – reduce the backlog of outstanding renewal projects by prioritising asset renewal over other projects
- Optimise – renew assets at the optimal time to make renewal more cost effective
- Rationalise – assess services and their asset to ensure they are optimally planned for and used
- Whole of life – ensure provisions are made for increased maintenance and renewal due to new/expansion/upgrade and donated projects
- Performance – monitor and review asset management practices and ensure sufficient resources are allocated to implement the Asset Management Plan.

A minor review of the Asset Management Plan is undertaken annually. In 2022-23 a revaluation and condition assessment was undertaken for the Shire's portfolio of infrastructure, including all roads (sealed and unsealed) as well as paths, carparks, drainage and public open spaces. The condition assessment data collected will assist when we undertake a major review of the Asset Management Plan in 2024-25.

Find out more

Website

The Shire's website contains a range of information relevant to residents, ratepayers and visitors. You can visit the website at www.amrshire.wa.gov.au

eNewsletter

Community members can stay up to date with the latest Shire news and events through the Shire's newsletter. Subscribe at www.amrshire.wa.gov.au/subscribe.

Attend a Council meeting

Ordinary Meetings of Council (OCM) are open to the public and you are encouraged to attend. All meetings are open to the public, except confidential items which are considered in a closed session excluding press and public. OCMs are held on the second and fourth Wednesdays of each month (with the exception of school holidays). Most meetings are held in Margaret River, with three per year in Augusta. Agendas are published eight days prior to the meeting and are made available for public viewing on the Shire website **amrshire.wa.gov.au.** Minutes are uploaded five days after the meetings.

All Ordinary Council Meetings and Committee Meetings are conducted in accordance with Shire's *Standing Orders Local Law 2011.* Members of the public attending meetings are allocated time at the commencement of public meetings to ask questions of the Council or to make a deputation on an agenda item for that meeting. The Shire's *Standing Orders Local Law 2011* details the procedures for this which you can view at **amrshire.wa.gov.au.**

Make an appointment

To meet with the Shire President or Councillors, visit amrshire.wa.gov.au/council/your-council/your-councillors.

To meet with the Shire CEO or Directors, email amrshire@amrshire.wa.gov.au or phone (08) 9780 5255.

Join a committee or operational reference group

Committee and operational reference groups are a great way involved with your local community. Contact amrshire@amrshire.wa.gov.au to enquire about membership for any the following committees or groups:

- **Art Cultural Working Group (ACWG)**
- **Audit and Risk Management Committee (ARMC)**
- **Australian Coastal Councils Association's Committee of Management**
- **Behaviour Complaints Committee (BCC)**
- **Bush Fire Advisory Committee (BFAC)**
- **Community Health Network Group (CHNG)**
- **Inclusive Communities Advisory Network (ICAN)**
- **Joint Development Assessment Panel (JDAP)**
- **Just Home Housing and Information Referral Service**
- **Local Emergency Management Committee (LEMC)**
- **Lower Blackwood and Conservation District Committee**
- **Response, Recovery, Resilience Augusta Margaret River Working Group**
- **South West Regional Road Group**
- **Sport and Recreation Group (SRG)**
- **Sustainability Advisory Committee (SAC)**
- **WALGA Zone Committee**
- **Youth Stakeholder Group**

Attend a public meeting

Public meetings, forums or workshops on specific issues are routinely held by the Shire throughout the year. To stay in the loop of these opportunities to engage register on the Shire's Your Say website www.yoursay.amrshire.wa.gov.au to receive email updates or keep an eye on the Shire's Notices and Tenders section of the local newspaper.

Talk or write to the Shire

You can also write or phone the Shire about issues important to you. Phone (08) 9780 5255 or email amrshire@amrshire.wa.gov.au and to PO Box 61, Margaret River WA 6285 by post.

SHIRE OF AUGUSTA MARGARET RIVER

ANNUAL BUDGET

FOR THE YEAR ENDED 30 JUNE 2024

LOCAL GOVERNMENT ACT 1995

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SHIRE'S VISION
Sustainable, inclusive, connected to place and respecting Boodja

SHIRE OF AUGUSTA MARGARET RIVER
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	2023/24 Budget	2022/23 Actual	2022/23 Budget
Revenue		$	$	$
Rates	2(a)	26,539,161	25,011,839	24,765,001
Grants, subsidies and contributions	11	1,563,221	3,954,332	2,498,725
Fees and charges	16	11,926,585	11,786,014	10,990,418
Interest revenue	12(a)	1,277,500	1,206,897	553,500
Other revenue	12(b)	55,562	137,652	39,750
		41,362,029	42,096,734	38,847,394
Expenses				
Employee costs		(18,918,546)	(17,112,419)	(17,852,664)
Materials and contracts		(12,962,360)	(10,820,525)	(13,151,575)
Utility charges		(1,180,050)	(976,555)	(836,468)
Depreciation	6	(12,542,007)	(11,490,116)	(10,762,757)
Finance costs	12(d)	(561,915)	(607,328)	(646,424)
Insurance		(912,370)	(833,563)	(846,538)
Other expenditure		(1,414,491)	(1,296,223)	(1,332,289)
		(48,491,739)	(43,136,729)	(45,428,715)
		(7,129,710)	(1,039,995)	(6,581,321)
Capital grants, subsidies and contributions	11	3,511,182	6,080,774	6,867,555
Profit on asset disposals	5	27,611	70,151	19,149
Loss on asset disposals		(132,988)	(829,346)	(45,440)
		3,405,805	5,321,579	6,841,264
Net result for the period		**(3,723,905)**	**4,281,584**	**259,943**
Other comprehensive income				
Items that will not be reclassified subsequently to profit or loss				
Total other comprehensive income for the period		**0**	**0**	**0**
Total comprehensive income for the period		**(3,723,905)**	**4,281,584**	**259,943**

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

SHIRE OF AUGUSTA MARGARET RIVER
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024

CASH FLOWS FROM OPERATING ACTIVITIES	NOTE	2023/24 Budget	2022/23 Actual	2022/23 Budget
Receipts		$	$	$
Rates		26,539,161	25,011,858	24,765,001
Grants, subsidies and contributions		1,563,221	4,070,380	2,498,725
Fees and charges		11,926,585	11,786,014	10,990,418
Interest revenue		1,277,500	1,206,897	553,500
Other revenue		55,562	137,652	39,750
		41,362,029	42,212,801	38,847,394
Payments				
Employee costs		(18,918,546)	(16,956,554)	(17,852,664)
Materials and contracts		(12,962,360)	(12,375,366)	(13,151,569)
Utility charges		(1,180,050)	(976,555)	(836,468)
Finance costs		(561,915)	(634,295)	(646,424)
Insurance		(912,370)	(833,563)	(846,538)
Other expenditure		(1,414,491)	(1,296,223)	(1,332,289)
		(35,949,732)	(33,072,556)	(34,665,952)
Net cash provided by (used in) operating activities	4	5,412,297	9,140,245	4,181,442
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment	5(a)	(9,343,381)	(7,524,062)	(13,295,062)
Payments for construction of infrastructure	5(b)	(9,347,934)	(9,104,394)	(10,296,148)
Capital grants, subsidies and contributions		3,486,259	5,809,287	6,867,555
Proceeds from sale of property, plant and equipment	5(a)	479,000	259,060	356,600
Proceeds on other loans and receivables [describe]		0	97,938	(30,372)
Net cash provided by (used in) investing activities		(14,726,056)	(10,462,171)	(16,397,427)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	7(a)	(1,069,009)	(1,138,730)	(1,138,730)
Payments for principal portion of lease liabilities	8	(89,251)	(83,154)	(109,717)
Proceeds on disposal of cash on deposit - term deposits		3,200,000	3,080,127	9,000,000
Net cash provided by (used in) financing activities		2,041,740	1,858,243	7,751,553
Net increase (decrease) in cash held		(7,272,019)	536,317	(4,464,432)
Cash at beginning of year		9,391,721	8,855,404	7,109,239
Cash and cash equivalents at the end of the year	4	**2,119,702**	**9,391,721**	**2,644,807**

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

SHIRE OF AUGUSTA MARGARET RIVER
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	2023/24 Budget	2022/23 Actual	2022/23 Budget
OPERATING ACTIVITIES				
Revenue from operating activities		$	$	$
General rates	2(a)	26,539,163	25,011,839	24,765,001
Grants, subsidies and contributions	11	1,563,221	3,954,332	2,498,725
Fees and charges	16	11,926,585	11,786,014	10,990,418
Interest revenue	12(a)	1,277,500	1,206,897	553,500
Other revenue	12(b)	55,562	137,652	39,750
Profit on asset disposals	5	27,611	70,151	19,149
		41,389,642	42,166,885	38,866,543
Expenditure from operating activities				
Employee costs		(18,918,546)	(17,112,419)	(17,852,664)
Materials and contracts		(12,962,360)	(10,820,525)	(13,151,575)
Utility charges		(1,180,050)	(976,555)	(836,468)
Depreciation	6	(12,542,007)	(11,490,116)	(10,762,757)
Finance costs	12(d)	(561,915)	(607,328)	(646,424)
Insurance		(912,370)	(833,563)	(846,538)
Other expenditure		(1,414,491)	(1,296,223)	(1,332,289)
Loss on asset disposals	5	(132,988)	(829,346)	(45,440)
		(48,624,727)	(43,966,075)	(45,474,155)
Non-cash amounts excluded from operating activities	3(b)	12,647,384	11,957,593	10,789,048
Amount attributable to operating activities		**5,412,299**	**10,158,403**	**4,181,436**
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions	11	3,511,182	6,080,774	6,867,555
Proceeds from disposal of assets	5	479,000	259,060	356,600
Proceeds on other loans and receivables [describe]		35,905	97,938	
		4,026,087	6,437,772	7,224,155
Outflows from investing activities				
Payments for property, plant and equipment	5(a)	(9,343,381)	(7,524,062)	(13,295,057)
Payments for construction of infrastructure	5(b)	(9,347,934)	(9,104,394)	(10,296,148)
Payments for other loans and receivables [describe]		0	0	(30,372)
		(18,691,315)	(16,628,456)	(23,621,577)
Amount attributable to investing activities		**(14,665,228)**	**(10,190,684)**	**(16,397,422)**
FINANCING ACTIVITIES				
Inflows from financing activities				
Transfers from reserve accounts	9(a)	9,766,825	3,886,205	10,256,261
		9,766,825	3,886,205	10,256,261
Outflows from financing activities				
Repayment of borrowings	7(a)	(1,069,009)	(1,138,730)	(1,138,730)
Payments for principal portion of lease liabilities	8	(89,251)	(83,154)	(109,717)
Transfers to reserve accounts	9(a)	(3,338,424)	(3,151,206)	(1,069,968)
		(4,496,684)	(4,373,090)	(2,318,415)
Amount attributable to financing activities		**5,270,141**	**(486,885)**	**7,937,846**
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	3	3,982,788	4,501,954	4,278,140
Amount attributable to operating activities		5,412,299	10,158,403	4,181,436
Amount attributable to investing activities		(14,665,228)	(10,190,684)	(16,397,422)
Amount attributable to financing activities		5,270,141	(486,885)	7,937,846
Surplus or deficit at the end of the financial year	3	**(0)**	**3,982,788**	**(0)**

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

SHIRE OF AUGUSTA MARGARET RIVER
FOR THE YEAR ENDED 30 JUNE 2024
INDEX OF NOTES TO THE BUDGET

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

1(a) BASIS OF PREPARATION

The annual budget is a forward looking document and has been prepared in accordance with the Local Government Act 1995 and accompanying regulations.

Local Government Act 1995 requirements
Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the annual budget be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this annual budget have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the annual budget has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The local government reporting entity
All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this annual budget.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 15 to the annual budget.

2022/23 actual balances
Balances shown in this budget as 2022/23 Actual are estimates as forecast at the time of preparation of the annual budget and are subject to final adjustments.

Budget comparative figures
Unless otherwise stated, the budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure.

Comparative figures
Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

Rounding off figures
All figures shown in this statement are rounded to the nearest dollar.

Initial application of accounting standards
During the budget year, the below revised Australian Accounting Standards and Interpretations are expected to be compiled, become mandatory and be applicable to its operations.
• AASB 2021-2 Amendments to Australian Accounting Standards
 - Disclosure of Accounting Policies or Definition of Accounting Estimates
• AASB 2021-6 Amendments to Australian Accounting Standards
 - Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards
• AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards

It is not expected these standards will have an impact on the annual budget.

New accounting standards for application in future years
The following new accounting standards will have application to local government in future years:
• AASB 2014-10 Amendments to Australian Accounting Standards
 - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
• AASB 2020-1 Amendments to Australian Accounting Standards
 - Classification of Liabilities as Current or Non-current
• AASB 2021-7c Amendments to Australian Accounting Standards
 - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
• AASB 2022-5 Amendments to Australian Accounting Standards
 - Lease Liability in a Sale and Leaseback
• AASB 2022-6 Amendments to Australian Accounting Standards
 - Non-current Liabilities with Covenants
• AASB 2022-10 Amendments to Australian Accounting Standards
 - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

It is not expected these standards will have an impact on the annual budget.

Judgements, estimates and assumptions
The preparation of the annual budget in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

• estimated fair value of certain financial assets
• estimation of fair values of land and buildings and investment property
• impairment of financial assets
• estimation uncertainties and judgements made in relation to lease accounting
• estimated useful life of assets

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

1(b) KEY TERMS AND DEFINITIONS - NATURE OR TYPE

REVENUES

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

GRANTS, SUBSIDIES AND CONTRIBUTIONS
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.

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.
Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

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 the charges which can be raised. These are television and radio broadcasting, underground electricity and neighbourhood surveillance services and water.
Exclude rubbish removal charges which should not be classified as a service charge. 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 cannot be classified under the above headings, includes dividends, discounts, rebates etc.

PROFIT ON ASSET DISPOSAL
Gain on the disposal of assets including gains on the disposal of long-term investments.

EXPENSES

EMPLOYEE COSTS
All costs associated with the employment of 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.
Note *AASB 119 Employee Benefits* provides a definition of employee benefits which should be considered.

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.
Local governments may wish to disclose more detail such as contract services, consultancy, information technology and rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER)
Expenditures made to the respective agencies for the provision of power, gas or water.
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 and amortisation expenses raised on all classes of assets.

FINANCE COSTS
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 levies including DFES levy and State taxes. Donations and subsidies made to community groups.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

2. RATES AND SERVICE CHARGES

(a) Rating Information

	Rate Description	Basis of valuation	Rate in	Number of properties	Rateable value	2023/24 Budgeted rate revenue	2023/24 Budgeted interim rates	2023/24 Budgeted back rates	2023/24 Budgeted total revenue	2022/23 Actual total revenue	2022/23 Budget total revenue
			$		$	$	$	$	$	$	$
(i)	**General rates**										
	Residential GRV	Gross rental valuation	0.097667	4,970	104,804,437	10,235,935	200,000	10,000	10,445,935	9,685,852	9,743,609
	Residential GRV Vacant	Gross rental valuation	0.195334	196	3,232,210	631,361			631,361	922,537	647,339
	Rural Residential GRV	Gross rental valuation	0.104779	727	16,480,690	1,726,830			1,726,830	1,608,266	1,599,299
	Rural Residential GRV Vacant	Gross rental valuation	0.189469	117	1,673,670	317,109			317,109	323,497	332,877
	Commercial, Industrial & Tourisr	Gross rental valuation	0.129701	1,319	48,455,603	6,284,740			6,284,740	5,930,555	5,797,086
	UV Rural Strata Titled Vineyard	Unimproved valuation	0.004953	0	0	0			0	0	0
	UV Rural	Unimproved valuation	0.004034	738	644,576,490	2,600,222			2,600,222	2,513,873	2,499,288
	UV1 (one non rural use)	Unimproved valuation	0.005042	103	95,069,000	479,338			479,338	469,342	467,110
	UV2 (two non rural uses)	Unimproved valuation	0.006050	23	20,151,000	121,914			121,914	111,304	111,131
	UV3 (over two non rural uses)	Unimproved valuation	0.007059	15	19,173,000	135,342			135,342	126,342	126,342
	UV Conservation	Unimproved valuation	0.003876	74	81,133,000	314,472			314,472	296,736	296,736
	Total general rates			8,282	1,034,749,100	22,847,263	200,000	10,000	23,057,263	21,988,304	21,620,817
			Minimum								
(ii)	**Minimum payment**		$								
	Residential GRV	Gross rental valuation	1,483	756	9,712,019	1,121,148			1,121,148	1,070,496	1,087,488
	Residential GRV Vacant	Gross rental valuation	1,632	771	4,013,220	1,258,272			1,258,272	930,126	1,008,026
	Rural Residential GRV	Gross rental valuation	1,806	135	2,115,980	243,810			243,810	232,740	232,740
	Rural Residential GRV Vacant	Gross rental valuation	1,987	26	211,590	51,662			51,662	56,910	58,807
	Commercial, Industrial & Tourisr	Gross rental valuation	1,594	222	2,023,364	353,868			353,868	333,318	359,192
	UV Rural Strata Titled Vineyard	Unimproved valuation	977	37	1,407,000	36,149			36,149	34,521	34,521
	UV Rural	Unimproved valuation	1,664	212	65,604,344	352,768			352,768	308,266	308,266
	UV1 (one non rural use)	Unimproved valuation	2,081	26	8,251,500	54,106			54,106	41,706	43,692
	UV2 (two non rural uses)	Unimproved valuation	2,497	4	1,384,000	9,988			9,988	9,536	9,536
	UV3 (over two non rural uses)	Unimproved valuation	2,913	0	0	0			0	0	0
	UV Conservation	Unimproved valuation	1,602	18	5,687,000	28,836			28,836	24,464	24,464
	Total minimum payments			2,207	100,410,017	3,510,607	0	0	3,510,607	3,042,083	3,166,732
	Total general rates and minimum payments			10,489	1,135,159,117	26,357,870	200,000	10,000	26,567,870	25,030,387	24,787,549
						26,357,870	200,000	10,000	26,567,870	25,030,387	24,787,549
	Waivers or Concessions (Refer note 2(f))								(28,707)	(18,548)	(22,548)
	Total rates					26,357,870	200,000	10,000	26,539,163	25,011,839	24,765,001

The Shire did not raise specified area rates for the year ended 30th June 2024.

All rateable properties within the district used predominately for non-rural purposes are rated according to their Gross Rental Valuation (GRV), all other properties are rated according to their Unimproved Valuation (UV).

The general rates detailed for the 2023/24 financial year have been determined by Council on the basis of raising the revenue required to meet the estimated deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than general rates and also considering the extent of any increase in rating over the level adopted in the previous year.

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

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

2. RATES AND SERVICE CHARGES (CONTINUED)

(b) Interest Charges and Instalments - Rates and Service Charges

Instalment options	Date due	Instalment plan admin charge	Instalment plan interest rate	Unpaid rates interest rates
		$	%	%
Option one				
Single full payment	21/09/2023	0	0.00%	0.00%
Option three				
First instalment	21/09/2023	$0.00	5.50%	11.00%
Second instalment	23/11/2023	$8.50	5.50%	11.00%
Third instalment	25/01/2024	$8.50	5.50%	11.00%
Fourth instalment	28/03/2024	$8.50	5.50%	11.00%

	2023/24 Budget revenue	2022/23 Actual revenue	2022/23 Budget revenue
	$	$	$
Instalment plan admin charge revenue	75,000	80,592	75,000
Instalment plan interest earned	75,000	82,445	75,000
Unpaid rates and service charge interest earned	80,000	90,109	80,000
Deferred rate interest	500	1,203	500
	230,500	254,349	230,500

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

2. RATES AND SERVICE CHARGES (CONTINUED)

(c) Objectives and Reasons for Differential Rating

To provide equity in the rating of properties across the Shire the following rate categories have been determined for the implementation of differential rating.

Differential general rate

Description	Characteristics	Objects	Reasons
Residential	Developed properties zoned residential and future development that are primarily located within the townsites of Augusta, Cowaramup, Gnarabup, Gracetown, Kudardup, Karridale, Margaret River, Prevelly and Witchcliffe where the land uses consist of Residential and Ancillary Residential Uses.	The object of the rate for this category is to provide the base for the other GRV rate categories.	The other GRV categories are considered to have different demand and requirement characteristics to the residential category.
Residential Vacant	Vacant properties zoned residential and future development that are primarily located within the townsites of Augusta, Cowaramup, Gnarabup, Gracetown, Kudardup, Karridale, Margaret River, Prevelly and Witchcliffe where the land uses consist of Residential and Ancillary Residential Uses.	The object of having the same minimum payment but a higher rate in the dollar than the Residential category is to encourage land owners to develop residential land.	Excessive vacant residential land impacts upon the aesthetics of the area and does not contribute to the economic wellbeing of the Shire.
Rural Residential	Properties zoned rural residential that are developed and located outside of townsite boundaries.	The object of the rate is to raise the revenue required to provide services to these larger lots.	These larger lots are considered to generate additional infrastructure, social and administrative demands on the Shire.
Rural Residential Vacant	Properties zoned rural residential with a vacant land use. The minimum payment is the same as Rural Residential, however the rate in the dollar is higher.	The object is to encourage landowners to develop their property.	Excessive vacant rural residential land impacts upon the aesthetics of the area and does not contribute to the economic wellbeing of the Shire.

Commercial, Industrial and Tourism	Includes properties zoned industry and composite industry such as light industry and workshops; properties zoned service commercial, town centre and village centre; properties zoned chalet and camping, caravan park and tourism and properties with Planning approval to operate as short term holiday rental.	The object of the rate for these categories is to raise additional revenue to fund the level of service provided to these properties and the costs that result from the visitors to these properties.	Higher costs such as carparking, landscaping, street cleaning and provision of amenities are incurred. Additional costs associated with supporting tourism and economic development also benefit property owners.
UV Rural	Properties zoned priority agriculture, general agriculture and cluster farm where the predominant use is rural.	Sets the base rate for the UV categories.	The other UV categories are considered to have a higher demand on Shire services and resources.
Strata Title Vineyard	A strata title property in the Priority Agriculture zone.	To apply a lower minimum payment than the rural category.	Property size restricts use.
UV1 (one non-rural use)	Properties where the predominant use is rural but they have one non-rural use.	Rate in the dollar is 1.25 times the base rate to recognise the addiitonal non-rural use.	The provision of non rural uses in rural areas results in additional costs.
UV2 (two non-rural uses)	Properties where the predominant use is rural but they have two non-rural uses.	Rate in the dollar is 1.5 times the base rate to recognise the additional two non-rural uses.	The provision of non rural uses in rural areas results in additional costs.

UV3 (three or more non-rural uses)	Properties where the predominant use is rural and more than two non-rural uses.	Rate in the dollar is 1.75 times the base rate to recognise the three or more non-rural uses..	The provision of non rural uses in rural areas results in additional costs.
UV Conservation	Properties zoned bushland protection, Leeuwin Naturaliste Ridge and Southern Ocean Foreshore protection.	To apply a lower rate in the dollar and minimum payment than the rural category.	Limited development is allowed in order to maintain significant conservation and/or landscape values.

(d) Differential Minimum Payment

Description	Characteristics	Objects	Reasons
Rural Residential	Properties zoned rural residential that are developed and located outside of townsite boundaries.	The object is to obtain the minimum contribution for basic services and infrastructure for rural residential properties which are generally larger than residential properties.	This is considered to be the base minimum for GRV rated rural residential properties.
Rural Residential Vacant	Properties zoned rural residential with a vacant land use. The minimum payment is the same as Rural Residential, however the rate in the dollar is higher.	The object is to obtain the minimum contribution for basic services and infrastructure from rural residential vacant land owners.	The minimum payment for this category is designed to encourage land owners to develop their land.
Commercial, Industrial and Tourism	Includes properties zoned industry and composite industry such as light industry and workshops; properties zoned service commercial, town centre and village centre; properties zoned chalet and camping, caravan park and tourism and properties with Planning approval to operate as short term holiday rental.	The object is to obtain the minimum contribution for basic services and infrastructure provided for commercial, industrial and tourism zoned properties.	This is considered to be the base minimum for GRV commercial, industrial and tourism properties.

UV Rural	Properties zoned priority agriculture, general agriculture and cluster farm where the predominant use is rural.	The object is to obtain the minimum contribution for basic services and infrastructure provided for rural properties.	This is considered to the base minimum for UV rated properties.
Strata Title Vineyard	A strata title property in the Priority Agriculture zone.	To apply a lower minimum payment than the rural category.	The lesser minimum payment recognises that land size and restricted land use for this rural property are different to normal rural properties.
UV1 (one non-rural use)	Properties where the predominant use is rural but they have one non-rural use.	The object is to obtain the minimum contribution for basic services and infrastructure provided for rural properties.	This is considered to the base minimum for UV rated properties.
UV2 (two non-rural uses)	Properties where the predominant use is rural but they have two non-rural uses.	The object is to obtain the minimum contribution for basic services and infrastructure provided for rural properties.	This is considered to the base minimum for UV rated properties.
UV3 (three or more non-rural uses)	Properties where the predominant use is rural and more than two non-rural uses.	The object is to obtain the minimum contribution for basic services and infrastructure provided for rural properties.	This is considered to the base minimum for UV rated properties.

UV Conservation	Properties zoned bushland protection, Leeuwin Naturaliste Ridge and Southern Ocean Foreshore protection.	To apply a lower minimum payment than the rural category.	This lower minimum payment recognises the land conservation restrictions on these properties.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

2. RATES AND SERVICE CHARGES (CONTINUED)

(e) Service Charges

The Shire did not raise service charges for the year ended 30th June 2024.

(f) Waivers or concessions

Rate, fee or charge to which the waiver or concession is granted	Type	Waiver/ Concession	Discount %	Discount ($)	2023/24 Budget	2022/23 Actual	2022/23 Budget	Circumstances in which the waiver or concession is granted	Objects and reasons of the waiver or concession
			%	$	$	$	$		
Commercial	Rate	Concession	100.00%	1,594	1,594	1,522	1,522		
Commercial	Rate	Concession	50.00%	2,756	2,756	2,631	2,631		
Residential	Rate	Concession	100.00%	1,524	1,524	1,455	1,455		
Commercial	Rate	Concession	100.00%	9,727	9,728	9,287	9,287		
Commercial	Rate	Concession	100.00%	3,826	3,826	3,653	3,653		
Residential Vacant	Rate	Concession	100.00%	3,907	3,907				
Residential Vacant	Rate	Concession	100.00%	5,372	5,372				
					28,707	18,548	18,548		

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

3. NET CURRENT ASSETS

(a) Composition of estimated net current assets

	Note	2023/24 Budget 30 June 2024	2022/23 Actual 30 June 2023	2022/23 Budget 30 June 2023
		$	$	$
Current assets				
Cash and cash equivalents	4	3,096,249	9,391,721	2,644,806
Financial assets		23,860,500	27,060,500	17,522,629
Receivables		1,700,140	1,700,140	2,844,983
Contract assets		156,818	156,818	
Inventories		96,046	96,046	65,648
Other assets		93,186	93,186	
		29,002,939	38,498,411	23,078,066
Less: current liabilities				
Trade and other payables		(1,261,215)	(1,261,215)	(423,348)
Contract liabilities		(6,503,208)	(5,516,601)	(3,919,264)
Lease liabilities	8	0	(89,251)	(36,235)
Long term borrowings	7	(1,069,007)	(1,069,008)	(1,182,488)
Employee provisions		(2,594,653)	(2,594,653)	(2,342,213)
Other provisions		(500,000)	(500,000)	(634,346)
		(11,928,083)	(11,030,728)	(8,537,894)
Net current assets		17,074,856	27,467,683	14,540,172
Less: Total adjustments to net current assets	3(c)	(17,074,856)	(23,484,895)	(14,540,172)
Net current assets used in the Statement of Financial Activity		0	3,982,788	0

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

3. NET CURRENT ASSETS (CONTINUED)

EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)

Items excluded from calculation of budgeted deficiency

When calculating the budget deficiency for the purpose of Section 6.2 (2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by *Local Government (Financial Management) Regulation 32* which will not fund the budgeted expenditure.

(b) Non-cash amounts excluded from operating activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32.*

	Note	2023/24 Budget 30 June 2024	2022/23 Actual 30 June 2023	2022/23 Budget 30 June 2023
		$	$	$
Adjustments to operating activities				
Less: Profit on asset disposals	5	(27,611)	(70,151)	(19,149)
Add: Loss on asset disposals	5	132,988	829,346	45,440
Add: Depreciation	6	12,542,007	11,490,116	10,762,757
Non-cash movements in non-current assets and liabilities:				
- Other provisions		0	(265,268)	
- Contract liability		0	(26,450)	
Non cash amounts excluded from operating activities		12,647,384	11,957,593	10,789,048

(c) Current assets and liabilities excluded from budgeted deficiency

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

	Note	2023/24 Budget 30 June 2024	2022/23 Actual 30 June 2023	2022/23 Budget 30 June 2023
Adjustments to net current assets				
Less: Cash - reserve accounts	9	(18,214,753)	(24,643,154)	(16,191,860)
Less: Current assets not expected to be received at end of year				432,965
- Caravan Park Advance Bookings		70,890		
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings		1,069,007	1,069,008	1,182,488
- Current portion of lease liabilities		0	89,251	36,235
Total adjustments to net current assets		(17,074,856)	(23,484,895)	(14,540,172)

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

3(d) NET CURRENT ASSETS (CONTINUED)

MATERIAL ACCOUNTING POLICIES

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.

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.

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.

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 of completion and the estimated costs necessary to make the sale.

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.

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 resale is classified as current except where it is held as non-current based on the Shire's intentions to release for sale.

GOODS AND SERVICES TAX (GST)
Revenues, expenses and assets are recognised net of the amount of 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.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

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.

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 in 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 loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

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 measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

EMPLOYEE BENEFITS
Short-term employee benefits
Provision is made for the Shire's obligations 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 its 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.

CONTRACT ASSETS
Contract assets primarily relate to the Shire's right to consideration for work completed but not billed at the end of the period.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

4. RECONCILIATION OF CASH

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

	Note	2023/24 Budget	2022/23 Actual	2022/23 Budget
		$	$	$
Cash at bank and on hand		1,024,586	7,204,470	2,156,565
Term deposits		2,071,663	2,187,251	488,241
Total cash and cash equivalents		3,096,249	9,391,721	2,644,806
Held as				
- Unrestricted cash and cash equivalents	3(a)	8,778,751	11,797,528	427,569
- Restricted cash and cash equivalents	3(a)	(5,682,502)	(2,405,807)	2,217,237
		3,096,249	9,391,721	2,644,806
Restrictions				
The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
- Cash and cash equivalents		(5,682,502)	(2,405,807)	2,217,237
- Restricted financial assets at amortised cost - term deposits	3(a)	23,897,255	27,097,255	17,503,001
		18,214,753	24,691,448	19,720,238
The assets are restricted as a result of the specified purposes associated with the liabilities below:				
Financially backed reserves	9	18,214,753	24,643,154	16,191,860
Unspent borrowings	7(c)	0	48,294	60,672
Unspent capital grants, subsidies and contribution liabilities		0	0	3,467,706
		18,214,753	24,691,448	19,720,238
Reconciliation of net cash provided by operating activities to net result				
Net result		(3,723,906)	4,281,583	259,943
Depreciation	6	12,542,007	11,490,116	10,762,757
(Profit)/loss on sale of asset	5	105,377	759,195	26,291
(Increase)/decrease in receivables		0	(1,321)	
(Increase)/decrease in inventories		0	(30,397)	
(Increase)/decrease in other assets		0	93,379	
Increase/(decrease) in contract liabilities		0	117,389	
Increase/(decrease) in other provision		(24,923)	(271,487)	
Increase/(decrease) in employee provisions		0	155,865	
Capital grants, subsidies and contributions		(3,486,259)	(5,809,287)	(6,867,555)
Net cash from operating activities		5,412,296	10,785,035	4,181,436

MATERIAL ACCOUNTING POLICES

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, cash at bank, deposits available 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.

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.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

5. FIXED ASSETS

The following assets are budgeted to be acquired and/or disposed of during the year.

	2023/24 Budget Additions	2023/24 Budget Disposals - Net Book Value	2023/24 Budget Disposals - Sale Proceeds	2023/24 Budget Disposals - Profit or Loss	2022/23 Actual Additions	2022/23 Actual Disposals - Sale Proceeds	2022/23 Actual Disposals - Profit or Loss	2022/23 Budget Additions	2022/23 Budget Disposals - Net Book Value	2022/23 Budget Disposals - Sale Proceeds	2022/23 Budget Disposals - Profit or Loss
	$	$	$	$	$	$	$	$	$	$	$
(a) Property, Plant and Equipment											
Buildings - non-specialised	7,021,828			0	5,644,672		0	11,425,672			0
Furniture and equipment	787,950			0	283,030		0	273,030			0
Plant and equipment	1,533,603	584,378	479,000	(105,378)	1,596,360	259,060	(759,195)	1,596,360	382,891	356,600	(26,291)
Total	9,343,381	584,378	479,000	(105,378)	7,524,062	259,060	(759,195)	13,295,062	382,891	356,600	(26,291)
(b) Infrastructure											
Infrastructure - aerodromes	218,150			0	0		0	0			0
Infrastructure - caravan and camping	25,000			0	100,000		0	110,000			0
Infrastructure - car parks	431,195			0	67,427		0	67,427			0
Infrastructure - drainage	346,866			0	60,000		0	60,000			0
Infrastructure - marine structures	392,500			0	0		0	0			0
Infrastructure - parks and reserves	763,333			0	527,327		0	804,327			0
Infrastructure - paths	568,500			0	0		0	0			0
Infrastructure - pedestrian structures	58,720			0	0		0	0			0
Infrastructure - playgrounds	526,450										0
Infrastructure - roads	4,069,720			0	8,404,394		0	8,554,394			0
Infrastructure - streetscape	42,500										0
Infrastructure - trails	180,000										0
Infrastructure - waste management facilities	1,725,000			0	700,000		0	700,000			0
Total	9,347,934	0	0	0	9,104,394	0	0	10,296,148	0	0	0
Total	18,691,315	584,378	479,000	(105,378)	16,628,456	259,060	(759,195)	23,591,210	382,891	356,600	(26,291)

MATERIAL ACCOUNTING POLICIES
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.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

6. DEPRECIATION

	2023/24 Budget	2022/23 Actual	2022/23 Budget
	$	$	$
By Class			
Buildings - specialised	2,791,222	2,529,181	1,508,545
Furniture and equipment	104,539	96,664	16,289
Plant and equipment	1,262,330	1,179,800	1,581,187
Infrastructure - caravan and camping	245,380	225,977	127,750
Infrastructure - parks and reserves	738,002	677,344	689,850
Infrastructure - roads	7,115,735	6,530,880	6,752,500
Infrastructure - waste management facilities	170,649	157,256	
Right of use - plant and equipment	114,151	93,015	86,636
	12,542,007	11,490,116	10,762,757
By Program			
Governance	16,053	16,377	26,549
Law, order, public safety	445,025	505,982	556,704
Health	0	945	3,836
Education and welfare	460	424	551
Community amenities	181,089	165,956	140,878
Recreation and culture	3,632,912	3,213,241	2,248,035
Transport	7,115,735	6,530,880	6,752,500
Economic services	245,380	225,977	127,750
Other property and services	905,353	830,335	905,954
	12,542,007	11,490,116	10,762,757

MATERIAL ACCOUNTING POLICIES

DEPRECIATION

The depreciable amount of all fixed assets including 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:

Buildings - specialised	up to 85 years
Furniture and equipment	up to 20 years
Plant and equipment	up to 20 years
Infrastructure - caravan and camping	up to 50 years
Infrastructure - parks and reserves	up to 50 years
Infrastructure - road bridges	up to 50 years
Infrastructure - waste management facilities	up to 40 years
Right of use - plant and equipment	Based on remaining lease

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

7. BORROWINGS

(a) Borrowing repayments

Movement in borrowings and interest between the beginning and the end of the current financial year.

Purpose	Loan Number	Institution	Interest Rate	Budget Principal 1 July 2023	2023/24 Budget New Loans	2023/24 Budget Principal Repayments	Budget Principal outstanding 30 June 2024	2023/24 Budget Interest Repayments	Actual Principal 1 July 2022	2022/23 Actual New Loans	2022/23 Actual Principal Repayments	Actual Principal outstanding 30 June 2023	2022/23 Actual Interest Repayments	Budget Principal 1 July 2022	2022/23 Budget New Loans	2022/23 Budget Principal Repayments	Budget Principal outstanding 30 June 2023	2022/23 Budget Interest Repayments
				$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Civic and Administration (	191	WATC	5.15%	4,079,042	0	(292,882)	3,786,160	(153,814)	4,452,473	0	(373,431)	4,079,042	(221,544)	4,452,473	0	(373,431)	4,079,042	(222,167)
Cowaramup Recreation	174	WATC	6.36%	32,238	0	(32,238)	0	(1,031)	72,915	0	(40,677)	32,238	(3,200)	72,915	0	(40,677)	32,238	(3,680)
MR Recreation Centre	187	WATC	6.68%	48,494	0	(48,494)	(0)	(2,042)	93,880	0	(45,386)	48,494	(4,877)	93,880	0	(45,386)	48,494	(5,150)
HEART	192	WATC	3.48%	794,720	0	(67,663)	727,057	(26,780)	860,078	0	(65,358)	794,720	(25,343)	860,078	0	(65,358)	794,720	(29,084)
MR Youth Precinct	193	WATC	2.97%	170,356	0	(35,921)	134,435	(4,662)	205,230	0	(34,874)	170,356	(5,047)	205,230	0	(34,874)	170,356	(5,709)
Asbestos Removal	194	WATC	3.20%	539,757	0	(101,182)	438,575	(16,066)	637,765	0	(98,008)	539,757	(15,091)	637,765	0	(98,008)	539,757	(19,240)
HEART	195	WATC	3.35%	375,287	0	(30,350)	344,937	(12,193)	404,641	0	(29,354)	375,287	(12,195)	404,641	0	(29,354)	375,287	(13,189)
Building Projects	196	WATC	1.45%	657,251	0	(78,051)	579,200	(9,118)	734,179	0	(76,928)	657,251	(8,367)	734,179	0	(76,928)	657,251	(10,241)
Aquatic Centre	197	WATC	3.97%	7,732,033	0	(277,402)	7,454,631	(306,380)	8,000,000	0	(267,967)	7,732,033	(283,101)	8,000,000	0	(267,967)	7,732,033	(313,272)
Augusta RTC	173	WATC	6.36%	55,708	0	(55,709)	(1)	(2,029)	116,331	0	(60,623)	55,708	(5,476)	116,331	0	(60,623)	55,708	(5,986)
Gnarabup Café	179	WATC	6.39%	34,193	0	(34,193)	(0)	(1,378)	66,286	0	(32,093)	34,193	(3,332)	66,286	0	(32,093)	34,193	(3,477)
Gnarabup Café	181	WATC	6.22%	47,682	0	(14,924)	32,758	(2,622)	61,712	0	(14,030)	47,682	(3,171)	61,712	0	(14,030)	47,682	(3,515)
				14,566,760	0	(1,069,009)	13,497,751	(538,115)	15,705,490	0	(1,138,730)	14,566,760	(590,744)	15,705,490	0	(1,138,730)	14,566,760	(634,711)

All borrowing repayments, other loan 192 and loan 193 which are funded by developer contributions, will be financed by general purpose revenue.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

7. BORROWINGS

(b) New borrowings - 2023/24

The Shire does not intend to undertake any new borrowings for the year ended 30th June 2024

(c) Unspent borrowings

Loan Details	Purpose of the loan	Year loan taken	Amount b/fwd.	Amount used 2023/24 Budget	New loans unspent at 30 June 2024	Amount as at 30 June 2024
			$	$	$	$
Loan 194	Asbestos replacement and reinstatement	2017-18	45,000	45,000	0	0
			45,000	45,000	0	0

(d) Credit Facilities

	2023/24 Budget	2022/23 Actual	2022/23 Budget
	$	$	$
Undrawn borrowing facilities			
credit standby arrangements			
Bank overdraft limit			
Bank overdraft at balance date			
Credit card limit	32,000	32,000	45,000
Credit card balance at balance date			
Total amount of credit unused	32,000	32,000	45,000
Loan facilities			
Loan facilities in use at balance date	13,497,751	14,566,760	14,566,760

MATERIAL ACCOUNTING POLICIES

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 materiallly different to their carrying amounts, 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 discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierachy due to the unobservable inputs, including own credit risk.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

8. LEASE LIABILITIES

Purpose	Lease Interest Rate	Lease Term	Budget Lease Principal 1 July 2023	2023/24 Budget New Leases	2023/24 Budget Lease Principal Repayments	Budget Lease Principal outstanding 30 June 2024	2023/24 Budget Lease Interest Repayments	Actual Principal 1 July 2022	2022/23 Actual New Leases	2022/23 Actual Lease Principal repayments	Actual Lease Principal outstanding 30 June 2023	2022/23 Actual Lease Interest repayments	Budget Principal 1 July 2022	2022/23 Budget New Leases	2022/23 Budget Lease Principal repayments	Budget Lease Principal outstanding 30 June 2023	2022/23 Budget Lease Interest repayments
			$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Postage meter	3.30%	60	17,134		(10,066)	7,068	(217)	22,850		(5,716)	17,134	(304)	22,850		(5,716)	17,134	(304)
A0 printer/plotter	3.30%	67	15,927		(5,801)	10,126	(374)	25,666		(9,739)	15,927	(701)	25,666		(9,739)	15,927	(701)
CESM utility vehicle	1.30%	36	22,373		(13,714)	8,659	(209)	35,910		(13,537)	22,373	(386)	35,910		(13,537)	22,373	(386)
CESM utiliy pod	3.40%	40	6,655		(5,152)	1,503	(152)	11,806		(5,151)	6,655	(324)	11,806		(5,151)	6,655	(324)
Catterpillar wheel loader	1.40%	24	0		0	0		18,369		(18,369)	0	(118)	18,369		(18,369)	0	(118)
Patching truck	2.80%	12	510,938		(54,518)	456,420	(22,850)		541,580	(30,642)	510,938	(14,753)		445,193	(57,205)	387,988	(9,879)
			573,027	0	(89,251)	483,776	(23,802)	114,601	541,580	(83,154)	573,027	(16,586)	114,601	445,193	(109,717)	450,077	(11,712)

MATERIAL ACCOUNTING POLICIES

LEASES

At the inception of a contract, the Shire assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and a lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

LEASE LIABILITIES

The present value of future lease payments not paid at the reporting date discounted using the incremental borrowing rate where the implicit interest rate in the lease is not readily determined.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

9. RESERVE ACCOUNTS

(a) Reserve Accounts - Movement

		2023/24 Budget Opening Balance	2023/24 Budget Transfer to	2023/24 Budget Transfer (from)	2023/24 Budget Closing Balance	2022/23 Actual Opening Balance	2022/23 Actual Transfer to	2022/23 Actual Transfer (from)	2022/23 Actual Closing Balance	2022/23 Budget Opening Balance	2022/23 Budget Transfer to	2022/23 Budget Transfer (from)	2022/23 Budget Closing Balance
		$	$	$	$	$	$	$	$	$	$	$	$
	Restricted by legislation												
6340	Developer Contributions reserve	1,981,511	428,939	(173,709)	2,236,741	1,208,852	1,025,120	(252,461)	1,981,511	1,208,853	302,150	(243,326)	1,267,677
6666	Infrastructure Assets Contributions reserve	858,354	89,654	(30,540)	917,468	786,664	71,690		858,354	786,663	9,208	0	795,871
6688	Cash in Lieu POS Blackwood Ave Reserve	70,981	2,150	0	73,131	68,854	2,127		70,981	68,854	806	0	69,660
6689	Cash in Lieu POS Cowaramup Reserve	72,303	2,190	0	74,493	70,137	2,166		72,303	70,137	821	0	70,958
6690	Cash in Lieu POS Blackwood Ave Reserve	108,358			108,358	0	108,358		108,358				0
		3,091,507	522,933	(204,249)	3,410,191	2,134,507	1,209,461	(252,461)	3,091,507	2,134,507	312,985	(243,326)	2,204,166
	Restricted by council												
6668	Staff leave reserve	385,577	11,681	0	397,258	374,023	11,554		385,577	374,023	4,378	0	378,401
6672	Caravan park upgrade reserve	1,512,876	46,095	(15,000)	1,543,971	1,370,541	142,335		1,512,876	1,370,541	120,190	0	1,490,731
6670	Limesand pits reserve	68,806	2,084	0	70,890	66,746	2,060		68,806	66,746	781	0	67,527
6671	Cemeteries reserve	37,153	1,126	(16,500)	21,779	36,041	1,112		37,153	36,041	15,422	(15,000)	36,463
6662	Community loan reserve	176,429	41,380	0	217,809	205,455	40,974	(70,000)	176,429	205,455	22,033	(50,000)	177,488
6663	Cedarvale reserve	236,434	7,163	0	243,597	229,348	7,086		236,434	229,348	2,685	0	232,033
6673	Waste management reserve	7,296,029	689,981	(1,725,000)	6,261,010	6,749,563	587,237	(40,771)	7,296,029	6,749,563	188,288	(700,000)	6,237,851
6665	Parking reserve	93,204	2,824	0	96,028	90,410	2,794		93,204	90,410	1,058	0	91,468
6351	Biodiversity reserve	254,224	16,748	(20,000)	250,972	148,672	105,552		254,224	148,672	1,740	0	150,412
6677	Community facility reserve	310,513	503	0	311,016	397,036	12,264	(98,787)	310,513	397,036	4,647	(50,000)	351,683
6301	Plant reserve	167,686	1,021,330	(1,606,603)	(417,587)	812,956	25,110	(670,380)	167,686	812,956	180,144	(642,200)	350,900
6661	Cowaramup reserve	444,307	15,526	0	459,833	497,146	15,357	(68,196)	444,307	497,146	5,819	(70,000)	432,965
6678	Gravel pits reserve	357,590	10,833	0	368,423	346,875	10,715		357,590	346,875	4,060	0	350,935
6674	Self insurance reserve	34,668	1,050	0	35,718	33,630	1,038		34,668	33,630	394	0	34,024
6679	Recreation centres reserve	25,372	3,276	0	28,648	24,106	1,266		25,372	24,106	1,032	0	25,138
6681	Old settlement reserve	207,825	44,876	0	252,701	164,698	43,127		207,825	164,698	38,728	0	203,426
6321	Community grants reserve	24,267	735	0	25,002	23,540	727		24,267	23,540	276	0	23,816
6331	Emergency services reserve	165,958	5,028	0	170,986	160,985	4,973		165,958	160,985	1,884	0	162,869
6541	Augusta revitalisation reserve	224,275	2,397	0	226,672	225,635	6,970	(8,330)	224,275	225,635	2,641	(80,000)	148,276
6683	Youth facilities reserve	65,154	25,944	0	91,098	45,410	19,744		65,154	45,410	17,481	0	62,891
6667	Sporting Reserve	4,348	65,132	(65,000)	4,480	4,217	131		4,348	4,217	49	0	4,266
6684	Roads reserve	1,033,713	31,199	0	1,064,912	1,002,737	30,976		1,033,713	1,002,737	5,884	0	1,008,621
6685	Emergency disaster relief reserve	739,402	22,400	0	761,802	717,246	22,156		739,402	717,246	8,395	0	725,641
6686	Legal/risk reserve	68,880	1,641	0	70,521	72,410	36,470	(40,000)	68,880	72,410	20,848	(40,000)	53,258
6687	ICT reserve	920,714	26,638	(117,500)	829,852	944,220	77,051	(100,557)	920,714	944,220	8,126	(365,735)	586,611
6691	Asset renewal reserve	6,576,243	709,035	(5,996,974)	1,288,304	8,500,000	612,966	(2,536,723)	6,576,243	8,500,000	100,000	(8,000,000)	600,000
6692	Storm damage reserve	100,000	8,245	0	108,245	0	100,000		100,000				0
6693	Unspent grants reserve	0	1	1	2		0		0				
6694	Public art reserve	20,000	620	0	20,620	0	20,000		20,000				0
		21,551,647	2,815,491	(9,562,576)	14,804,562	23,243,646	1,941,745	(3,633,744)	21,551,647	23,243,646	756,983	(10,012,935)	13,987,694
		24,643,154	3,338,424	(9,766,825)	18,214,753	25,378,153	3,151,206	(3,886,205)	24,643,154	25,378,153	1,069,968	(10,256,261)	16,191,860

9. RESERVE ACCOUNTS

(b) Reserve Accounts - Purposes

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

	Reserve name	Anticipated date of use	Purpose of the reserve
6340	Developer Contributions reserve		Funds received and used in accordance with the Developer Contributions Plan.
6666	Infrastructure Assets Contributions reserve		To be used to fund future road and drainage maintenance and construction requirements.
6688	Cash in Lieu POS Blackwood Ave Reserve		To be used as per the conditions of the subdivision.
6689	Cash in Lieu POS Cowaramup Reserve		To be used as per the conditions of the subdivision.
6690	Cash in Lieu POS Blackwood Ave Reserve		To be used as per the conditions of the subdivision.
6668	Staff leave reserve		To be used to fund annual and long service leave requirements.
6672	Caravan park upgrade reserve		To be used for the upgrading of holiday parks and camping grounds.
6670	Limesand pits reserve		To be used for the rehabilitation and development of the Boranup, Redgate and any other Shire limesand pits.
6671	Cemeteries reserve		To be used for the upgrade of cemeteries.
6662	Community loan reserve		To be used for the interest-free funding of eligible groups associated with sporting and cultural activities.
6663	Cedarvale reserve		To be used in meeting obligations in respect of the Cedarvale agreement for the Gnarabup site and future foreshore rehabilitation at Prevelly and Gnarabup.
6673	Waste management reserve		To fund future waste facility and plant requirements.
6665	Parking reserve		To be used to fund future car parking requirements.
6351	Biodiversity reserve		To be used for the funding of biodiversity initiatives.
6677	Community facility reserve		To be used for the construction and major maintenance of community buildings and facilities.
6301	Plant reserve		To be used for the purchase of plant, vehicles and equipment.
6661	Cowaramup reserve		To be used for infrastructure and capital improvements within the Cowaramup townsite and area covered by the West Cowaramup townsite strategy.
6678	Gravel pits reserve		To be used for the rehabilitation and development of the Shire's gravel and other related resource reserves.
6674	Self insurance reserve		To be used to fund self insurance, workers compensation performance risk, risk management and other related employee and organisational activities.
6679	Recreation centres reserve		To be used for future improvements to recreation facilities.
6681	Old settlement reserve		To be used to fund future improvements to facilities at the Old Settlement site.
6321	Community grants reserve		To be used in the provision of community grants.
6331	Emergency services reserve		To be used to support the provision of emergency services in the Shire.
6541	Augusta revitalisation reserve		To be used for funding capital projects in Augusta.
6683	Youth facilities reserve		To be used to renew and develop youth facilities in the Shire.
6667	Sporting Reserve		To be used for development of active sporting reserves.
6684	Roads reserve		To be used to renew and upgrade roads in the Shire.
6685	Emergency disaster relief reserve		To provide funds for the Shire and community to respond to emergency events.
6686	Legal/risk reserve		To be used to assist with legal and risk matters.
6687	ICT reserve		To provide funds for the replacement and upgrade of ICT software and hardware systems.
6691	Asset renewal reserve		To provide funds for the renewal of the Shire's building and infrastructure assets.
6692	Storm damage reserve		To provide funds to assist with storm damage clean-up.
6693	Unspent grant reserve		To hold Government and third party grant monies received in advance as well as deferred municipal funded work.
6694	Public art reserve		To be used for the purchase of public art.

9. RESERVE ACCOUNTS

(c) Reserve Accounts - Change in Use

The Shire has resolved to make the following changes in the use of part of the money in a reserve account. This money is to be used or set aside for a purpose other than the purpose for which the account was established.

Reserve name	Proposed new purpose of the reserve	Objects of changing of the reserve	Reasons for changing the use of the reserve	2023/24 Budget amount to be used	2023/24 Budget amount change of purpose
				$	$
Sporting Reserve (prevoiusly Gloucester Park	To be used for development of active sporting reserves.	To allow reserve funding to be used in all sporting reserves	Ability to fund projects in all sporting reserves not only the Gloucester Park Precinct	65,000	4,249
				65,000	4,249

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

10 REVENUE RECOGNITION

MATERIAL ACCOUNTING POLICIES

Recognition of revenue from contracts with customers 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
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
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
Waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	Adopted by council annually	Based on timing of entry to facility	Not applicable	On entry to facility
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	Aviation fuel, kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Adopted by council annually, set by mutual agreement	Applied fully based on timing of provision	Returns limited to repayment of transaction price	Output method based on goods

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

11. PROGRAM INFORMATION

(a) Key Terms and Definitions - Reporting Programs

In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the Shire's Community Vision, and for each of its broad activities/programs.

OBJECTIVE	ACTIVITIES
Governance To provide a decision making process for the effective allocation of scarce resources.	Includes the activities of members of Council and the administrative support available to the Council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.
General purpose funding To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
Law, order, public safety To provide services to help ensure a safer and environmentally conscious community.	Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.
Health To provided an operational framework for environmental and community health.	Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.
Education and welfare To provide services to disadvantaged persons, the elderly, children and youth.	Care of families and children, contributions to education and other welfare.
Housing To provide rental and staff housing.	Provision of staff and rental housing. However, the Shire has no housing of this nature.
Community amenities To provide services required by the community.	Rubbish collection and disposal services, recycling, septic tank inspection services, environmental protection initiatives, administration of town planning and regional development services and the operation of other community amenities.
Recreation and culture To establish and effectively manage infrastructure and resources which will help the social wellbeing of the community.	Provision and maintenance of public halls, civic centres, aquatic centres, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens, reserves and playgrounds. Operation and support of libraries, the HEART, museum and other cultural facilities.
Transport To promote safe, effective and efficient transport services to the community.	Construction and maintenance of roads, streets, footpaths, depots, cycleways, parking facilities and traffic control. Cleaning of streets maintenance of street trees, street lighting etc.
Economic services To help promote the Shire and its economic wellbeing.	Tourism and area promotion including the maintenance and operation of caravan parks and camping ground. Provision of rural services including weed control, vermin control and standpipes.
Other property and services To monitor and control the Shire's overhead operating accounts.	Plant repair and operation costs and engineering operation costs.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

11 PROGRAM INFORMATION (Continued)

(b) Income and expenses

	2023/24 Budget	2022/23 Actual	2022/23 Budget
Income excluding grants, subsidies and contributions	$	$	$
Governance	409,827	430,324	285,799
General purpose funding	28,052,968	26,473,227	25,551,924
Law, order, public safety	162,000	244,777	142,800
Health	158,400	157,606	151,200
Education and welfare	316,700	318,747	247,200
Community amenities	6,299,167	6,097,343	5,822,136
Recreation and culture	849,200	800,361	910,610
Transport	256,557	372,027	231,149
Economic services	3,321,600	3,317,021	3,025,000
Other property and services	0	1,119	0
	39,826,419	38,212,552	36,367,818
Grants, subsidies and contributions			
Governance	161,290	316,306	383,699
General purpose funding	94,800	2,363,893	315,920
Law, order, public safety	965,920	602,900	848,880
Education and welfare	22,000	20,743	10,000
Community amenities	72,761	12,422	101,861
Recreation and culture	127,250	231,462	80,165
Transport	40,200	364,046	750,200
Economic services	63,000	23,336	0
Other property and services	16,000	19,224	8,000
	1,563,221	3,954,332	2,498,725
Capital grants, subsidies and contributions			
Law, order, public safety	0	498,719	14,327
Community amenities	384,000	987,904	288,000
Recreation and culture	117,000	50,057	115,000
Transport	2,840,182	3,858,256	4,908,552
Other property and services	170,000	685,838	1,541,676
	3,511,182	6,080,774	6,867,555
Total Income	44,900,822	48,247,658	45,734,098
Expenses			
Governance	(9,787,805)	(8,444,419)	(9,463,796)
General purpose funding	(774,161)	(767,889)	(864,424)
Law, order, public safety	(2,709,620)	(2,357,089)	(2,643,058)
Health	(691,360)	(523,686)	(634,913)
Education and welfare	(410,280)	(392,102)	(261,257)
Community amenities	(6,631,919)	(5,583,298)	(6,462,539)
Recreation and culture	(11,761,615)	(10,201,014)	(9,740,672)
Transport	(13,201,697)	(13,117,891)	(13,290,678)
Economic services	(2,367,517)	(1,925,505)	(2,021,020)
Other property and services	(288,754)	(653,182)	(91,798)
Total expenses	(48,624,728)	(43,966,075)	(45,474,155)
Net result for the period	(3,723,906)	4,281,583	259,943

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

12. OTHER INFORMATION

	2023/24 Budget	2022/23 Actual	2022/23 Budget
The net result includes as revenues	$	$	$
(a) Interest earnings			
Investments			
- Reserve accounts	720,000	784,156	180,000
- Other funds	479,500	334,813	216,000
Late payment of fees and charges *	2,500	4,280	2,500
Other interest revenue	75,500	83,648	155,000
	1,277,500	1,206,897	553,500
(b) Other revenue			
Reimbursements and recoveries	55,562	137,652	39,750
	55,562	137,652	39,750
The net result includes as expenses			
(c) Auditors remuneration			
Audit services	66,435	50,000	65,000
Other services	3,310	970	3,310
	69,745	50,970	68,310
(d) Interest expenses (finance costs)			
Borrowings (refer Note 7(a))	(538,115)	(590,744)	(634,711)
expense on lease liabilities (refer Note 8)	(23,802)	(16,586)	(11,712)
	(561,917)	(607,330)	(646,423)
(e) Write offs			
General rate	0	0	4,000
	0	0	4,000

* The Shire has resolved to charge interest under section 6.13 for the late payment of any amount of money at 11%.

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

13. ELECTED MEMBERS REMUNERATION

	2023/24 Budget	2022/23 Actual	2022/23 Budget
	$	$	$
Shire President			
President's allowance	65,915	64,938	64,938
Meeting attendance fees	28,175	27,755	27,763
ICT expenses	3,500	3,500	3,500
Annual allowance for ICT expenses	3,540	2,508	3,429
	101,130	98,701	99,630
Deputy Shire President			
Deputy President's allowance	16,479	16,235	16,235
Meeting attendance fees	21,995	21,668	21,668
Annual allowance for ICT expenses	3,150	3,150	3,500
Travel and accommodation expenses	3,540	3,647	3,429
	45,164	44,700	44,832
Councillor			
Meeting attendance fees	21,995	21,668	21,668
Annual allowance for ICT expenses	3,150	3,150	3,500
Annual allowance for travel and accommodation expenses	3,540	1,018	3,429
	28,685	25,836	28,597
Councillor			
Meeting attendance fees	21,995	21,668	21,668
Annual allowance for ICT expenses	3,500	3,500	3,500
Annual allowance for travel and accommodation expenses	3,540	0	3,429
	29,035	25,168	28,597
Councillor			
Meeting attendance fees	21,995	21,668	21,668
Annual allowance for ICT expenses	3,150	3,150	3,500
Annual allowance for travel and accommodation expenses	3,540	48	3,429
	28,685	24,866	28,597
Councillor			
Meeting attendance fees	21,995	21,668	21,668
Annual allowance for ICT expenses	3,150	3,150	3,500
Annual allowance for travel and accommodation expenses	3,540	226	3,429
	28,685	25,044	28,597
Councillor			
Meeting attendance fees	21,995	21,668	21,668
Annual allowance for ICT expenses	3,500	3,500	3,500
Annual allowance for travel and accommodation expenses	3,540	1,243	3,429
	29,035	26,411	28,597
Total Elected Member Remuneration	290,419	270,726	287,447
President's allowance	65,915	64,938	64,938
Deputy President's allowance	16,479	16,235	16,235
Meeting attendance fees	160,145	157,763	157,771
ICT expenses	3,500	3,500	3,500
Annual allowance for ICT expenses	23,140	22,108	24,429
Travel and accommodation expenses	3,540	3,647	3,429
Annual allowance for travel and accommodation expenses	17,700	2,535	17,145
	290,419	270,726	287,447

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

14. MAJOR LAND TRANSACTIONS

It is not anticipated that any major land transactions will occur in 2023-24

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

15. TRUST FUNDS

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Detail	Balance 1 July 2023	Estimated amounts received	Estimated amounts paid	Estimated balance 30 June 2024
	$	$	$	$
Public open space	153,000			153,000
	153,000	0	0	153,000

SHIRE OF AUGUSTA MARGARET RIVER
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2024

16. FEES AND CHARGES

	2023/24 Budget	2022/23 Actual	2022/23 Budget
	$	$	$
By Program:			
Governance	406,265	425,470	282,349
General purpose funding	236,307	241,168	233,423
Law, order, public safety	162,000	244,777	142,800
Health	158,400	157,606	151,200
Education and welfare	316,700	318,747	247,200
Community amenities	6,299,167	6,097,343	5,822,136
Recreation and culture	849,200	800,361	910,310
Transport	228,946	301,876	212,000
Economic services	3,269,600	3,198,666	2,989,000
	11,926,585	11,786,014	10,990,418

The subsequent pages detail the fees and charges proposed to be imposed by the local government.

Schedule of Fees and Charges
2023-24

Natural | Connected | Prosperous

Acknowledgement of Country

“Kaya, Nala Maat Kaya Noonduk (Hello, Our Family Welcomes You) to Wadandi Boodja (Saltwater People’s Country) – we all come together on Boodja (Country). Whilst on Wadandi Boodja we ask that you respect the land by walking softly and take the time to listen to Boodja as she Wongi (Talks).

We respect the presence of the Demmala Goomala (Ancestors) whose Djanga (Spirits) reside on Boodja and whose Djenna (feet) walk the land and whose Djanga Korda (heart spirit) flows through all creation. Wooditjup (Margaret River) is the heart of Wadandi Boodja (country), a meeting place between land and sea, connecting us all with Wadandi Boodja.

The Wadandi Boodja (Motherland) reaches from Bunbury, along the coast of Geographe Bay, extending to Yallingup (Place of Holes) to Talinup, Augusta (Place of Reeds) inland to Nannup (The Stopping Place), taking in the region of Undalup (Busselton) The Wadan Boodja (Sea Country) is of great spiritual significance to the coastal Wadandi people. Boodja – Land, Country, Mother Earth – is our most important resource. No matter what culture or religion – all of us rely on Nala Boodja, Our Country.

It is up to all of us to listen to the land, understand the connection to Country that we all have and realise how urgent it is to work together to make better decisions on how we can create that balance, ensuring sustainability for the generations to come, in order to protect and preserve the beauty of Boodja.

Whilst living, travelling, visiting and holidaying on Wadandi Boodja (Saltwater People’s Country) we ask that you respect the area and walk softly on the country, taking the time to listen to Boodja (Country) as she Wongi (Talks) of the Season, and leave nothing but footprints”.

Wadandi Traditional Cultural Custodian Wayne “Wonitji” Webb.

The Shire of Augusta Margaret River acknowledges we are on Wadandi and Pibelmen Boodja, whose ancestors and their descendants are the traditional owners of this country.

We acknowledge the Wadandi and Pibelmen have been custodians since the land was soft (creation times) and continue to perform age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

The Shire is committed to Aboriginal Australians sharing fairly and equitably in the region’s cultural, social, environmental and economic future.

Natural | Connected | Prosperous

Alignment to the
Strategic Community Plan 2040

COMMUNITY VISION
Augusta Margaret River
Sustainable, inclusive, connected to place and respecting Boodja

Environment

We will protect and enhance the unique natural environment and biodiversity of the region through climate action and informed decision making.

We will focus on:
Outcome EN.1: Ecology and biodiversity protection
Outcome EN.2: Healthy waterways, foreshores and natural landscapes
Outcome EN.3: Collective climate action
Outcome EN.4: Sustainable resource and waste management

People

We will support and strengthen our diverse, resilient, welcoming, safe and connected community through our services and advocacy.

We will focus on:
Outcome PE.1: Diverse cultural values are respected and adopted
Outcome PE.2: Equal opportunities for all
Outcome PE.3: Active, healthy and fulfilling lifestyles
Outcome PE.4: Safe and resilient communities

Place

We will responsibly develop vibrant, sustainable places which maintain their distinctive characters, and which supports a local economy that is resilient, equitable and sustainable.

We will focus on:
Outcome PL.1: Diverse, sustainable and well-designed places
Outcome PL.2: Infrastructure which caters to need
Outcome PL.3: Sustainable agriculture and thriving rural community
Outcome PL.4: Resilient circular local economy

Performance

We will deliver quality governance, service and value with integrity and transparency.

We will focus on:
Outcome PF.1: Responsible planning and ownership of outcomes
Outcome PF.2: Community and customer focus
Outcome PF.3: High performing and engaged people
Outcome PF.4: A culture of innovation, quality and continuous improvement

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Conditions applying to the Shire of Augusta Margaret River Fees and Charges:

: Executive Officer may vary any Council fee or charge as part of a promotional participation incentive p

Note: Regulatory fees shown in this document are subject to change

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

GOVERNANCE AND CORPORATE SERVICES

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24

Venue and room hire

Augusta RTC Council Chambers

(Outside bookings only available during Augusta office hours 8am to 12pm - 1pm to 4pm)

Conference Room (per hour)	Y	38.00	39.50
Kitchen (per hour)	Y	19.50	20.50
Bond	N	310.00	310.00

Margaret River Civic Administration Centre

Commercial Kitchen Cleaning Fee - community groups	Y	58.00	0.00

Zone Room and Margaret River Youth Hall

50% discount for Community Groups & Not for Profit Groups

Hourly rate	Y	34.50	36.00
Day rate	Y	112.00	117.00

Customer services

Photocopying and Plan Printing

* When photocopying and plan printing relates to the provision of **Regulatory or Statutory** information and GST indicator is 'N' then GST is exempt.			
Plan A0 Size @ 841cm x 1189cm	Y	22.50	23.50
Plan A1 Size @ 841cm x 594cm	Y	17.00	18.00
Plan A2 Size @ 420cm x 594cm	Y	11.50	12.00
Plans scanned to email/disk (max 5 plans - thereafter $3.00/plan)	Y	12.50	13.00
Plan scanned, reduced/enlarged and printed	Y	12.50	13.00
Copy A4 - per sheet B & W, colour or double sided	Y	1.20	1.50
Copy A3 - per sheet B & W, colour or double sided	Y	2.40	2.50

Revenue services

Rate notice reprint	N	No charge	No charge
Property Rates Enquiry	N	38.50	40.00
Property Rates and Building Enquiry Rates Building	N	58.00	60.50
Property Complete Orders and Requisitions Rate Information Building Indemnity Zoning Certificate Health Information Engineering Information Ranger and Fire Services	N	135.00	140.50
Rates Instalment Administration Fee - quarterly payments	N	8.20	8.50
Rates Instalment Interest Charge	N	5.5%	5.5%
Debts: Costs of Recovery of Rates including Rates Management	N	actual cost	actual cost
Rates Special arrangement Administration Fee (Excluding eligibile Pensioners under the (Rebates and Deferments Act)	N	63.00	65.50
Property Listing - Community Groups, Government Organisations	N	52.50	54.50
Dishonoured Cheque Bank Fee	N	actual cost	actual cost

Information services

All fees are to be paid for prior to information being released

Freedom of Information Application Fee - Section 12(1)(e) of Act	N	30.00	30.00
Staff Labour - per hour	N	30.00	30.00
Staff Supervision - per hour	N	30.00	30.00
Photocopying - Staff time per hour or part thereof *Customer Services actual costs of photocopying or postage is an additional charge No GST	N	30.00	30.00
Photocopying - per page	N	1.20	1.20

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

GOVERNANCE AND CORPORATE SERVICES

Community Development and Planning

Augusta Museum

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Entry Fee - Adult (Children and students under 16yrs Free)	Y	7.50	N/A
Entry Fee - Senior or Pensioner concession card holder	Y	5.50	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

HOLIDAY PARKS AND CAMPGROUNDS

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24	Next year 2024-25
Alexandra Bridge Campground				
Adult - per person per night	Y	10.00	10.00	10.00
Child - per person per night (3-14 years of age)	Y	5.00	5.00	5.00
Flinders Bay & Turner Powered site (1-2 adults per site)				
Peak season - per night	Y	50.00	52.00	54.00
Mid season - per night	Y	45.00	47.00	48.00
Low season - per night	Y	40.00	41.00	42.00
Flinders Bay and Turners Unpowered site				
Peak season - per night	Y	44.00	46.00	48.00
Mid season - per night	Y	39.00	40.00	41.00
Low season - per night	Y	34.00	35.00	36.00
Flinders Bay and Turners Additional Fees				
Dogs - Maximum of 2 dogs per site (fee per night per dog)	Y	2.00	2.00	-
Rate per night per extra person (15 years and over)	Y	20.00	20.00	20.00
Rate per night for children (3 to 14 years)	Y	12.00	12.00	12.00
Early Check In or Late Check Out	Y	20.00	20.00	20.00
Turner Park Boom Gate Key Bond - refundable	N	20.00	20.00	20.00
Turner Park Chemical Dump Point use by Non Shire Holiday Park Guest	Y	5.00	5.00	5.00
Showers (non-guests)	Y	5.00	5.00	5.00
Storage fee - daily	Y	5.00	5.00	5.00
Washing Powder (bag)	Y	2.00	2.00	2.00
Turner Holiday Park - Chalets per night 1-2 adults, 2 nights min.				
Chalets 1,2,3,B peak season weekends - per night	Y	330.00	340.00	350.00
Chalet A peak season weekends - per night	Y	300.00	310.00	320.00
Chalets 1,2,3,B peak season midweek - per night	Y	325.00	335.00	345.00
Chalet A peak season midweek - per night	Y	295.00	305.00	315.00
Chalets 1,2,3,B mid season weekends - per night	Y	285.00	295.00	305.00
Chalet A mid season weekends - per night	Y	260.00	270.00	280.00
Chalets 1,2,3,B mid season midweek - per night	Y	275.00	285.00	295.00
Chalet A mid season midweek - per night	Y	250.00	260.00	270.00
Chalets 1,2,3,B low season weekends - per night	Y	225.00	235.00	245.00
Chalet A low season weekends - per night	Y	205.00	215.00	225.00
Chalets 1,2,3,B low season midweek - per night	Y	220.00	230.00	240.00
Chalet A low season midweek - per night	Y	200.00	210.00	220.00
Chalet additional person per night (3yrs +)	Y	20.00	25.00	25.00
Flinders Bay Holiday Park - onsite park cabin (2 berth), 2 night min.				
Peak season - per night	Y		200.00	200.00
Mid season - per night	Y		150.00	150.00
Turner Holiday Park - Short stay annual holiday sites				
Annual Holiday Site Group A **Standard 1 May onwards** site - flat fee per year (includes 120 nights, for 1-2 adults and up to 6 nominated occupants)	Y	5,788.00	5,962.00	6,200.00
Annual Holiday Site Group B **Premium 1 May onwards** site - flat fee per year (includes 120 nights, for 1-2 adults and up to 6 nominated occupants)	Y	6,902.00	7,592.00	7,971.00
Additional weeks - immediate family members (adults)	Y	0.00	Charge at powered site rate	Charge at powered site rate
Additional nights	Y	0.00	Charge at powered site rate	Charge at powered site rate
Long Term Tenants 1-2 Adults Price per week	Y	204.25	210.35	216.70
Electrical supply charge - long term tenant sites only - per site per week	Y	actual charge	actual charge	Actual Charge
Electrical consumption charge - long term tenant sites only - per site per unit	Y	actual charge	actual charge	Actual Charge

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

LIBRARIES

Augusta Library and Augusta Margaret River Regional Library

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Membership			
Administration Fee for Temporary Membership	N	N/A	N/A
Individual Temporary Membership refundable Bond	N	N/A	N/A
Family Temporary Membership refundable Bond	N	N/A	N/A
Replacement Library Membership Card	N	7.00	7.00
Books			
Inter Library Loan (if applicable)	Y	16.50	16.50
Administration Charge per Long Overdue Item	Y	1.00	-
Lost and Damaged Items are subject to recovery	Y	actual cost	-
Photocopying machine			
- A4 b & w single	Y	0.30	0.30
- A4 b & w dbl sided	Y	0.60	0.60
- A4 colour single	Y	0.50	0.50
- A4 colour dbl sided	Y	1.00	1.00
- A3 b & w single	Y	0.50	0.50
- A3 b & w dbl sided	Y	1.00	1.00
- A3 colour single	Y	1.00	1.00
- A3 colour dbl sided	Y	2.00	2.00
Facsimile and document services			
Margaret River Library			
Outgoing local and interstate fax connection fee	Y	1.00	-
Outgoing local and interstate fax per page charge	Y	0.30	-
Incoming fax staff assistance fee	Y	2.50	-
Incoming fax printing per page	Y	0.30	-
International - First page	Y	6.20	-
International - Every following page	Y	2.20	-
Margaret River Library			
Library Administration Charges			
Scanning documents (per page)	Y	N/A	N/A
Laminating A3	Y	3.50	3.50
Laminating A4	Y	2.00	2.00
3D Printer charges - per hour or part thereof	Y	4.00	4.00
Customer Relations			
Coffee - self service	Y	3.00	3.00
Coffee - extra shot	Y	0.50	0.50
Hot water	Y	0.50	0.50
Milk dash	Y	0.50	0.50

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

SPORT AND RECREATIONAL SERVICES

Recreation Centre Kiosk and Café - charges as per menu and POS prices

S,P,HCC 20% concession for holders of a Senior Card, Pension Card or Health Care Card

DA 50% concession for holders of a Disability Access card - Concession maximum is 1 month

Emergency services Voul - SES, St John , DFES.

Standard appraisal is included in a 3, 6 or 12 mth membership: 1mth includes 15 min appraisal

Children swim free: Children 4 and under swim free with full paying adult (includes aquatic and Full membership holders)

Full Memberships - 12 month includes 4 x Personal Training sessions (3 month expiry)
Margaret River Recreation Centre memberships include the equivalent use of Augusta Recreation Centre (additional access / card fee may apply).

In accordance with Manager Sport and Community Recreation's approval, to offer discretionary promotional and program initiatives which provide discounts and/or waiver of fees to the maximum amount charged.

Seniors 80yrs and older receive free membership and entry fees (at expiry of any current membership held)

Seniors 75yrs - 79yrs receive 50% off the standard price of all membership and entry fees (at expiry of any current membership held)

Point of sale items in accordance with Manager Sport and Community Recreation's approval.

Margaret River Aquatic Centre

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
General entry - adult			
Adult - 16 yrs and over	Y	6.30	7.20
10 adult entries is 10% discount	Y	56.70	64.80
20 adult entries is 15% discount	Y	107.10	122.40
50 adult entries is 20% discount	Y	252.00	288.00
General entry - concessions			
Adult - 16 years and over -20% concession	Y	5.00	5.50
10 concession entries is 10% discount	Y	45.00	49.50
20 concession entries is 15% discount	Y	85.00	93.50
50 concession entries is 20% discount	Y	200.00	220.00
General entry - child/family and other - spectators are free			
Child Entry – 5 to 15 years inclusive - children 4 and under are free * Children 4 years and under MUST be accompanied by a a full paying adult Includes private swimming lessons	Y	4.50	5.00
Private swimming lesson	Y	4.50	N/A
10 Child entries - 10% discount	Y	40.50	45.00
Family - 2 adults plus 2 children	Y	22.00	23.50
Education Dept. Interim Swimming Classes per child	Y	3.60	4.50
Margaret River Squad Swim Club - (Club Access Only) per person per annum - Child Swim - 10 plus members (each)	Y	300.00	325.00
Swimming Pool Lane Hire - per lane per hour, additional entry fees apply			
Junior Clubs including: Junior Lifesaving, and MR Squad swim club	Y	3.50	5.50
Swimming Pool lane hire - Community (per lane per hour)	Y	9.50	11.00
Swimming Pool lane hire - Commercial (per lane per hour)	Y	20.40	23.50
Lagoon: One section	Y	15.80	16.50
Lagoon: Main Lagoon (3 sections)	Y	28.10	45.00
Lagoon: Whole Lagoon (Main Lagoon plus Beach Access)	Y	42.40	60.00
Aqua run small - exclusive use (per group x 1 hour)* Terms and conditions apply. Additional staff costs may apply.	Y	100.00	100.00
Aqua run large - exclusive use (per group x 1 hour)* Terms and conditions apply. Additional	Y	140.00	150.00
Aqua run - school hire per hour 30% discount	Y	0.00	N/A
Lane hire (commercial) - per lane per hour, additional entry fees apply			
Lane Hire	Y	20.40	N/A
Lagoon Hire 1/3 of lagoon for 1 hour	Y	15.80	N/A
Lagoon Hire 1/2 of lagoon for 1 hour	Y	28.10	N/A
Lagoon Hire 3/4 of lagoon for 1 hour	Y	42.40	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

SPORT AND RECREATIONAL SERVICES

Recreation Centre Kiosk and Café - charges as per menu and POS prices

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Children swim free: Children 4 and under swim free with full paying adult (includes aquatic and Full membership holders)

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Point of sale items in accordance with Manager Sport and Community Recreation's approval.

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Birthday parties			
Booking Fee - Party and Aqua run SMALL 10 Children under 15 inculded	Y	150.00	N/A
Booking Fee - Party and Aqua run LARGE (includes entry fee for up to 20 swimmers)	Y	200.00	N/A
Swimming Lessons			
Per lesson - first child	Y	16.00	18.00
Per lesson - per additional family member	Y	13.00	14.75
Private lessons - per lesson	Y	40.00	40.00
Margaret River Health and Fitness			
Hire of Group fitness room - per hour	Y	32.00	40.00
General single entry			
Adult Gym workout or Group Fitness Class	Y	17.50	19.00
Adult Gym workout or Group Fitness Class with S,P,HCC card 20% concession	Y	14.00	15.20
Youth Gym or Fitness Class Entry(up to and incl. 17yrs)	Y	8.75	9.00
Education Dept using the Fitness Centre - per child	Y	3.60	0.00
School Gym class fee	Y	36.00	0.00
Sauna	Y		15.00
Supervised rehabilitation session in the pool staffed	Y	9.70	10.00
Passes			
10 multiple entries to Gym / Group Fitness is 10% discount	Y	157.50	171.00
10 multiple entries Gym / Group Fitness - 20% concession	Y	126.00	136.80
10 multiple entries Youth Gym (12-16yrs) 10% discount	Y	78.80	81.00
Personal Training and Rehab			
Appraisal and program	Y	40.00	40.00
30 minute session	Y	40.50	40.50
45 minute session	Y	50.00	50.00
60 minute session 25% discount	Y	60.75	60.75
Buddy session - additional cost per person	Y	10.00	10.00
Group training 3 to 6 people (per 30 minute session) (per person)	Y	20.00	20.00
Taster pack - 3 x 30 minute sessions 20% discount	Y	N/A	
Taster pack - 3 x 60 minute sessions 20% discount	Y	N/A	
Strength For Life Gym Session	Y	7.70	actual cost
Supervised Seniors Session - (Strength For Life equivalent)			10.00
5 pack - 5 x 30 minute sessions 25% discount	Y	152.00	N/A
5 pack - 5 x 45 minute sessions 25% discount	Y	189.50	N/A
5 pack - 5 x 60 minute sessions 25% discount	Y	227.00	N/A

Schedule of Fees and Charges
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SPORT AND RECREATIONAL SERVICES

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Point of sale items in accordance with Manager Sport and Community Recreation's approval.

Exercise Physiologist Services

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Medicare Gap fee (initial consult)	Y	22.00	24.00
Medicare Gap fee (subs consult)	Y	10.00	12.00
Rehabilitation session up to 60 minutes- initial consult	Y	90.00	110.00
Rehabilitation session up to 60 minutes	Y	75.00	85.00
Rehabilitation session up to 60 minutes and ancillary services. Per statutory market rates including but not limited to: NDIS, DVA, Medicare, Work Cover WA.	Y	actual cost	actual cost
Ex Phys 1 on 1 session: 45 minutes	Y	60.00	65.00
Ex Phys 5 pack: 5 x 45 minute sessions 10% discount	Y	225.00	292.50

Membership Packages

Casual Day Pass (Gym/Fitness/Pool/Selected Ancillary Services)	Y	21.00	22.80
Casual Day Pass 20% concession	Y	16.80	18.20
Remote Shift Worker / FIFO - 50% advertised rate *No further discounts apply. Terms and conditions apply.	Y	50% advertised rate	50% off applicable standard rates
Weekly Sauna Membership. Includes selected ancillary services.	Y	N/A	20.00

Full Membership

Unlimited access to swimming pool, gym, courts, and group fitness classes, selected ancillary services.

Full Intro 1 Week - New customers only (Terms and Conditions apply): Must be shire residents	Y	10.00	20.00
Full Membership 5 days	Y	30.00	33.00
Full Membership 1 month	Y	125.00	135.00
Full Membership 1 month with 20% concession	Y	100.00	108.00
Full Membership 1 month DA card is 50% concession maximum 1 month use	Y	62.50	67.50
Full Membership 1 month Youth	Y	62.50	70.00
Full Membership - 3 Month Youth	Y	100.00	120.00
Full Membership 3 months	Y	300.00	335.00
Full Membership 3 months with S,P,HCC card 20% concession	Y	240.00	268.00
Full Membership 12 months - 45% discount (Direct Debit available)	Y	825.00	912.00
Full Membership 12 months with S,P,HCC card 20% concession	Y	660.00	729.60
Full Membership 12 months for Emergency Services Volunteers - 50% discount	Y	412.50	456.00
Full Membership 12 month DA card is 50% concession	Y	825.00	456.00
Direct Debit - Full Fortnightly. Terms and conditions apply.	Y	34.50	38.00
Direct Debit - Full Fortnightly - 20% concession. Terms and conditions apply.	Y	27.60	30.40

Schedule of Fees and Charges
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SPORT AND RECREATIONAL SERVICES

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Point of sale items in accordance with Manager Sport and Community Recreation's approval.

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Memberships - Gym and Fitness			
Includes unlimted access to Gym and Group Fitness Classes)* Membership type only available until pool reopens.			
Gym and Group Fitness 1 month	Y	77.50	77.50
Gym and Group Fitness 1 month 20% concession	Y	62.00	62.00
Gym and Group Fitness 1 month with DA card 50% concession	Y	38.75	38.75
Gym and Group Fitness 3 months	Y	197.63	198.00
Gym and Group Fitness 3 months 20% concession	Y	158.10	158.40
Gym and Group Fitness 12 months	Y	604.50	604.50
Gym and Group Fitness 12 months 20% concession	Y	483.60	483.60
Direct Debit - Gym and Group Fitness Fortnightly. Terms and conditions apply.	Y	27.00	27.00
apply.	Y	21.60	21.60
Memberships - Gym OR Group Fitness			
Includes unlimited access to Gym and Group Fitness Classes)* Membership type only available after pool reopens.			
Gym or Group Fitness 1 month	Y	77.50	90.00
Gym or Group Fitness 1 month 20% concession	Y	62.00	72.00
Gym or Group Fitness 1 month with DA card 50% concession	Y	38.75	45.00
Gym or Group Fitness 3 months	Y	197.63	230.00
Gym or Group Fitness 3 months 20% concession	Y	158.10	184.00
Gym or Group Fitness 12 months	Y	604.50	680.00
Gym or Group Fitness 12 months 20% concession	Y	483.60	544.00
Direct Debit - Gym or Group Fitness Fortnightly. Terms and conditions apply.	Y	27.00	30.00
Direct Debit - Gym or Group Fitness Fortnightly -20% concession. Terms and conditions apply.	Y	21.60	24.00
Memberships - Aquatic			
Access to pool, aqua classes, supervised rehab, and selected ancillary services			
Aquatic 1 month	Y	66.00	72.00
Aquatic 1 month S,P,HCC 20% concession	Y	52.80	57.60
Aquatic 3 month	Y	168.30	184.00
Aquatic 3 month S,P,HCC 20% concession	Y	134.64	147.20
Aquatic 12 month	Y	N/A	562.00
Aquatic 12 month S,P,HCC 20% concession	Y	N/A	449.60
DA card holder 50% concession (maximum 1 month)	Y	33.00	36.00
Direct Debit - Aquatic Fortnightly. Terms and conditions apply.	Y	22.85	26.00
Direct Debit - Aquatic Fortnightly - 20% concession. Terms and conditions apply.	Y	18.30	20.80
Direct Debit Memberships - Terms and Conditions apply			
Full Monthly	Y	75.00	N/A
Full Monthly - S,P,HCC card 20% concession	Y	60.00	N/A
Aquatic Monthly	Y	49.60	N/A
Aquatic Monthly - S,P,HCC card 20% concession	Y	39.70	N/A
Gym or Group Fitness Fortnightly	Y	27.00	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

SPORT AND RECREATIONAL SERVICES

Recreation Centre Kiosk and Café - charges as per menu and POS prices

S,P,HCC 20% concession for holders of a Senior Card, Pension Card or Health Care Card

DA 50% concession for holders of a Disability Access card - Concession maximum is 1 month

Emergency services Voul - SES, St John , DFES.

Standard appraisal is included in a 3, 6 or 12 mth membership: 1mth includes 15 min appraisal

Children swim free: Children 4 and under swim free with full paying adult (includes aquatic and Full membership holders)

Full Memberships - 12 month includes 4 x Personal Training sessions (3 month expiry)
Margaret River Recreation Centre memberships include the equivalent use of Augusta Recreation Centre (additional access / card fee may apply).

In accordance with Manager Sport and Community Recreation's approval, to offer discretionary promotional and program initiatives which provide discounts and/or waiver of fees to the maximum amount charged.

Seniors 80yrs and older receive free membership and entry fees (at expiry of any current membership held)

Seniors 75yrs - 79yrs receive 50% off the standard price of all membership and entry fees (at expiry of any current membership held)

Point of sale items in accordance with Manager Sport and Community Recreation's approval.

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Gym or Group Fitness Fortnightly -20% concession	Y	21.60	N/A
Gym or Group Fitness Monthly	Y	58.50	N/A
Gym or Group Fitness Monthly - S,P,HCC card 20% concession	Y	46.80	N/A
Full Family Membership Fortnightly (1 adult + up to 3 children) 1x standard Full + 2x concession aquatic	Y	59.75	N/A
Full Family Membership Fortnightly (2 adult + up to 3 children) 2x standard Full + 1x concession aquatic	Y	77.00	N/A
Membership & Administration Fees			
Membership Joining Fee. * Terms and conditions apply.	Y	20.00	30.00
Administration Fee	Y	20.00	20.00
Program Reassessment Fee	Y	N/A	
Membership Swipe Card	Y	10.00	10.00
Membership Swipe Card - replacement lost card	Y	10.00	10.00
Key Replacement Fee all Buildings	Y	actual cost	actual cost
Sporting Competitions			
Game Fee per team - open competition (per player cost)	Y	8.00	8.00
Game Fee per team - junior competition (per player cost)	Y	6.00	6.00
No umpire / one umpire discount fee	Y	Minus 1 per player cost	Minus 1 per player cost
Forfeit Fine under 3 hrs. Notice	Y	Game Fee	Game Fee
Forfeit Fine under 24 hrs. Notice	Y	Half Game Fee	Half Game Fee
Forfeit Fine under 48 hrs. Notice	Y	N/A	N/A
Committee and Storage Room Use			
Basketball, Netball	Y	110.00	250.00
Storage fee per month per sqm / per shelf	Y	6.00	15.00
Court Hire and Facility Use			
Recreation Centre use Bond held against booking	Y	200.00	500.00
Multi purpose courts Commercial / Standard	Y	44.00	50.00
Multi purpose courts - Club and Community ED 10% discount	Y	39.60	45.00
Multi purpose courts - Local sporting association 30% discount	Y	28.60	35.00
Multi purpose courts - Education Dept 30% discount	Y	30.80	N/A
Multi purpose courts - Half court	Y	60% of full court	60% of full court
Volleyball Court	Y		60% of full court
Badminton Court	Y		30% of full court
Casual use of multi purpose courts - standard per person (16+)	Y	5.50	6.00
Casual use of multi purpose courts - junior per person (15 and under)	Y	4.50	4.00
Casual use of multi purpose courts - 10 entries 10% discount	Y	10% discount	10% discount
Seniors program per person	Y		3.00
Junior: Netball; Basketball Association Members (in season)	Y	3.00	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

SPORT AND RECREATIONAL SERVICES

Recreation Centre Kiosk and Café - charges as per menu and POS prices

S,P,HCC 20% concession for holders of a Senior Card, Pension Card or Health Care Card

DA 50% concession for holders of a Disability Access card - Concession maximum is 1 month

Emergency services Voul - SES, St John , DFES.

Standard appraisal is included in a 3, 6 or 12 mth membership: 1mth includes 15 min appraisal

Children swim free: Children 4 and under swim free with full paying adult (includes aquatic and Full membership holders)

Full Memberships - 12 month includes 4 x Personal Training sessions (3 month expiry)
Margaret River Recreation Centre memberships include the equivalent use of Augusta Recreation Centre (additional access / card fee may apply).

In accordance with Manager Sport and Community Recreation's approval, to offer discretionary promotional and program initiatives which provide discounts and/or waiver of fees to the maximum amount charged.

Seniors 80yrs and older receive free membership and entry fees (at expiry of any current membership held)

Seniors 75yrs - 79yrs receive 50% off the standard price of all membership and entry fees (at expiry of any current membership held)

Point of sale items in accordance with Manager Sport and Community Recreation's approval.

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Kids program per session	Y	12.00	15.00
Kids program per term (Terms and Conditions apply) - 10%	Y	10% discount	10% discount
Shower	Y	6.00	5.00
Phone call	Y	N/A	N/A
Hire of Sports equipment	Y	actual cost	actual cost
After hours staff cost recovery per hour	Y	actual cost	actual cost
Event or / additional hours / outside operating hrs. per hr./per crt	Y	actual cost	actual cost
Per day cost (Terms and Conditions apply) Max 8 hours per day. Applicable court rate x 8 hrs @ 50%).	Y	actual cost	actual cost
Power Outlet Hire (per day)	Y	100.00	100.00

Commercial Signage - Margaret River Recreation Centre

Business Signage – 1st Year	Y	360.00	360.00
Business Signage – Consecutive years	Y	410.00	410.00
Business Signage – Pro Rata (charge per month)	Y	41.00	41.00

Augusta Recreation Centre

Hall and Court Hire Court and Oval Hire

50% discount for Community Not for Profit	Y	28.50	32.00
Multi purpose court - commercial / standard	Y	42.50	45.00
Multi purpose courts - Club and Community ED 10% discount	Y	N/A	40.50
Multi purpose courts - Local sporting association 30% discount	Y	29.75	31.50
Multi purpose courts - Education Dept. 50% discount off Commercial Fee	Y	21.25	21.25
Showers	Y	N/A	5.00
Bond - Hire of Lessor Hall includes key	N	50.00	50.00

Gym and Indoor Court

Casual Gym Entry Condtions apply for Entry	Y	17.50	19.00
Casual use of multi purpose courts - standard per person (16+)	Y	5.50	6.00
Casual use of multi purpose courts - junior per person (15 and under)	Y	4.50	4.00
Seniors program per person	Y		3.00
1 week membership	Y	38.00	40.00
2 week membership	Y		60.00
1 month membership	Y	74.00	76.00
1 month - 20% concession	Y	59.20	60.80
1 month DA card is 50% concession	Y	37.00	38.00
3 months membership	Y	188.70	195.00
3 months membership - 20% concession	Y	150.96	156.00
3 months DA card is 50% concession	Y	94.35	97.50
6 months membership	Y	355.20	365.00
6 months membership - 20% concession	Y	284.00	292.00
6 months DA card is 50% concession	Y	177.60	182.50
12 months membership	Y	577.20	600.00
12 months membership - 20% concession	Y	461.70	480.00
12 months DA card is 50% concession	Y	288.60	300.00
Direct Debit Monthly. Terms and Condtions apply.	Y	actual cost	45.25

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

SPORT AND RECREATIONAL SERVICES

Recreation Centre Kiosk and Café - charges as per menu and POS prices

S,P,HCC 20% concession for holders of a Senior Card, Pension Card or Health Care Card

DA 50% concession for holders of a Disability Access card - Concession maximum is 1 month

Emergency services Voul - SES, St John , DFES.

Standard appraisal is included in a 3, 6 or 12 mth membership: 1mth includes 15 min appraisal

Children swim free: Children 4 and under swim free with full paying adult (includes aquatic and Full membership holders)

Full Memberships - 12 month includes 4 x Personal Training sessions (3 month expiry)
Margaret River Recreation Centre memberships include the equivalent use of Augusta Recreation Centre (additional access / card fee may apply).

In accordance with Manager Sport and Community Recreation's approval, to offer discretionary promotional and program initiatives which provide discounts and/or waiver of fees to the maximum amount charged.

Seniors 80yrs and older receive free membership and entry fees (at expiry of any current membership held)

Seniors 75yrs - 79yrs receive 50% off the standard price of all membership and entry fees (at expiry of any current membership held)

Point of sale items in accordance with Manager Sport and Community Recreation's approval.

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Direct Debit Monthly - Concession. Terms and Condtions apply.	Y		36.20
Personal Training - 30 minute session		50.00	50.00
Personal Training - 60 minute session	Y	60.00	60.00
Group Fitness Class - General	Y	14.50	14.50
Group Fitness Class - 20% concession	Y	11.60	11.60
12 Month Membership - Emergency Services Volunteers 50% discount	Y	288.60	300.00

Hydrotherapy Pool can only be hired by qualified operator

Only to be hired by a qualified operator

Hire of Pool Commercial (per hour plus entry fee)	Y	32.00	35.00
Storage of Equipment Per term	Y	100.00	100.00
Hire of Pool Commercial Access Card Per Term	Y	20.00	20.00
Supervised Rehab adult	Y	9.70	9.70

Hall and Court Hire Court and Oval Hire

Hire of Lessor Hall Augusta per hour 50% discount for Community Not for Profit	Y	28.50	N/A
Hire of Hall	Y	42.50	N/A
Multi purpose courts - Sporting Association 30% discount	Y	29.75	N/A
Multi purpose courts - Education Dept. 50% discount off Commercial Fee	Y	21.25	N/A
Showers	Y	N/A	N/A
Bond - Hire of Main hall includes key	N	50.00	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

Sporting Reserves

Gloucester Park groups paying an annual facility use fee are charged 50% of the standard hire rate for the Oval.

Any Rubbish Removal Costs at the conclusion of events will be directly charged to the hirer.

All rates exclude power and water, a minimum charge per day will be negotiated.

All rates to be finalised with a Shire Representative prior to the commencement of the event.
Bonds are charged per oval per booking.

Additional Information:
1. All commercial operators are required to provide their certificate of currency for Public and Professional Liability Cover.
2. Council may determine that a bond is payable to cover unforeseen impacts/damage to the immediate permit area.
3. Day Rates per day includes hour or part thereof.

Oval - Commercial minimum casual hire rates

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Hire of oval (Day) for sporting event outside normal season fixtures	Y	215.00	224.00
Hire of Oval for School carnivals 50% discount	Y	107.00	111.00
Hire of oval for Special Events Commercial including bands, concerts, and agriculture (per day)	Y	550.00	572.00
Hire of oval for bump in / bump out (per day)	Y		150.00
Hire of oval for Special Events (Non profit) (per day)	Y	435.00	452.40
Oval use per hour	Y	16.00	17.00
Oval use per hour Club rate (Outside pre-season / regular season)	Y	8.00	8.50
Event/or Carnival Bond	Y	550.00	572.00
Event/or Animal Bond	Y	550.00	572.00
Lighting Oval per hour - per hour	Y	10.00	10.40

Facility Use
Damage to ovals as result of non Shire approved line marking techniques or paint will incur an actual

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
South West National Football League	Y	2,200.00	2,288.00
Augusta Margaret River Netball Football Club	Y	2,500.00	2,600.00
AMR Junior Football Association	Y	1,050.00	1,092.00
Busselton and Margaret River Junior Cricket Association (Margaret River, Augusta, Rapids, Cowaramup)	Y	1,050.00	1,357.00
AMR Hawks Cricket Club	Y	2,000.00	2,600.00
Agricultural Club	Y	1,100.00	N/A
Football Margaret River - Seniors	Y	2,000.00	2,600.00
Football Margaret River - Juniors	Y	1,050.00	1,092.00
Rugby club	Y	1,600.00	1,092.00
Little Athletics	Y	1,050.00	1,092.00
Little Athletics	Y	TBC	N/A
Hire of hockey pitch, incl. lights - per hour (seniors)	Y	44.00	44.00
Hire of hockey pitch, incl. lights - per hour (juniors)	Y	22.00	22.00
Line marking Paint per drum 20 L	Y	80.00	actual cost
Seasonal Hire of Pavilion/Clubrooms (charged per 6 months)	Y		500.00
Cleaning Fee of Pavilion/Clubrooms	Y		actual cost

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

Sporting Reserves

Gloucester Park groups paying an annual facility use fee are charged 50% of the standard hire rate for the Oval.

Any Rubbish Removal Costs at the conclusion of events will be directly charged to the hirer.

All rates exclude power and water, a minimum charge per day will be negotiated.

All rates to be finalised with a Shire Representative prior to the commencement of the event.
Bonds are charged per oval per booking.

Additional Information:
1. All commercial operators are required to provide their certificate of currency for Public and Professional Liability Cover.
2. Council may determine that a bond is payable to cover unforeseen impacts/damage to the immediate permit area.
3. Day Rates per day includes hour or part thereof.

Augusta Civic Park Sporting Precinct

Facility Use including ovals

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Augusta Abalones	Y	785.00	1,092.00
Augusta Cricket Jnr club	Y	265.00	N/A
Augusta Pavilion Clubs Seasonal hire and storage	Y	110.00	500.00
Line marking Paint per drum 20 L	Y	80.00	actual cost
Marking of Fields for Events (Nego)	Y	actual cost	actual cost
Damage to oval line Markings(per lineal meter)	Y	12.50	actual cost
*Litter Clean-up - per hour	Y	105.00	actual cost
Event/or Carnival Bond	Y	550.00	550.00
*Marking of reticulation and electricity - per hour	Y	85.00	actual cost
Ground maintenance - lawnmowing & ground maintenance per hour - applies to leased and other facilities at Augusta Civic Park and other locations	Y	66.00	actual cost
Oval for School carnivals	Y	110.00	111.00
Oval use per hour	Y	16.00	17.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

OUTSIDE SCHOOL HOURS CARE

Outside School Hours Care	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Casual Care per child (per 1 hour and 15 minutes)	N	5.00	6.00
5 multiple entries - 20% discount	N	20.00	27.00
After School Care - Permanent Bookings	N	37.00	38.00
After School Care - Casual Bookings 10% additional	N	40.70	42.00
Before School Care - Permanent Bookings	N	32.00	32.00
Before School Care - Casual Bookings 10% additional	N	35.20	35.20
Vacation Care - per day	N	95.00	98.00
Late fee $15 per 15 min after liscensed hours	N	N/A	15.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

EVENTS

Event approvals (Activities, Events and Functions on Shire Parks, Reserves, Beaches, Foreshores and Rivers)

Class 1 - The most complex use of the space / the largest impact on the space
Commercial / large scale presence which minimises opportunities for use of space with other user groups.
Mulltiple aspects requiring assessment.
Class 2 - Moderate use of space / moderate impact on space
Commercial / moderate scale presence which easily allows for access and use of space with other user groups.
Multiple aspects requiring assessment.
Class 3 - Minimal use of space / minimal impact on space
Moderate scale use of space, moderate complexity, with low impact on other user groups.
Class 4 - Minimal use of space / minimal impact on space
Small scale non- complex use of space with low impact on other user groups.
Class 5 - Minimal impact on space
Free of charge community events soley for charitable or community purposes with low impact on other user
Class 6 - Minimal impact on space
Free of charge community events based around National celebrations with low impact on other user groups.
Free of c harge for small scale education based activities with low impact on other user groups.

The Shire determines the class of the activity based on factors, including but not limited to, the following:
• Number of participants / individuals / spectators involved in the activity
• Use of roads and car parking
• Approvals required by other agencies
• Structures
• Environmental impact
• Required Management Plans

(These fees are for permits and are in addition to ground hire fees and any other applicable charges or bonds).

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Class 1 Fee (per day)	Y	410.00	426.00
Class 2 Fee (per day)	Y	188.00	195.50
Class 3 Fee (per permit)	Y	146.00	151.50
Class 4 Fee (per permit)	Y	95.00	98.50
Class 5 Fee	Y	25.00	26.00
Class 5 Fee (not for profit)	Y	0.00	11.50
Class 6 Fee	No fee	No Fee	No Fee
Weddings/Ceremonies on Shire Reserves	Y	150.00	156.00
Permit to consume Alcohol on a Shire Reserve	Y	35.00	36.50
High Impact Use fee – Daily Fee for High impact use but no ground hire fees	Y	145.00	150.50
Event Consultation Fee	Y	120.00	124.50
Cancellation fee (application commenced and being processed) * permit issued no refund	Y	55.00	57.00
Late Lodgement Fee	Y	107.50	111.50
Trader/Stallholder Permits - Daily	Y	58.50	61.00
Trader/Stallholder permits – Community group, Charity organisation	Y	12.00	12.50
Food at Events/Markets (more than 30 stalls)	Y	190.00	197.50
Food at Events/Markets (15 to 30 Stalls)	Y	92.50	96.00
Event or Trading Bond	Y	Maximum $2000	max. 5000

Additional Information:
1. All commercial operators/clubs/ groups are required to provide their certificate of currency for Public & Professional Liability Cover.

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

EVENTS

Event approvals (Activities, Events and Functions on Shire owned property, thoroughfares and public places)

Commercial Activities

Class 1 - The most complex use of the space/the largest impact on the space
Commercial presence which minimises opportunities for use of space with other user groups.
Class 2 - Moderate use of space / moderate impact on space
Commercial presence which easily allows for access and use of space with other user groups.
Class 3 - Minimal use of space / minimal impact on space
Small scale commercial use of space with low impact on other user groups.

The Shire determines the class of the activity based on factors including but not limited to the following:
- Number of participants / individuals involved in the activity
- Required parking bays
- Frequency of use
- Structures/equipment
- Environmental impact
- Proposed use
- Location
- Maintenance

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Commercial Activitiy Permit Fees			
Application for Commercial Activity Permit	Y	105.00	110.00
Commercial Activity Permit Fee – Class 1			
Per occasion	Y	63.50	66.00
1 month	Y	133.00	138.00
3 months	Y	307.50	319.50
6 months	Y	575.00	598.00
12 months	Y	1,050.00	1,092.00
Commercial Activity Permit Fee – Class 2			
Per occasion	Y	55.00	57.00
1 month	Y	100.00	104.00
3 months	Y	233.00	242.00
6 months	Y	425.00	442.00
12 months	Y	790.00	821.50
Commercial Activity Permit Fee – Class 3			
Per occasion	Y	53.50	55.50
1 month	Y	66.00	68.50
3 months	Y	155.00	161.00
6 months	Y	285.00	296.00
12 months	Y	530.00	551.00
High Impact Use fee – Daily Fee	Y	128.00	133.00
Mobile Food Business Permit Fees			
Application for Mobile Food Business Permit	Y	106.00	110.00
Per occasion	Y	74.00	76.50
1 month (operating 1-2 days per week)	Y	98.00	101.50
3 months (operating 1-2 days per week)	Y	228.00	237.00
6 months (operating 1-2 days per week)	Y	420.00	436.50
12 months (operating 1-2 days per week)	Y	800.00	832.00
1 month (operating 3-4 days per week)	Y	132.00	137.00
3 months (operating 3-4 days per week)	Y	305.00	317.00
6 months (operating 3-4 days per week)	Y	565.00	587.50
12 months (operating 3-4 days per week)	Y	1,050.00	1,092.00
1 month (operating 5-7 days per week)	Y	195.00	202.50
3 months (operating 5-7 days per week)	Y	460.00	478.00
6 months (operating 5-7 days per week)	Y	850.00	884.00
12 months (operating 5-7 days per week)	Y	1,580.00	1,643.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

EVENTS

Event approvals (Activities, Events and Functions on Shire owned property, thoroughfares and public places)

Commercial Activities

Class 1 - The most complex use of the space/the largest impact on the space
Commercial presence which minimises opportunities for use of space with other user groups.
Class 2 - Moderate use of space / moderate impact on space
Commercial presence which easily allows for access and use of space with other user groups.
Class 3 - Minimal use of space / minimal impact on space
Small scale commercial use of space with low impact on other user groups.

The Shire determines the class of the activity based on factors including but not limited to the following:
- Number of participants / individuals involved in the activity
- Required parking bays
- Frequency of use
- Structures/equipment
- Environmental impact
- Proposed use
- Location
- Maintenance

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Stallholder Permit Fees			
Application for Stallholder Permit	Y	106.00	110.00
Stallholders - Daily Fee	Y	58.50	60.50
Stallholders - Annual Fee	Y	680.00	707.00
Street Entertainer Permit Fees			
Application for Street Entertainer Permit	Y	No Fee	No Fee
Permit fee per day	Y	10.00	10.00
Permit fee Weekly	Y	11.00	11.00
Permit fee 1 Month	Y	18.00	18.50
Permit fee 3 months	Y	50.00	52.00

Community Group/Charitable Organisation Permit Fees
charitable organisation means an institution, association, club, society or body whether incorporated or not, the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature and from which any member does not receive any pecuniary profit except where the member is an employee or the profit is an honorarium.

Application Fee Community Group / Charitable Organisation	Y	11.50	11.50
Permit Fee Community Group / Charitable Organisation	Y	No Fee	No Fee
Unspecified / General Activity on Road Reserve or Thoroughfare or LG Property Permit Fees			
Application for Unspecified / General Activity on Road Reserve or Thoroughfare or LG Property Permit	Y	106.00	110.00
Unspecified / General Activity on Road Reserve or Thoroughfare	Y	106.00	110.00
Signs/Advertising Permit Fees			
Outdoor Eating Facility (Alfresco Dining) Permit Fees			
Application for Outdoor Eating Facility (Alfresco Dining) Permit Fee		106.00	50.00
Annual Fee for Licensed area is $40 per square metre	N	Fee = 40 x Alfresco dining floor area	Fee = 40 x Alfresco dining floor area
Annual Fee for non-licensed area is $20 per square metre	N	Fee = 20 x Alfresco dining floor area	Fee = 20 x Alfresco dining floor area

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

EVENTS

Event approvals (Activities, Events and Functions on Shire owned property, thoroughfares and public places)

Commercial Activities

Class 1 - The most complex use of the space/the largest impact on the space
Commercial presence which minimises opportunities for use of space with other user groups.
Class 2 - Moderate use of space / moderate impact on space
Commercial presence which easily allows for access and use of space with other user groups.
Class 3 - Minimal use of space / minimal impact on space
Small scale commercial use of space with low impact on other user groups.

The Shire determines the class of the activity based on factors including but not limited to the following:
• Number of participants / individuals involved in the activity
• Required parking bays
• Frequency of use
• Structures/equipment
• Environmental impact
• Proposed use
• Location
• Maintenance

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Renewal/variation/cancellation/ transfer of permit fees			
To apply to all permits with the exception of Community Group/Charitable Organisations.			
Cancellation of Permit Fee	Y	32.00	33.50
Application fee for renewal, variation or transfer of permit	Y	32.00	33.50
Power Usage			
Power Usage – Half-day fee (upfront) 6 hours or less	Y	12.00	12.50
Power usage – Full-day fee (upfront) 6 hours or more	Y	24.00	25.00
Bonds			
The Shire may determine that a bond is payable for keys to access Shire buildings/power outlets, or cover unforeseen impacts/damage resulting from the permitted activity. Amount payable to be determined by Reserve/thoroughfare used and nature of the permitted activity.	N	Maximum $2000	Maximum $2000

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

ENVIRONMENTAL HEALTH

Holiday Parks and Camping Grounds - see Schedule 3 - CPand CG Regs 1997

	N	200.00	200.00
Short and long stay caravan park site (per site)	N	6.00	6.00
Camp site (per site)	N	3.00	3.00
Overflow site (per site)	N	1.50	1.50
Transfer of facility license	N	100.00	100.00
Temporary License Facility (Pro rata - minimum $100)	N	100.00	100.00
Application for park homes or additions to caravans	N	88.00	92.00

Liquor licensing

Section 39 Certificate	N	166.00	173.00
Lodging house application/renewal	N	250.00	250.00

Waste)regulations 1975

Wastewater - application and approval	N	118.00	118.00
Wastewater - inspection of installation and issue of permit to use	N	118.00	118.00
Wastewater - local government report	N	167.00	174.00
Wastewater - additional inspection	Y	90.00	94.00

Environmental Health miscellaneous assessment and searches
*Pro-rata fees may be invoiced based on the duration of the application

Copy and search fee (food sampling results/ septic plans)	N	58.00	60.50
Environmental health miscellaneous assessment and reports on request (per report)	N	168.00	175.00
Food business registration and notification	N	119.00	124.00
Food business notification (Community group, Charity organisation)	N	No Fee	No Fee
Food business registration annual compliance fee (high risk)	N	295.00	307.00
Food business registration annual compliance fee (medium risk)	N	239.00	249.00
Food business registration annual compliance fee (low risk)	N	150.00	156.00
Food business registration annual compliance fee (multiple food premises)	N	470.00	489.00
Food business registration annual compliance fee (medium risk Family Day Care)	N	150.00	156.00
Food business registration annual compliance fee - cellar door	N	75.00	78.00
Food business follow-up inspection fee (per hour)	N	90.00	94.00
Infringement notice (modified penalty)	N	$150 - $1000	$150 - $1000

Public Buildings

Public Building - Approval / Variation > 0 to 999 people (maximum fee $832)	N	168.00	168.00
Public Building - Approval / Variation > 1000 to 2999 people	N	346.00	346.00
Public Building - Approval / Variation > 3000 to 4999 people	N	498.00	498.00
Public Building - Approval / Variation > 5000 people	N	760.00	760.00
Public Building Inspection Fee (per hour including Events)	N	90.00	90.00

Noise - Environmental Noise Regulations 1997

Application fee for approval of a noise management plan for a motor sport venue (Reg 16AA)	N	500.00	500.00
Application fee for approval of a noise management plan for a shooting venue (Reg 16BA)	N	500.00	500.00
Application fee for approval of a noise management plan for specified works (Reg 14A)	N	500.00	500.00
Application fee for approval of a noise management plan for out-of-hours construction works (Reg 13)	Y	115.00	120.00
Application fee for approval of a non-complying sporting, cultural and entertainment event (Reg 18)	N	1,000.00	1,000.00
Reg 18 non-complying sporting, cultural and entertainment event approval additional fee for late applications (application received within 59 days of the event)	N	250.00	1,250.00
Noise monitoring (per hour)	N	115.00	115.00
Noise monitoring (per hour) - Private Parties and Organisations	N	115.00	115.00
Hire of sound meter (per use)	Y	230.00	230.00

Skin Penetration

Skin penetration establishment notification fee	Y	110.00	114.50
Skin penetration follow-up inspection fee (min fee - per hour)	N	90.00	94.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

ENVIRONMENTAL HEALTH

Offensive Trades (Offensive Trades Regulations 1976)

Laundries, dry cleaning establishments	N	147.00	147.00
* Blood drying * Bone merchant premises,bone mills, places for storing, drying or preserving bones * Fat melting, fat extracting or tallow melting establishments - butcher shops and similar * Fellmongeries (skin sheds) * Flock Factories * Gut scraping, preparation of sausage skins	N	171.00	171.00
* Fish curing establishments	N	211.00	211.00
* Fish processing (whole fish are cleaned and prepared) * Shellfish and crustacean processing * Knackeries; piggeries * Poultry farming or poultry processing establishments * Rabbit farming * Slaughterhouses; Abattoirs; large fat melting, extracting or tallow melting establishments * Any offensive trade not listed	N	298.00	298.00
Offensive trade business follow-up inspection fee (per hour)	N	90.00	94.00

Water Sampling

Aquatic facilities water sampling (per month)	N	46.00	48.00
Water sampling - up to 3 outlets	N	90.00	94.00
Private water sampling - additional outlets (per outlet)	N	10.25	11.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

ASSET SERVICES

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Aircraft Landing			
Helicopter landing in Shire reserve - per day	Y	174.00	181.00
Development Bonds			
Resited Dwellings	N	6,654.00	6,920.00
Commercial and Industrial @ $250 per metre	N	min 2,000.00	min 2,000
Extractive Industry; Processing and Tourist Developments in Rural Areas @ 1% of project	N	min 2,000.00	min 2,000
Electricity Usage			
Use of electricity in Shire reserve - half day	Y	12.20	12.70
Use of electricity in Shire reserve - full day	Y	24.40	25.40
Full cost for service provision over the first 12 month period after title release for operation and maintenance of new subdivisional streelighting services. (inclusive of Synergy GST charge)	Y	Actual cost	Actual cost
Engineering and Infrastructure			
Engineering supervision fee for subdivision works with consulting engineer, no clerk of works	N	3% Cost of Works	3% cost of works
Engineering supervision fee for subdivision works with consulting engineer & clerk of works	N	1.5% Cost of Works	1.5% cost of works
Road Closure Fee (administration and advertising)	N	437.00	455.00
Infrastructure Inspection Fee (Road opening, stormwater drainage, etc)	N	71.00	74.00
Crossover subsidy refund	N	305.00	317.00
Jetty Moorings			
East Augusta jetty pen annual maintenance	Y	127.00	132.00
Local Law Permits - LG Act 1995 S6.16			
* General Activities * Vehicle Temporary Crossing * Drive on a closed thoroughfare * Plant In a thoroughfare * Clear In a thoroughfare	N	69.00	72.00
Parking Bays			
Short term reserved parking bay - per day (or part thereof)	Y	71.00	74.00
Short term reserved parking bay - per week (Monday-Friday)	Y	280.00	291.00
Long term reserved parking bay - per week (Monday-Sunday), minimum of 2 wks	Y	137.00	142.00
Banners *Pro-rata fees may be invoiced based on the duration of the application			
Banner Licence - event advertising designated locations per banner	N	117.00	122.00
Banner Licence - street light poles (banner only)	N	110.00	114.00
Banner Licence - street light poles (mounting/dismounting fees) Minimum of 4 banners	N	actual cost	actual cost
Signs - Portable (A Frame)			
Application fee	N	69.00	72.00
Portable (A Frame) sign - **Annual licence fee**	N	69.00	72.00
Directional and entrance signs - **Annual licence fee**	N	80.00	83.00
Pedestrian Information Boards - covers all 5 locations - **Annual licence fee**	N	163.00	170.00
Installation of a sign - no posts required	N	254.00	264.00
Installation of a sign - posts required	N	509.00	529.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

ASSET SERVICES

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Signs - Rural Property Street Addressing			
Rural Address Number - Supply and Installation of New sign Number and Post	Y	134.00	139.00
Rural Address Number - Supply of replacement number	Y	47.00	49.00
Rural Address Number - Supply and installation of post	Y	87.00	90.00
Standpipe Water Usage			
Use of potable water from standpipes	N	actual cost	actual cost
Traffic Matters			
Traffic counts - New	Y	254.00	264.00
Traffic counts - existing	Y	71.00	74.00
Assessment of traffic management plan - standard	Y	71.00	74.00
Assessment of traffic management plan - complex	Y	208.00	216.00
Assessment of heavy haulage request	Y	142.00	148.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

PLANNING AND DEVELOPMENT SERVICES

General

(i) All town planning related fees are required to be paid upon lodgement unless otherwise specified.
(ii) Approval will not be issued until all relevant fees have been paid.

Application Fees

** Statutory - Local Planning Scheme 1 (LPS 1)*
** Regulatory Fees as per WAPC Planning Bulletin 93/2011*
** Shire Fee - Adopted by Council*

Development Applications

Determining a development application (other than extractive industry) where the development has not commenced or been carried out and the estimated cost of the development is -
* *Regulatory (a) - (f)*

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
(a) Not more than $50,000	N	147.00	147.00
(b) More than $50,000 but not more than $500,000	N	0.32% of estimated cost of development	0.32% of estimated cost of development
(c) More than $500,000 but not more than $2.5 million	N	$1,700 + 0.257% for every $1 in excess of $500,000	$1,700 + 0.257% for every $1 in excess of $500,000
(d) More than $2.5 million but no more than $5 million	N	$7,161 + 0.206% for every $1 in excess of $2.5 mill	$7,161 + 0.206% for every $1 in excess of $2.5 mill
(e) More than $5 million but not more than $21.5 million	N	$12,633 + 0.123% for every $1 in excess $5 mill	$12,633 + 0.123% for every $1 in excess $5 mill
(f) More than $21.5 million	N	34,196.00	34,196.00
Penalty for determining a development application (other than for an extractive industry) where the development has commenced or been carried out	N	The fee in item 1 plus, by ways of penalty, twice that fee	The fee in item 1 plus, by ways of penalty, twice that fee

Development Fees

(i) Cost of development will be determined using Cordell's Building Cost Index for Western Australia
(ii) Fees do not include formal advertising costs or specialist reports, which may be charged separately at cost.
Please note that the fees are subject to change if and when the Western Australian Planning Commission publishes a new fee schedule.

Building Envelope Variations or development outside a building envelope (includes Advertising Fee - Newspaper and surrounding landowners)	N	423.00	440.00
Advertising - Newspaper and Surrounding Landowners	N	321.00	334.00
Advertising - Surrounding Landowner Only (No Newspaper)	N	108.00	112.50
Extension of Term - Requests for an extension of the term for planning approval prior to expiry.	N	50% of application fee or full minimum fee whichever is greater	50% of application fee or full minimum fee whichever is greater
Cancellation of Planning Application Local Planning Scheme No. 1 - clause 77	N	150.00	156.00
Requests for amendment	N	295.00	307.00
Sign Permit Fee	N	64.20	67.00
Sign Applications	N	157.00	163.50
Section 40 Certificates (Liquor Licence)	N	160.00	166.50
Design Review Panel - (as stipulated by Local Planning Poilicy No. 2)	N	2,140.00	At cost

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

PLANNING AND DEVELOPMENT SERVICES

General
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Application Fees

** Statutory - Local Planning Scheme 1 (LPS 1)*
** Regulatory Fees as per WAPC Planning Bulletin 93/2011*
** Shire Fee - Adopted by Council*

Development Applications

Determining a development application (other than extractive industry) where the development has not commenced or been carried out and the estimated cost of the development is -
* *Regulatory (a) - (f)*

Change of Use

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Determining an application for a change of use or for alteration or extension or change of a non conforming use to which items (a) to (f) do not apply **(i.e. Events, Short Stay Accommodation)** where the change or the alteration, extension or change has not commenced or been carried out	N	295.00	295.00
Penalty for determining a development application for change of use where the development has commenced or been carried out	N	The fee in item 1 plus, by ways of penalty, twice that fee	The fee in item 1 plus, by ways of penalty, twice that fee
Holiday House Application Fee - New and Renewals - (Includes advertising fee)	N	400.00	400.00
Bed & Breakfast Application Fee - New and Renewals	N	295.00	295.00

Extractive Industry

Determining a development application for an extractive industry where the development has not commenced or been carried out.	N	739.00	739.00
Penalty for determining a development application for an extractive industry where the development has commenced or been carried out	N	The fee in item 1 plus, by ways of penalty, twice that fee	The fee in item 1 plus, by ways of penalty, twice that fee

Home Occupation / Home Business

Determining an initial application for approval of a home occupation where the home occupation has not commenced	N	222.00	222.00
Penalty for determining a development application where home occupation has commenced or been carried out	N	The fee in item 1 plus, by ways of penalty, twice that fee	The fee in item 1 plus, by ways of penalty, twice that fee
Determining an application for the renewal of an approval of a home occupation where the home occupation has commenced	N	73.00	73.00
Penalty for determining an application for the renewal of an approval of home occupation where the application is made after the approval has expired, by way of penalty, twice the fee	N	The fee in item 1 plus, by ways of penalty, twice that fee	The fee in item 1 plus, by ways of penalty, twice that fee

Subdivision / Strata Clearance Application Fees
Regulatory

(a) Not more than 5 lots @ $73 per lot	N	73.00	73.00
(b) More than 5 lots but not more than 195 lots	N	$73 per lot for the first 5 lots and then $35 per lot	$73 per lot for the first 5 lots and then $35 per lot
(c) More than 195 lots	N	7,393.00	7,393.00

Built Strata
**** Regulatory Fee - WAPC Planning Bulletin 52/2011***

(a) Up to and including 5 lots - $656.00 Plus $65 per lot	N	656.00	N/A
(b) 6 lots up to 100 lots - $981 plus $43.50 per lot for every lot in excess of 5 lots	N	981.00	N/A
(c) Capped at 100 lots maximum	N	5,113.50	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

PLANNING AND DEVELOPMENT SERVICES

General
(i) All town planning related fees are required to be paid upon lodgement unless otherwise specified.
(ii) Approval will not be issued until all relevant fees have been paid.

Application Fees

** Statutory - Local Planning Scheme 1 (LPS 1)*
** Regulatory Fees as per WAPC Planning Bulletin 93/2011*
** Shire Fee - Adopted by Council*

Development Applications

Determining a development application (other than extractive industry) where the development has not commenced or been carried out and the estimated cost of the development is -
** Regulatory (a) - (f)*

Scheme Amendment / Structure Plans / Local Development Plans
Total Fee calculated using 'Fee Calculation Table'. At completion of amendment/structure plan additional fees may be incurred or any fees not expended will be refunded

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Basic Scheme Amendment	N	Fee determined on application pursuant to Town Planning Regs	Fee determined on application pursuant to Town Planning Regs
Standard Scheme Amendment	N	Fee determined on application pursuant to Town Planning Regs	Fee determined on application pursuant to Town Planning Regs
Complex Scheme Amendment	N	Fee determined on application pursuant to Town Planning Regs	Fee determined on application pursuant to Town Planning Regs
Structure Plan	N	Fee determined on application pursuant to Town Planning Regs	Fee determined on application pursuant to Town Planning Regs
Minor Variations to Structure Plans ***Clause 6.2.8.4(a) and 6.2.7.1 of the Local Planning Scheme No. 1***	N	Fee determined on application pursuant to Town Planning Regs	Fee determined on application pursuant to Town Planning Regs
Local Development Plan	N	Fee determined on application pursuant to Town Planning Regs	Fee determined on application pursuant to Town Planning Regs

Development Assessment Panel (DAP) - Applications valued over $7million
Shire Fee - As per planning application fees above No GST
DAP Fee - As per DAP Regulations No GST

Planning Staff Fees for Amendments and Structure Plans - Per Hour
**** Regulatory***

Director	N	88.00	88.00
Manager or Senior Planner	N	66.00	66.00
Planning Officer	N	36.86	36.86
Other Shire Staff e.g. Environmental Health Officer	N	36.86	36.86
Administration Staff	N	30.20	30.20

Planning Search Fees and Customer Relations

Deemed to comply check clause 61A	Y	160.00	166.50
Written Planning Advice	Y	73.00	73.00
Building Envelope, Site Plans and Planning Application Search	N	63.00	66.00
Zoning Certificate	N	74.00	73.00
Property Settlement Questionnaire	N	74.00	73.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

PLANNING AND DEVELOPMENT SERVICES

General
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(ii) Approval will not be issued until all relevant fees have been paid.

Application Fees

** Statutory - Local Planning Scheme 1 (LPS 1)*
** Regulatory Fees as per WAPC Planning Bulletin 93/2011*
** Shire Fee - Adopted by Council*

Development Applications

Determining a development application (other than extractive industry) where the development has not commenced or been carried out and the estimated cost of the development is -
** Regulatory (a) - (f)*

Planning Documents

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Local Planning Scheme (text only); Local Planning Strategy; Townsite Strategy ***available at www.amrshire.wa.gov.au***	N	64.00	66.50
Local Planning Scheme - includes all A3 coloured maps ***available at www.amrshire.wa.gov.au***	N	170.00	177.00
Planning Search Request	N	80.00	83.50
Planning Documents on CD	N	11.20	11.50

Buildings approvals and inspections - Building Act 2011

Builders Services Levy (BSL) is payable on application value up to $45,000 and collected at the rate
Construction Training Fund Levy (BCITF) is payable on permit value of works over $20,000 and
Contract Value may be determined by Council using "Rawlinson's Building Estimation Services".

Residential (Class 1 and 10)

	GST Inclusive	Last year 2022-23	This year 2023-24
Uncertified application for a building permit (s. 16(1)) 0.32% (derived from 0.35% x 10/11) of the estimated value (Incl of GST) of the proposed construction as determined by the permit authority	N	min 110.00	min 110.00
Certified application for a building permit(s. 16(1)) for building work for a Class 1 or Class 10 building or incidental structure 0.19% (derived from 60% of 0.35% x 10/11) of the estimated value (Incl of GST) of the proposed building work as determined by the permit authority	N	min 110.00	min 110.00
Application for a building approval certificate for a building or an incidental structure in respect of which unauthorised work has been done (s. 51(3)) 0.38% (derived from 60% of 0.7% x 10/11) of the estimated value (Incl of GST) of the unauthorised building work as determined by the permit authority	N	min 110.00	min 110.00
Application for a building approval certificate for an existing building or an incidental structure where unauthorised work has not been done (s. 52(2))	N	110.00	110.00
Application to extend the time during which an occupancy permit or building approval certificate has effect (s. 65(3)(a))	N	110.00	110.00

Commercial / Industrial (Class 2 to 9)

	GST Inclusive	Last year 2022-23	This year 2023-24
Certified application for a building permit (s. 16(1)) for a building work for a Class 2 to Class 9 building or incidental structure 0.09% (derived from 50% of 0.2% x 10/11) of the estimated value (Incl of GST) of the proposed building work as determined by the permit authority	N	min 110.00	min 110.00

Demolition

	GST Inclusive	Last year 2022-23	This year 2023-24
Application for a demolition permit (s.16(1)) for demolition work in respect of a Class 1 or Class 10 building or incidental structure	N	110.00	110.00
Application for a demolition permit (s.16(1)) for demolition work in respect of a Class 2 or Class 9 building	N	110.00 for each storey of the building	110.00 for each storey of the building
Application to extend the time during which a building or demolition permit has effect (s.32(3)(f))	N	110.00	110.00

Occupancy Permits

	GST Inclusive	Last year 2022-23	This year 2023-24
Application for an occupancy permit for a completed building (s. 46)	N	110.00	110.00
Application for an occupancy permit for an incomplete building (s. 47)	N	110.00	110.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

PLANNING AND DEVELOPMENT SERVICES

General
(i) All town planning related fees are required to be paid upon lodgement unless otherwise specified.
(ii) Approval will not be issued until all relevant fees have been paid.

Application Fees

** Statutory - Local Planning Scheme 1 (LPS 1)*
** Regulatory Fees as per WAPC Planning Bulletin 93/2011*
** Shire Fee - Adopted by Council*

Development Applications

Determining a development application (other than extractive industry) where the development has not commenced or been carried out and the estimated cost of the development is -
* *Regulatory (a) - (f)*

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Application for modification of an occupancy permit for additional use of a building on a temporary basis (s.48)	N	110.00	110.00
Application for a replacement occupancy permit for permanent change of the building's use or classification (s. 49)	N	110.00	110.00
Application for occupancy permit for building in respect of which unauthorised work has been done (s.51(2)) 0.18% (derived from 50% of 0.4% x 10/11) of the estimated (Incl of GST) of the building work as determined by the permit authority	N	min 110.00	min 110.00
Application to replace an occupancy permit for an existing building (s. 52(1))	N	110.00	110.00

Qualified Inspection Services

Minimum Charge per hour or part thereof * Building Call Out Fee - inspection request * Re-inspections * Professional Consultation	Y	113.00	118.00

Search and Information Fees
Request for retrieval of building licenses; copy of building records; approvals

Licenses less than 15 yrs old	N	80.00	83.50
Licenses (under construction)	N	80.00	83.50
Home Indemnity Insurance Search Fee - Building Lic. issued after Feb 97	N	60.00	62.50

Swimming Pool Fees - Inspection carried out every 4 yrs (max. fee $58.65) 2018 Building Regs 2012 reg 53

Swimming Pool Inspection - per inspection	N	58.45	58.45

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

Waste Management

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Putrescible Waste for landfill			
NB: at the discretion of Coordinator Waste Services - must contact the Davis Road Waste Facility in advance to organise special burial			
Domestic animals - (small domestic animal) per animal	Y	25.00	26.00
Farm animals - per m3 at general waste rate	Y	40.00	50.00
Other putrid waste requiring special burial - per m3 at problematic waste rate	Y	74.00	77.00
Bulk Waste			
NB: includes construction & demolition waste, and commercial & industrial waste			
Separated bulk waste - per m3	Y	48.00	50.00
Non compacted separated building/construction waste	Y	41.00	43.00
Non compacted mixed building/construction waste	Y	74.00	77.00
Clean fill - free of contaminants, suitable for use as daily cover or other use on site	Y	N/A	No Charge
Green Waste			
Green waste, clean and free of all contaminants, suitable for mulching, residential only - up to and including 2.0 m3	Y	Free	Free
Green waste, residential clean and free of all contaminants, suitable for mulching, over 2.0 m3 - per m3	Y	10.00	10.00
Green waste, commercial clean and free of all contaminants, suitable for mulching - per m3 up to 4.0m3	Y	10.00	10.00
Green waste, bulk clean and free of all contaminants, suitable for mulching - per m3 over 4.0m3	Y	N/A	20.00
Green waste, contaminated - per m3	Y	48.00	50.00
Sale of Mulch, commercial only - per m3	Y	28.00	29.00
Sale of Mulch - residential (self load) - trailer load	Y	Free	Free
Sale of Mulch - residential (Shire assisted load) - per m3	Y	28.00	29.00
Large green waste (eg. tree trunks, large banches, rootballs, storm damage) requiring shearing and downsizing - per m3 at discretion of Coordinator Waste Services	Y	48.00	50.00
Liquid Waste Disposal			
Liquid Waste generated within Shire - per kL	N	74.00	84.00
Liquid Waste generated outside of the Shire - per kL	N	100.00	120.00
Liquid Waste Facility Access Card - approved Controlled Waste operators only - upon application	N	N/A	No Charge
Replacement Liquid Waste Facility Access Card fee	N	N/A	10.00
Scrap metal			
Ferrous and Non-ferrous metals suitable for recycling - clean of free at contamination (otherwise charged at general waste rate)	Y	No Charge	No Charge
Property Charges			
Waste Facilities Maintenance Rate - Gross Rental Value (GRV)	N	rate in the dollar 0.0222	rate in the dollar 0.0222
Waste Facilities Maintenance Rate - Unimproved Capital Value (UV)	N	rate in the dollar 0.0002	rate in the dollar 0.0002
Waste Facilities Maintenance Rate - Minimum rate per rateable property	N	170.00	170.00
Property Charges - Residential			
Residential Kerbside Collection Service - mandatory 3 bin service , inclusive of supply and delivery of bins, collection, transport and processing 140L Landfill (General Waste) bin collected fortnightly, 240L Recycling bin collected fortnightly and 240L FOGO bin collected weekly	N	340.00	360.00
Additional Landfill (General Waste) - 140L red lid where kerbside collection service is provided (per service per F/N) Approved ancilliary accommodation only	N	242.00	256.00
Additional FOGO - 240L lime green lid where kerbside collection service is provided (per service per week)	N	184.00	194.00
Additional Recycling - 240L where kerbside collection service is provided (per service per fortnight)	N	78.00	82.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

Waste Management

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Waste Charges			
Upgrade Landfill (General Waste) - 240L in addition to mandatory residential kerbside collection service where provided (per service per F/N) upon application and review	N	242.00	256.00
Additional (after upgrade) Landfill (General Waste) - 240L where kerbside collection service is provided (per service per F/N) upon application and review	N	420.00	444.00
Special Circumstance Landfill (General Waste) upgrade - weekly collection in addition to mandatory residential kerbside collection service where provided upon application, review and approval **Concessions may apply be granted for exceptional circumstances*	N	100.00	105.00
East Augusta Waste Facility (per property)	N	147.00	153.00
Rural Waste Transfer Facility Access Card	N	113.00	118.00
Replacement Rural Waste Transfer Facility Access Card fee	N	10.00	10.00
Property Charges - Residential (Short Stay)/Tourist Accommodation			
Optional service for Approved Residential Tourism/short stay accommodation providers, inclusive of supply and delivery of bins, collection, transport and processing 240L Landfill (General Waste) bin collected weekly 240L Recycling bin collected fortnightly 240L FOGO bin collected weekly	N	584.00	617.00
Additional Landfill (General Waste) 240L red lid bin - where kerbside collection service is provided (per service per week)	N	322.00	341.00
Additional FOGO - 240L lime green lid bin where kerbside collection service is provided (per service per week)	N	184.00	194.00
Additional Recycling - 240L yellow lid bin - Where kerb side collection service is provided (per service per fortnight)	N	78.00	82.00
Property Charges - Commercial			
Landfill (General Waste)240L red or dark green lid - where kerbside collection service is provided (per service per week), inclusive of supply and delivery of bins, collection, transport and processing	N	322.00	341.00
FOGO - 240L lime green lid bin where kerbside collection service is provided (per service per week), inclusive of supply and delivery of bins, collection, transport and processing	N	184.00	194.00
Recycling - 240L yellow lid bin - Where kerb side collection service is provided (per service per fortnight), inclusive of supply and delivery of bins, collection, transport and processing	N	78.00	82.00
Delivery charge for 140L or 240L receptacles	Y	N/A	No Charge
Repair of existing 140L or 240L receptacles		N/A	No Charge
8 litre compostable bags	N	5.00	5.00
8 litre kitchen caddies	N	15.00	15.00
Vehicles and Tyres			
Motor Vehicle Bodies - cars, utilities, vans (chassis and engine parts only - no tyres, all contaminants removed)	Y	No Charge	No Charge
Motor Vehicle Bodies - cars, utilities, vans (contaminated) - charged at actual costs of contaminants	Y	actual cost	actual cost
Recreation Vehicles - caravans, small boats	Y	actual cost	actual cost
Tyres - residential - car/4wd - no rim	Y	13.00	14.00
Tyres - residential - car/4wd - with rim	Y	19.00	20.00
Tyres - residential - motorbike	Y	6.00	6.00
e-WASTE			
Electronic waste - per item - residential (in scope) TVs, computers & peripherals, printers.	Y	no charge	No Charge
Waste Disposal - Solid Waste Landfill			
NB: Fees do not apply to the depositing of clean, sorted recyclable materials.			
Landfill/General waste - per m3 (as estimated by tip operator)	Y	48.00	50.00
Minimum charge - equal to approximately a 240L ' Wheelie Bin' or part thereof, or 0.25 m3	Y	12.00	12.00
Problematic waste - waste which requries special handling and/or segregation by landfill operator which impacts on productivity	Y	74.00	77.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

Waste Management

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Asbestos Containing Material (assessed per m3 only, no part thereof) - must contact the Davis Road Waste Facility in advance to organise special burial - max 1m3 disposal	Y	114.00	118.00
Minimum charge, asbestos containing material disposal	Y	60.00	60.00
Fridge, air-conditioner or freezer disposal per unit (requiring degassing) - per unit	Y	15.00	15.00
Dual Fridge/freezer + commerical units (requiring degassing) - per unit	Y	30.00	30.00
Fridge, air-conditioner or freezer already certified degassed and suitable for recycling - per unit	Y	No charge	No Charge
Mattress disposal - King size and larger (inner spring only)	Y	23.00	23.00
Mattress disposal - Queen and Double size (inner spring only)	Y	17.00	18.00
Mattress disposal - Single size(inner spring only)	Y	11.00	11.00
All other mattresses - per m3 at general waste rate	Y	48.00	50.00
Domestic Card 3m3	Y	N/A	N/A
Domestic Card 5m3	Y	N/A	N/A

Recycling - Commercial

NB: At the discretion of Coordinator Waste Services - must contact the Davis Road Waste Facility in advance to ensure handling and capacity

Commerical quantities of separated recyclables - per m3	Y	16.00	16.00
Commercial quantities of contaminated and unseparated recyclables, unsuitable for recycling - per m3	Y	48.00	N/A
Commercial quantities of uncontaminated and flattened recyclable cardboard suitable for recycling, free of all contaminates - per m3	Y	16.00	16.00
Commercial quantities of glass suitable for recycling, free of all contaminates - per m3	Y	16.00	16.00

Recycling - Domestic

NB: No charge for household recycling delivered by resident (cardboard, glass, plastic). Recycling is to be separated from each other and not mixed with general waste.

Residential recyclable material - free of all contaminates, includes paper, flattened cardboard, glass, aluminium and steel cans, and hard plastics	Y	No Charge	No Charge
Residential quantities of uncontaminated and flattened recyclable cardboard suitable for recycling - free of all contaminates	Y	No Charge	No Charge

Waste Bins at Events

240L Landfill (General Waste) & Recycling bin (inc collection & disposal) - per bin per service for charitable events	Y	No charge	No Charge
240L Recycling bin (inc collection & processing) - per bin per service	Y	10.00	11.00
240L Landfill (General Waste) bin (inc collection & disposal) - per bin per service	Y	12.00	14.00
240L FOGO bin (inc collection & disposal) - per bin per service	Y	10.00	11.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

RANGER SERVICES

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Cemetery Administration Fees			
Funeral Directors Annual License	Y	300.00	312.00
Single Funeral Permit	Y	200.00	208.00
Monumental Masons Annual License	Y	300.00	312.00
Administration fee	Y	61.00	N/A
Permit Monumental Works	Y	115.00	120.00
Storage of ashes (after 3 months) per month	Y	30.00	N/A
Niche Walls - Cowaramup, Karridale and Margaret River			
Grant of Right of Burial - Single compartment	Y	380.00	459.00
Grant of right of Burial - Double compartment	Y	720.00	812.50
First Interment Fee	Y	230.00	239.50
Second interment Fee	Y	230.00	239.50
Removal of Ashes from Niche wall	Y	230.00	239.50
Plaque Fitting - per plaque	Y	100.00	167.50
Vase fitting - per vase	Y	100.00	104.00
Plaque/Vase	Y	actual cost	actual cost
Urn	Y	30.00	31.00
Graves - Karridale and Margaret River			
Standard Internment - additional fees may apply for non standard internments	Y	2,090.00	2,174.00
Non standard Internment - additional fees	Y	actual cost	actual cost
Internment of Ashes in existing grave	Y	550.00	700.00
Exhumations	Y	3,300.00	3,432.00
Re-Open Grave Second Internment	Y	2,090.00	2,174.00
Re-Open Grave Second Internment (exhumation / lift and deepen)	Y	2,750.00	2,860.00
Grant of Right of Burial - per grave (25 year term)	N	2,000.00	2,080.00
Grant of Right of Burial Natural Burial- per grave (25 year term)	N	2,000.00	2,080.00
Renewal of Grant of Right of burial (25 year term)	N	2,000.00	2,080.00
Animal Control			
Replacement Registration Tag	Y	N/A	N/A
Other LGA Registration Transfer - Dogs & Cats	Y	0.00	0.00
Implant Microchip - Dogs & Cats	Y	103.00	164.00
Veterinarian Visit - Impounded animal	N	actual cost	actual cost
Impounding Fee	N	150.00	150.00
Sustenance - per day	Y	31.50	32.00
Surrender / Destruction of Dog or Cat	Y	310.00	250.00
Cat - Rehoming (life time rego, microchipping and sterlisation)	N	200.00	208.00
Dog - Application to keep more than prescribed number of dogs (Local Law)	Y	52.00	54.00
Dog - Yearly renewal fee - Approved Exemptions (Admin Charge)	Y	N/A	N/A
Dog - Rehoming (life time rego, microchipping and sterlisation)	N	355.00	200.00
Dangerous Dog - Inspection Fee	N	102.00	106.00
Dog Registration			
Unsterilised			
Full registration for one year	N	50.00	50.00
Concession registration for one year	N	25.00	25.00
Full registration for three years	N	120.00	120.00
Concession registration for three years	N	60.00	60.00
Full registration for lifetime	N	250.00	250.00
Concession registration for lifetime	N	125.00	125.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

RANGER SERVICES

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Sterilised			
Full registration for one year	N	20.00	20.00
Concession registration for one year	N	10.00	10.00
Full registration for three years	N	42.50	42.50
Concession registration for three years	N	21.25	21.25
Full registration for lifetime	N	100.00	100.00
Concession registration for lifetime	N	50.00	50.00
Concessional rate of registration fee for dogs to which section 7(3)(e) of the Act applies (paid in lieu of a separate registration fee in respect of each dog)	N	200.00 per establishment	200.00 per establishment
Dog Kennels			
Application for Kennel Establishment	N	120.00	124.50
Renewal of Kennel Establishment Licence	N	60.00	62.00
Dog Trap Hire			
Hire Bond - refundable	N	300.00	N/A
Hire Fee minimum 7 days	Y	22.50	N/A
Late return of trap per day - deducted from bond	Y	12.50	N/A
Cat Registration Fees			
Full registration of cat for one year	N	20.00	20.00
Concession registration of cat for one year	N	10.00	10.00
Full registration of cat for three years	N	42.50	42.50
Concession registration of cat three years	N	21.25	21.25
Full registration of cat for lifetime	N	100.00	100.00
Concession registration of cat for lifetime	N	50.00	50.00
Fee for application for grant or renewal of approval to breed cats (per breeding cat, male or female)	N	100.00	100.00
Cat Trap Hire			
Hire Bond - refundable	N	150.00	150.00
Hire Fee minimum 7 days	Y	21.50	N/A
Late return of trap (per day) - deducted from bond	Y	12.20	N/A
Infringements, Fines and Penalties			
Infringement Notice Final Demand Fee	N	18.50	26.10
Preparing enforcement certificate	N	18.50	22.20
Registration of infringement notice	N	58.00	83.50
Rangers			
Ranger time per hour	Y	N/A	151.00
Ranger travelling costs (milage): per kilometer	Y	N/A	2.05
Fire Control			
Contractors Fee - Install Firebreaks	Y	actual cost	actual cost
Administration Fee - Arrange installation of firebreaks etc to remove fire hazard	Y	102.00	106.00
Application and assessment fee for variations to Annual Bushfire Notice received between 13 May 2024 and 31 October 2024	Y	0.00	0.00
Application and assessment fee for variations to Annual Bushfire Notice received between from 1 November 2024 to 12 May 2025	Y	30.00	30.00
Call-out fee for illegal fire incident - Rangers - Per Appliance P/hr	Y	102.00	106.00
Attendance of a fire-fighting appliance - Light Tanker - Per Appliance P/Hr	Y	51.00	53.00
Attendance of a fire-fighting appliance - 1.4 Truck - Per Appliance P/Hr	Y	61.00	63.00
Attendance of a fire-fighting applicance - 2.4 or Heavy - Per Appliance P/Hr	Y	76.00	79.00
Call Out fee - Ranger time P/Hr	Y	86.00	89.00
Call Out fee - Comm. Emergency Service Mgr time P/Hr	Y	132.00	137.00

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

RANGER SERVICES

Vehicles

	GST Inclusive Y - Yes N - No	Last year 2022-23	This year 2023-24
Impounding Fee	Y	152.00	150.00
Storage of vehicle per day	Y	35.50	35.00
Abandoned Vehicles - Towing Costs	Y	actual cost	actual cost

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

MARGARET RIVER HEART

	Last year		This year	
	2022-23 Commercial	2022-23 Not for Profit Rate	2023-24 Commercial	2023-24 Not for Profit Rate
Whole of Venue				
Entire complex (Main theatre, Foyer, Studio Theatre and Exhibition Hall) (24 hr day rate)	2500.00	1170.00	N/A	N/A
Entire complex (Main theatre, Foyer and Studio Theatre) (24hr day rate)	2000.00	970.00	N/A	N/A
Deposit *See HEART Terms and Conditions of Hire for detail.*	actual cost	actual cost	N/A	N/A
Bump In/Out Full Day (8hrs)	800.00	400.00	N/A	N/A
Bump In/Out 1/2 day (4hrs)	400.00	200.00	N/A	N/A
Overnight Hold and storage	POA	POA	N/A	N/A
MAIN Theatre				
MAIN theatre Performance Hire (5 hours exclusive of bump in)	925.00	450.00	N/A	N/A
MAIN theatre - Day Rate (8hrs)	1480.00	720.00	N/A	N/A
MAIN theatre - Hourly (Minimum 3hr hire)	185.00	90.00	N/A	N/A
MAIN theatre rehearsals - Day Rate (8hrs)	N/A	N/A	N/A	N/A
MAIN theatre rehearsals - Hourly (Minimum 3hr hire)	85.00	45.00	N/A	N/A
STUDIO Theatre				
STUDIO Theatre Performance Hire (5 hours exclusive of bump in)	400.00	250.00	N/A	N/A
STUDIO Theatre - Day Rate (8hrs)	640.00	200.00	N/A	N/A
STUDIO Theatre - Hourly (Minimum 3hr hire)	80.00	25.00	N/A	N/A
STUDIO Theatre rehearsals - Day Rate (8hrs)	N/A	N/A	N/A	N/A
STUDIO Theatre rehearsals - Hourly (Minimum 3hr hire)	55.00	25.00	N/A	N/A
Exhibition Hall				
Exhibition Hall - Day Rate (8hrs)	N/A	N/A	N/A	N/A
Exhibition Hall - Hourly Rate (Minimum 3hr hire)	50.00	25.00	N/A	N/A
Foyer Note: Only a hireable space depending on other bookings in facility. Holding fees on other spaces in the venue may apply				
Foyer - Day Rate (8hrs)	N/A	N/A	N/A	N/A
Foyer - Hourly (Minimum 3hr hire)	75.00	50.00	N/A	N/A
Package: Day > Studio Theatre 10am-4pm - Hourly Rate (min 3 hour hire)	130.00	52.50	N/A	N/A
Package: Evening > Studio Theatre 4pm-10pm - Hourly Rate (min 3 hour hire)	194.00	117.00	N/A	N/A
Package: Day > Foyer - Hourly Rate (min 3 hour hire) Access between 10am and 4pm > MEETING/WORKSHOP > Under 50 pax Client to set/pack down All venue hire inclusions plus cleaning + standard TV monitor AV *Not available weeknights - or weekends//subject to availability (ie., may not be booked more than 3 months in advance)	42.50	15.00		N/A
Catering				
Servery/Bar - Day Rate (8hrs)	N/A	N/A	N/A	N/A
Servery/Bar - Hourly (Minimum 3hr hire)	37.50	20.00	N/A	N/A
Semi-commercial Kitchen - day rate (8hrs/per event)	150.00	75.00	N/A	N/A
Commissions on catering (>100 pax)	10% or by neg.	10% or by neg.	N/A	N/A
Mezzanine				
Mezzanine Day Rate (8hrs)	150.00	75.00	N/A	N/A
Exhibition Wall Space (Mezzanine Level plus Ground Level) Note: 15% Art Sales Commission is payable to the venue				
Exhibition wall space - Daily Rate (per venue space)	N/A	N/A	N/A	N/A
Exhibition wall space - Weekly Rate (min 4 week hire)	100.00	50.00	N/A	N/A
Soundshell / Grassed Area				
Soundshell and grassed area Day Rate (8hrs)	POA	N/A	N/A	N/A
Soundshell and grassed area Per Hour (Minimum 3hrs)	N/A	N/A	N/A	N/A
HEART Membership (Annual)				
Standard Membership	25.00	25.00	N/A	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

MARGARET RIVER HEART

	Last year		This year	
	2022-23 Commercial	2022-23 Not for Profit Rate	2023-24 Commercial	2023-24 Not for Profit Rate
Staff Services				
* Please refer to staff note below				
* Min 2hr, staffing to the ratio of 1:100 required				
Cleaning Staff per hr (Weekdays)	65.00	65.00	At cost	At Cost
Cleaning Staff per hr (Sat/Sun)	110.00	110.00	At Cost	At Cost
Cleaning Staff per hr (Public Holiday)	137.50	137.50	At Cost	At Cost
Duty Manager (Required) +/or Event Support Staff/Ushers per hour (5am-10pm Weekdays)	55.00	55.00	N/A	N/A
Duty Manager (Required) +/or Event Support Staff/Ushers per hour (10pm-5am Weekdays)	66.00	66.00	N/A	N/A
Duty Manager (Required) +/or Event Support Staff/Ushers per hour (Saturday)	85.00	85.00	N/A	N/A
Duty Manager (Required) +/or Event Support Staff/Ushers per hour (Sunday)	95.00	95.00	N/A	N/A
Duty Manager (Required) +/or Event Support Staff/Ushers per hour (Public Holiday)	140.00	140.00	N/A	N/A
Technical staff per hr 5am to 10pm weekdays	60.00	60.00	At Cost	At Cost
Technical staff per hr 10pm to 5am (+20% loading)	72.00	72.00	At Cost	At Cost
Technical staff per hr Saturday (+50% loading)	90.00	90.00	At Cost	At Cost
Technical staff per hr Sunday (+75% loading)	105.00	105.00	At Cost	At Cost
Technical staff per hr Public Holiday (+150% loading)	150.00	150.00	At Cost	At Cost
Security Minimum 4 hrs (additional fees for travel & accomodation may apply)	POA	POA	At Cost	At Cost
Security Minimum 4 hrs Public Holiday (additional fees for travel & accomodation may apply)	POA	POA	At Cost	At Cost
Ushers - Per Performance MAIN Theatre per hr	N/A	N/A	N/A	N/A
Ushers - Per Performance STUDIO Theatre per hr	N/A	N/A	N/A	N/A
Audio				
Radio Microphone Hand Held, Lapel or Headset	50.00	25.00	N/A	N/A
Microphone Dynamic Vocal/Instrument	20.00	10.00	N/A	N/A
Microphone Condensor Vocal/Instrument	20.00	10.00	N/A	N/A
Mic Boom Stand Large, small, straight, boom,	5.00	2.50	N/A	N/A
Mixer 16ch QSC Digital	50.00	25.00	N/A	N/A
Speakers QSC 122	25.00	12.50	N/A	N/A
Playback MP3 Player, CD Player, Laptop Audio	25.00	12.50	N/A	N/A
Lecturn with fixed Microphone	No Charge	No Charge	N/A	N/A
Vision				
Cinema Projector	500.00	250.00	500.00	250.00
Data/Video Projector	150.00	75.00	150.00	75.00
DVD Player	30.00	15.00	N/A	N/A
Laptop	30.00	15.00	N/A	N/A
Vision Mixer	50.00	25.00	N/A	N/A
HDMI Interface	30.00	15.00	N/A	N/A
Television/Digital Display Panel	75.00	45.00	75.00	45.00
Lighting				
Flood Light	20.00	10.00	N/A	N/A
Fresnel Light	40.00	20.00	N/A	N/A
Profile Light	50.00	25.00	N/A	N/A
LED Par Colour Light	50.00	25.00	N/A	N/A
LED Strip Light	50.00	25.00	N/A	N/A
Moving Intelligent Light	150.00	75.00	150.00	75.00
Digital Lighting Desk	300.00	150.00	300.00	150.00
Smoke/Haze (Fees for Fire warden apply at technical staff charge/hr *see Staffing Services and Staff Note)	POA	POA	N/A	N/A
Programming Digital Lighting				
AV Packages - included in room hire *Not inclusive of technician Fees to operate	POA	POA	POA	POA
Standard Lighting System with open white stage light	included	included	N/A	N/A
Standard Audio System with microphone and lecturn	included	included	N/A	N/A
Standard Vision System with projector and screen	included	included	N/A	N/A
Specialist Lighting, Audio and Vision Systems - Additional not Included in room hire				
Performance Lighting System	POA	POA	POA	POA
Performance Audio System	POA	POA	POA	POA
Performace Vision System Backdrops	POA	POA	POA	POA
Staging > per section	25.00	25.00	N/A	N/A
Consumables (gaffa tape, gel, PVC, power - applies to most events)	50.00	50.00	N/A	N/A
Lighting Adjustments > Exhibitions	55.00	55.00	N/A	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

MARGARET RIVER HEART

	Last year		This year	
	2022-23 Commercial	2022-23 Not for Profit Rate	2023-24 Commercial	2023-24 Not for Profit Rate
Additional				
Dedicated WiFi Channel	POA	POA	POA	POA
FREE Wifi/Internet NBN Broadband up to 15 - 30MB up and 60MB down	No Charge	No Charge	N/A	N/A
Dedicated Phone Line	250.00	250.00	250.00	250.00
Video conferencing set-up	POA	POA	N/A	N/A
Teleconference Equipment Hire	150.00	150.00	N/A	N/A
Test & Tag Service - Per Hr (Equipment not done by hirer)	55.00	55.00	65.00	65.00
Electricity (3 phase) > per site per day	100.00	100.00	N/A	N/A
Electricity (single phase) > per site per day	30.00	30.00	N/A	N/A
Stage Electricity (As metered per KwHrz)	POA	POA	N/A	N/A
Grand Piano	200.00	200.00	200.00	100.00
Grand Piano Tuning	200.00	200.00	200.00	100.00
Grand Piano - relocation within venue	200.00	200.00	N/A	N/A
Backline Hire (Full Backline)	900.00	500.00	900.00	500.00
> Drumkit DW inc h/ware + basic Zi cymbals 13HH, 14C, 18R	300.00	150.00	300.00	150.00
> Cymbals Zildjian K- Series Pack 15HH, 17C, 19C, 21R	200.00	100.00	200.00	100.00
> Electric Keyboard - Roland RD88	150.00	75.00	150.00	75.00
> Guitar Amplifier VOX AC15	90.00	45.00	100.00	50.00
> Guitar Amplifier Fender Hotrod Deluxe IV	100.00	50.00	100.00	50.00
> Bass Amplifier Head Ampeg SVT-3PRO	100.00	50.00	100.00	50.00
> Bass Speaker Ampeg SVT-410 HLF	90.00	45.00	100.00	50.00
Cinema Screen Advertising (by negotiation)	POA	POA	N/A	N/A
Red Carpet Hire	50.00	25.00	N/A	N/A
Urn	30.00	0.00	N/A	N/A
Tablecloths (linen)	15.00	15.00	N/A	N/A
Storage Fee (POA from $40 per day)	40.00	40.00	POA	POA
Rubbish Removal (per 1/2 skip)	40.00	40.00	N/A	N/A
Event Bins (240L) up to 10	120.00	120.00	120.00	120.00
Plant: Scissor Lift Hire (charges per technical staff charge/hr *see Staffing Services and Staff Note)	POA	POA	POA	POA
Ticketing and marketing				
Event Creation - Ticketing Set-up Fee Inclusions: Ticketing + Marketing Event Build / Setup -1 x print insertion inclusion (What's On @ HEART) - $200 -1 x Organic social media post -Inclusion on MRBTA website -Inclusion on HEART website -Inclusion on AMRShire Community events newsletter -Inclusion on Radio Margaret River website and What's On Recording -Inclusion in Pelican Post Shire Ad	120.00	120.00	N/A	N/A
Ticketing Set-up Editing/Changes (flat rate per edit)	50.00	0.00	N/A	N/A
3% Processing Fee > applies to all transactions	3.00	3.00	N/A	N/A
Ticketing Fee up to $15 value	2.60	2.60	N/A	N/A
Ticketing Fee up to $25 value	3.60	3.60	N/A	N/A
Ticketing Fee up to $50 value	5.10	5.10	N/A	N/A
Ticketing Fee over $50 value	5.60	5.60	N/A	N/A
First 10 complimentary tickets	No Charge	No Charge	N/A	N/A
Per complimentary Ticket printed thereafter	2.50	2.50	N/A	N/A
Telephone Transaction Fee	2.50	2.50	N/A	N/A
Counter Transaction Fee	2.50	2.50	N/A	N/A
Re-print Fee > per ticket	1.00	1.00	N/A	N/A
SMS Ticket Fee	1.00	1.00	N/A	N/A
Postage Fee	2.50	2.50	N/A	N/A
Art Sales Commission	15%	15%	N/A	N/A
Merchandise (Taken by the venue from all merchandise and programs sold)	10%	10%	N/A	N/A
Live Performance Australia Fees *See Venue Hire Agreement > TBA dependant on attendance figures	POA	POA	N/A	N/A
Essentials Marketing Package (excluding $130 Event Creation - Ticketing Set Up Fee) Inclusions - Basic package PLUS: . 1 x Social Media campaign: 2 organic posts + one boosted post (6, 4 and 2 weeks out from event) - $70 . 1 x eDM on sale campaign - $150 . 1 x eDM last chance campaign - $150 . 1 x FB boosted event - $50	420.00	420.00	N/A	N/A

Schedule of Fees and Charges
Effective from 1 July 2023 to 30 June 2024

MARGARET RIVER HEART

	Last year		This year	
	2022-23 Commercial	2022-23 Not for Profit Rate	2023-24 Commercial	2023-24 Not for Profit Rate
Premium Marketing Package (excluding $130 Event Creation - Ticketing Set Up Fee) Inclusions - Basic package PLUS: . 1 x standalone print advert in Times (188 x 129) or Mail (T42) - $200 . 1 x Social Media campaign: boosted posts 6, 4 and 2 weeks out from event - $200 . 1 x FB Event Boost – $80 . 1 x eDM on sale campaign – $150 . 1 x eDM sales push campaign: 4 weeks out – $150 . 1 x last chance eDM: 2 weeks out – $150	900.00	900.00	N/A	N/A
Photocopying				
A4 B&W	0.30	0.30	0.30	0.30
A3 B&W	0.60	0.60	0.60	0.60
A4 Colour	0.50	0.50	0.50	0.50
A3 Colour	1.00	1.00	1.00	1.00
Other charges				
Surcharge > Kiosk Sales for Exclusive Events	POA	POA	N/A	N/A
Surcharge > Additional Rubbish Removal > where required	POA	POA	N/A	N/A
Cleaning > MAIN Theatre from 4 hrs/performance (See Staffing Services)	POA	POA	N/A	N/A
Cleaning > STUDIO Theatre from 4 hrs/performance (See Staffing Services)	POA	POA	N/A	N/A

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Margaret River

41 Wallcliffe Rd (PO Box 61)
Margaret River 6285

T (08) 9780 5255 | F (08) 9757 2512

Office Hours
Mon to Fri, 9am – 4pm

Phone enquiries
8.30am – 4.30pm

Augusta

66 Allnut Tce
Augusta 6290

T (08) 9780 5255 | F (08) 9757 2512

Office Hours
Tue to Thu 9am – 12pm, 1pm – 4pm

Phone enquiries
8.30am – 4.30pm

If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

- TTY users phone 133 677 then ask for 08 9780 5255
- Speak and Listen users phone 1300 555 727 then ask for 08 9780 5255
- Internet relay users connect to the NRS www.relayservice.com.au then ask for 08 9780 5255

2023-24 BUDGET - CARRY FORWARD ITEMS

Description	Operating	Capital	Financial Assistance Grant
Financial Assistance Grant 2023-24 - 100% prepaid in 22/23			$ 1,904,261
Coastal Facilities and usage analysis - Prevelly and Gnarabup	$ 30,000		
Gracetown masterplan	$ 15,000		
Margaret River Streetscape Design	$ 15,000		
Holiday Parks Website	$ 46,000		
Holiday Parks re-branding	$ 16,000		
Recreation Services Masterplan	$ 10,000		
Flinders Bay to Cape Leeuwin Lighthouse Path	$ 20,000		
CHRMAP review	$ 50,000		
Public Arts Trail Website	$ 12,000		
Chambers and Mainbreak AV implementation	$ 20,000		
Place Planning - Cowaramup Character Study	$ 25,000		
Margaret River Aquatic Centre - refurbishment		$ 52,277	
New office Fit out & Conference Room		$ 15,000	
Wadandi Track - Annual Allocation		$ 40,000	
Alexandra Bridge campground riverside platform		$ 92,000	
Margaret River Airstrip-Illuminated wind sock, swivel mechanism requires replacement		$ 25,000	
Riflebutts Play Space Replacement		$ 150,000	
FBHP Signage		$ 10,000	
Multi Club Storage Shed		$ 40,000	
Western Playing Field Shelters		$ 25,000	
Asbestos removal and replacement works		$ 45,000	
Witchcliffe Public Toilets - replacement		$ 150,000	
MRCAC Replacement of Southern Wall Weather Boards		$ 150,000	
MRCAC Fire Detection System		$ 60,000	
Witchcliffe CWA Hall		$ 200,000	
Augusta Croquet and Tennis Club - Wall removal & Concertina Door install		$ 25,000	
Margaret River HEART fire compliance and ventilation		$ 235,000	
Margaret River Aquatic Centre - design and superintendency		$ 76,000	
Replacement Hydro pool Safety Cage (incl Concrete Pad)		$ 8,500	
Dog Exercise Area fencing & infrastructure		$ 50,000	
Mainbreak TV		$ 12,000	
Chambers and Mainbreak AV upgrade		$ 100,000	
Trail development-Works to Minnie Keenan, Alfred Bussell and Barrett Street trails		$ 40,000	
Blackwood Avenue-Formalise carparking for Blackwood Avenue outside bakery		$ 100,000	
Witchcliffe CWA building-If building works proceed, modify gravel carpark including path to entry.		$ 15,000	
Gloucester Park Master Plan implementation: Kerbs - parking bay		$ 5,000	
Gloucester Park Master Plan implementation: Drainage & bollards - scoreboard		$ 13,250	
Gloucester Park Master Plan implementation: Contribution to shed for P&G		$ 10,000	
Riflebutts Shelter		$ 8,000	
Manear Road-Culvert renewal aligned with re-sheeting programme		$ 25,000	
Ablett Road-Culvert renewal aligned with re-sheeting programme		$ 6,500	
Fantail Place, Margaret River-0.23 - 750 pipe dredging		$ 36,000	
	$ 259,000	**$ 1,819,527**	**$ 1,904,261**

Environmental Sustainability Strategy

Over time up to 3% of rates should be allocated to the Environmental and Sustainability Fund (ESF)

Account Description	Job Description or Comment	2022-23 Budget	2022-23 Actual	2023-24 Budget	Component of the ESF	Approximate % of expenditure resulting in on ground activities
Percentage of Rates Aspirational Target						
Rates Levied		24,577,549	24,705,256	26,357,868		
	3% of rates levied	737,326	741,158	790,736		
Environmental and Sustainable Operating Expenditure						
Landcare						
Contribution towards operations	Nature conservation MR & Blackwood LCDC	-	-	-	Natural Areas	100%
Contract Services	Weed control (moved to Reserve Management)	-	-	-	Natural Areas	100%
	Community Education/Enviro programs	5,000	2,700	5,000	Natural Areas	0%
	Management Plans for Reserves	20,000	16,293	-	Natural Areas	0%
	Reserve Management	45,000	50,090	80,000	Natural Areas	100%
	EMF Grants - External	178,113	114,021	150,000	EMF	80%
	EMF - Internal	-	2,500	100,000	EMF	
	Environmental Stewardship and Grants Program	10,000	5,000	10,000	Natural Areas	50%
	EMF - Landscape Scale Rehabilitation	15,000	800	-	EMF	100%
	EMF - Reserve management implementation	30,000	20,636	-	EMF	100%
	EMF - Gnarabup beach plan & implementation	50,000	43,702	-	EMF	100%
	Streams and Wetlands Fund	100,000	68,997	100,000	Natural Areas	TBC
	Coastal Investigations and Management	142,500	24,943	-	Natural Areas	TBC
	EMF - Alexandra Bridge - bank stabilisation and revegetation as per	5,000	3,009	-	Natural Areas	TBC
	WalWallcliffe Cliff Climbing bolt removal	48,000	46,982	-	Natural Areas	TBC
	Prevelly Gnarabup Rehabilitation	35,000	25,854	-	Natural Areas	TBC
	Community Organisation Operating Grants - Environment and Susta	135,000	135,000	170,000	Natural Areas	TBC
	Management plans for reserves	-	-	20,000	Natural Areas	TBC
	Coastwest - Prevelly Gnarabup Foreshore Management Plan	-	-	5,000	Natural Areas	TBC
	CHRMAP Review	-	-	120,000	Natural Areas	TBC
	Less: 22/23 carry-over			(50,000)	Natural Areas	TBC
	Biodiversity Project	-	-	40,000	Natural Areas	TBC
Town Planning						
	Implementing the Climate Action Plan	72,000	63,115	100,000	Climate Change	0%
	Support for PHD Student	20,000	-	-	Climate Change	0%
Total Project Based Expenditure		**910,613**	**623,643**	**850,000**		
Waste Management						
Waste Education	Waste education projects				Consumption	100%
Special Projects	Environmental Monitoring	56,000	46,758	56,000	Consumption	100%
Special Projects	Residential waste audit	35,000	-	17,000	Consumption	100%
Parks & Gardens						
Enhancement of natural areas	Planting	64,434	60,109	64,434	Natural Areas	100%
Enhancement of natural areas	Other weed control	26,166	21,247	26,166	Natural Areas	100%
Enhancement of natural areas	Mulch creation	40,800	32,400	40,800	Natural Areas	100%
Recycled Water System	Recycled waste water review	22,500	-	25,000	Water	100%
Construction						
Special Projects	Installation of the electric charging infrastructure (100% Grant Funded)			200,600	Climate Change	TBA
		-	-	-		
Not included		-	-	-		
Labour	Coordinator Environment/Landcare Services - 50%	-	-	-	EMF	
Labour	Senior Landcare Officer - 100%	-	-	-	Natural Areas	
Labour	Sustainability Planning Officer - 50%	-	-	-		
Labour	Waste Education Officer - 100%	-	-	-	Waste	
Labour	Plus on-costs of 20%					
Total Non-Project Based Expenditure		**244,900**	**160,514**	**430,000**		
		1,155,513	**784,158**	**1,280,000**		
Totals by ESF Component	Green Energy	-	-	-		
	Climate Change	92,000	63,115	300,600		
	Consumption	91,000	46,758	73,000		
	Natural Areas	676,900	492,625	631,400		
	Water	22,500	-	25,000		
	EMF	273,113	181,659	250,000		
		1,155,513	**784,158**	**1,280,000**		

CAPITAL WORKS PROGRAM 2023-24

				Funding					
Project description	**Asset Class**	**Business Unit COA**	**Category**	**Reserve ($)**	**Grant ($)**	**Contribution ($)**	**Carry-over ($)**	**Muni ($)**	**Total Project Cost ($)**
MRCC Building Asset Renewal	Buildings - non-specialised	Community Buildings	Renewal	$ 75,000.00					$ 75,000.00
Asbestos removal and replacement works	Buildings - non-specialised	Community Buildings	Renewal				$ 45,000.00		$ 45,000.00
Witchcliffe Public Toilets - replacement	Buildings - non-specialised	Community Buildings	Renewal				$ 150,000.00		$ 150,000.00
MRCAC Replacement of Southern Wall Weather Boards	Buildings - non-specialised	Community Buildings	Renewal	$ 100,000.00			$ 150,000.00		$ 250,000.00
MRCAC Fire Detection System	Buildings - non-specialised	Community Buildings	Renewal				$ 60,000.00		$ 60,000.00
Witchcliffe CWA Hall - renewal and upgrade	Buildings - non-specialised	Community Buildings	Renewal				$ 200,000.00		$ 200,000.00
Augusta Croquet and Tennis Club - Wall removal & Concertina Door install	Buildings - non-specialised	Community Buildings	Renewal				$ 25,000.00		$ 25,000.00
Augusta Shire Office - Mechanical renewal	Buildings - non-specialised	Community Buildings	Renewal	$ 30,540.00					$ 30,540.00
Karridale Hall - Partial fit out upgrades	Buildings - non-specialised	Community Buildings	Upgrade/New	$ 38,684.00					$ 38,684.00
Memorial Park toilet block - roof replacement	Buildings - non-specialised	Community Buildings	Renewal	$ 40,000.00					$ 40,000.00
Gracetown Hall - Partial re-roof and veranda structure renewal	Buildings - non-specialised	Community Buildings	Renewal	$ 60,000.00					$ 60,000.00
Margaret River Aquatic Centre - Creche - Floor coverings renewal	Buildings - non-specialised	Community Buildings	Renewal	$ 20,000.00					$ 20,000.00
Safe building entrance access control	Buildings - non-specialised	Indoor Recreation Centre	Upgrade/New	$ 8,500.00					$ 8,500.00
Entrance control door to basketball crt, aircon and sustabile for foyer	Buildings - non-specialised	Indoor Recreation Centre	Upgrade/New	$ 22,550.00					$ 22,550.00
Margaret River Aquatic Centre - refurbishment	Buildings - non-specialised	Major Projects	Renewal	$ 5,463,277.00			$ 52,277.00		$ 5,515,554.00
Margaret River HEART fire compliance and ventilation	Buildings - non-specialised	Major Projects	Renewal				$ 235,000.00		$ 235,000.00
Margaret River Aquatic Centre - design and superintendency	Buildings - non-specialised	Major Projects	Renewal				$ 76,000.00		$ 76,000.00
Margaret River Aquatic Centre - Changing Places facility	Buildings - non-specialised	Major Projects	Upgrade/New		$ 170,000.00				$ 170,000.00
Aquatic Centre - Pool Accessories (Pool Blanket)	Furniture and equipment	Aquatics Centre	Renewal					$ 70,000.00	$ 70,000.00
Aquatic Centre - Pool Accessories (Lane Ropes)	Furniture and equipment	Aquatics Centre	Renewal					$ 6,500.00	$ 6,500.00
Pool return grating	Furniture and equipment	Aquatics Centre	Renewal					$ 13,000.00	$ 13,000.00
Aquatic Centre - Plant Room - Sand Filters	Furniture and equipment	Aquatics Centre	Renewal	$ 150,000.00					$ 150,000.00
Wet Deck	Furniture and equipment	Aquatics Centre	Renewal					$ 12,000.00	$ 12,000.00
Hammerhead Cleaner	Furniture and equipment	Aquatics Centre	Renewal					$ 5,800.00	$ 5,800.00
Fit out of Lockers	Furniture and equipment	Aquatics Centre	Renewal					$ 10,000.00	$ 10,000.00
Replacement Hydro pool Safety Cage (incl Concrete Pad)	Furniture and equipment	Augusta Recreation Centre	Renewal				$ 8,500.00		$ 8,500.00
Studio film projector	Furniture and equipment	Margaret River HEART	Upgrade/New						$ -
New mirrors for Gym and Fitness, LED Stage Lights, Air Con units Group Fitness	Furniture and equipment	Fitness Centre	Renewal					$ 23,150.00	$ 23,150.00
Supply and Install 3x Daikin Air Con Units to GF Room	Furniture and equipment	Fitness Centre	Renewal					$ 11,500.00	$ 11,500.00
Integrated TV & AV System for new Gym and GF	Furniture and equipment	Fitness Centre	Renewal					$ 20,000.00	$ 20,000.00
Multi Club Storage Shed	Furniture and equipment	Sporting Reserves	Renewal				$ 40,000.00	$ -	$ 40,000.00
Football Away Change rooms	Furniture and equipment	Sporting Reserves	Renewal			$ 15,000.00		$ 15,000.00	$ 30,000.00
Gate for HEART/Football	Furniture and equipment	Sporting Reserves	Upgrade/New					$ 8,000.00	$ 8,000.00
LED Lighting Project - MR Bowling Club	Furniture and equipment	Sporting Reserves	Upgrade/New	$ 10,000.00					$ 10,000.00
Ticket box reallocation - and fencing	Furniture and equipment	Sporting Reserves	Upgrade/New					$ 7,500.00	$ 7,500.00
Western Playing Field shelters	Furniture and equipment	Sporting Reserves	Upgrade/New		$ 25,000.00		$ 25,000.00		$ 50,000.00
New office Fit out & Conference Room	Furniture and equipment	Indoor Recreation Centre	Renewal				$ 15,000.00		$ 15,000.00
Foyer Furniture	Furniture and equipment	Indoor Recreation Centre	Renewal					$ 10,000.00	$ 10,000.00
Production Server Upgrade (HCI)	Furniture and equipment	Information Technology	Renewal					$ 140,000.00	$ 140,000.00
Mainbreak TV	Furniture and equipment	Information Technology	Renewal				$ 12,000.00	$ -	$ 12,000.00
Chambers and Mainbreak AV upgrade	Furniture and equipment	Information Technology	Renewal				$ 100,000.00		$ 100,000.00
DR Storage & Network Solution	Furniture and equipment	Information Technology	Renewal					$ 25,000.00	$ 25,000.00
Dual naming signage - design and install at both libraries	Furniture and equipment	Libraries	Renewal					$ 10,000.00	$ 10,000.00
Margaret River Airstrip-Illuminated wind sock	Infrastructure - aerodromes	Construction	Upgrade/New				$ 25,000.00		$ 25,000.00
Augusta Aerodrome - Taxiway upgrade and associated works	Infrastructure - aerodromes	Construction	Upgrade/New					$ 178,150.00	$ 178,150.00
Tallinup Augusta - Supply and installation of an illuminated wind direction	Infrastructure - aerodromes	Construction	Upgrade/New		$ 7,500.00			$ 7,500.00	$ 15,000.00
Walcliffe Road Lookout Upgrade (Design $2,500 and Construct $32,500)	Infrastructure - car parks	Construction	Upgrade/New					$ 35,000.00	$ 35,000.00
CAC - installation of the charging infrastructure	Infrastructure - car parks	Construction	Upgrade/New		$ 73,100.00				$ 73,100.00
DEPOT - installation of the charging infrastructure	Infrastructure - car parks	Construction	Upgrade/New		$ 127,500.00				$ 127,500.00
Blackwood Avenue-Formalise carparking for Blackwood Avenue outside bakery	Infrastructure - car parks	Construction	Upgrade/New				$ 100,000.00		$ 100,000.00
Witchcliffe CWA building	Infrastructure - car parks	Construction	Upgrade/New				$ 15,000.00		$ 15,000.00
Augusta Bowls Club - renewal	Infrastructure - car parks	Construction	Renewal					$ 77,595.00	$ 77,595.00

CAPITAL WORKS PROGRAM 2023-24

Project description	Asset Class	Business Unit COA	Category	Funding					Total Project Cost ($)
				Reserve ($)	Grant ($)	Contribution ($)	Carry-over ($)	Muni ($)	
Kevill Road Waterfall Site Carpark Expansion - Civil Design Minor Upgrades	Infrastructure - car parks	Construction	Renewal					$ 3,000.00	$ 3,000.00
FBHP Signage	Infrastructure - caravan and camping	Holiday Parks & Campground	Renewal				$ 10,000.00		$ 10,000.00
FBHP Retaining wall upgrades	Infrastructure - caravan and camping	Holiday Parks & Campground	Upgrade/New	$ 15,000.00					$ 15,000.00
Rosa Glen Road - widen culverts at SLK 8.2 & SLK 8.9	Infrastructure - drainage	Construction	Upgrade/New					$ 25,000.00	$ 25,000.00
Various Drainage renewal projects	**Infrastructure - drainage**	**Construction**	**Renewal**				**$ 25,000.00**	**$ 142,866.00**	$ 167,866.00
Manear Road-Culvert renewal aligned with resheeting programme	*Infrastructure - drainage*	*Construction*	*Renewal*						$ -
Various - Sylvaner pl, Manning st, Reuter Park C/Park, Millar way	*Infrastructure - drainage*	*Construction*	*Renewal*						$ -
Drainage Design - Various	**Infrastructure - drainage**	**Construction**	**Renewal**					**$ 50,000.00**	$ 50,000.00
Drainage Design - Bunbury St, Augusta	*Infrastructure - drainage*	*Construction*	*Renewal*						$ -
Drainage Design - Wilson St, Augusta	*Infrastructure - drainage*	*Construction*	*Renewal*						$ -
Ablett Road-Culvert renewal aligned with resheeting programme	Infrastructure - drainage	Construction	Renewal				$ 6,500.00	$ 6,500.00	$ 13,000.00
Fantail Place, Margaret River-0.23 - 750 pipe dredging	Infrastructure - drainage	Construction	Renewal				$ 36,000.00		$ 36,000.00
Reimbursement to DoE for Station Road drainage and basin (Year 3 of 3)	Infrastructure - drainage	Asset Services	Upgrade/New					$ 55,000.00	$ 55,000.00
Alexandra Bridge campground riverside platform	Infrastructure - marine structures	Construction	Upgrade/New				$ 92,000.00	$ 46,000.00	$ 138,000.00
Foreshore walls Augusta	Infrastructure - marine structures	Construction	Renewal					$ 101,800.00	$ 101,800.00
Molloy Island-Ted's Landing, Molloy Island	Infrastructure - marine structures	Construction	Renewal					$ 152,700.00	$ 152,700.00
Annual Allocation for POS infrastructure renewal	**Infrastructure - parks and reserves**	**Parks and Gardens**	**Renewal**					**$ 297,610.00**	$ 297,610.00
Cowaramup Oval various works	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Caledonia, Brookfield - timber bridge	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Softfall replacement Program - annual	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Riflebutts BBQ replacement	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Brookside Boulevard – Revegetation (Symphony Waters)	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
River Mouth Precinct - Balustrade renewal - Phase 1	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Not allocated to Work Orders - reactive works, works identified as Urgent	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Annual Allocation for POS improvement	**Infrastructure - parks and reserves**	**Parks and Gardens**	**Renewal**			**$ 67,000.00**		**$ 103,810.00**	$ 170,810.00
Reserve 50457 - Hasluck Street Cowaramup (Funded by WK1744 Contribution)	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Farmhouse POS garden edging	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Duggan POS, Cowaramup - garden edging	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Witchcliffe POS/Court development (Design)	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Brookside Boulevard Irrigation (Symphony Waters)	*Infrastructure - parks and reserves*	*Parks and Gardens*	*Renewal*						$ -
Annual allocation for renewal of water tanks and stand pipes	Infrastructure - parks and reserves	Parks and Gardens	Renewal					$ 30,540.00	$ 30,540.00
Two bench seats Karridale Cemetery	Infrastructure - parks and reserves	Parks and Gardens	Upgrade/New	$ 5,000.00					$ 5,000.00
Gloucester Park Master Plan implementation: Kerbs - parking bay	Infrastructure - parks and reserves	Parks and Gardens	Renewal				$ 5,000.00		$ 5,000.00
Gloucester Park Master Plan implementation: Drainage & bollards - scoreboard	Infrastructure - parks and reserves	Parks and Gardens	Renewal				$ 13,250.00		$ 13,250.00
Gloucester Park Master Plan implementation: Contribution to shed for P&G	Infrastructure - parks and reserves	Parks and Gardens	Renewal				$ 10,000.00		$ 10,000.00
Riflebutts Shelter	Infrastructure - parks and reserves	Parks and Gardens	Renewal				$ 8,000.00		$ 8,000.00
Rotary Park POS Improvements	Infrastructure - parks and reserves	Parks and Gardens	Renewal					$ 58,125.00	$ 58,125.00
Engineering on Lighting Towers - Active Sport Spaces	Infrastructure - parks and reserves	Sporting Reserves	Renewal	$ 55,000.00					$ 55,000.00
Dog Exercise Area fencing & infrastructure	Infrastructure - parks and reserves	Rangers	Upgrade/New				$ 50,000.00		$ 50,000.00
Augusta Interpretation Plan implementation	Infrastructure - parks and reserves	Asset Services	Upgrade/New					$ 35,000.00	$ 35,000.00
Beach user education signs	Infrastructure - parks and reserves	Asset Services	Upgrade/New					$ 25,000.00	$ 25,000.00
Hillview Rd, Augusta (north side) from Hart Rd to Investigator Ave	Infrastructure - paths	Construction	Upgrade/New		$ 17,500.00			$ 17,500.00	$ 35,000.00
Redgate Road, Witchcliffe (south side) - Reserve on Redgate to Bussell Hwy	Infrastructure - paths	Construction	Upgrade/New		$ 140,000.00			$ 140,000.00	$ 280,000.00
Allnut Tce, Augusta from Stephenson St to Primary School	Infrastructure - paths	Construction	Upgrade/New					$ 34,000.00	$ 34,000.00
Design of shared path in Duggan Drive, Cowaramup	Infrastructure - paths	Construction	Upgrade/New		$ 5,000.00			$ 5,000.00	$ 10,000.00
Design of shared path in Tingle Avenue, Margaret River	Infrastructure - paths	Construction	Upgrade/New					$ 4,000.00	$ 4,000.00
Design of internal paths for Karridale and Margaret River Cemeteries	Infrastructure - paths	Construction	Upgrade/New	$ 1,500.00					$ 1,500.00
Brookfield entry park, MR - replace aging pathway (PW639)	Infrastructure - paths	Construction	Renewal					$ 20,300.00	$ 20,300.00
Wallcliffe Road, MR from crossover to Kevill Rd West (PW587)	Infrastructure - paths	Construction	Renewal					$ 56,100.00	$ 56,100.00
Wallcliffe Road, MR from Kevill Road East to reserve boundary	Infrastructure - paths	Construction	Renewal					$ 30,100.00	$ 30,100.00
Blackwood Ave, Augusta from Stirling St to Green St (PW79-80)	Infrastructure - paths	Construction	Renewal					$ 32,500.00	$ 32,500.00
Design - Old Settlement precinct paths & car park detailed design	Infrastructure - paths	Construction	Renewal					$ 30,000.00	$ 30,000.00

CAPITAL WORKS PROGRAM 2023-24

				Funding					
Project description	**Asset Class**	**Business Unit COA**	**Category**	**Reserve ($)**	**Grant ($)**	**Contribution ($)**	**Carry-over ($)**	**Muni ($)**	**Total Project Cost ($)**
Design - Ellis Street precinct – paths, road and car park detailed design	Infrastructure - paths	Construction	Renewal					$ 20,000.00	$ 20,000.00
Memorial Drive/Miamup Drive Intersection path	Infrastructure - paths	Construction	Renewal					$ 15,000.00	$ 15,000.00
Kevill Road Waterfall Site Pedestrian Structures - Rock wall x2 - Design	Infrastructure - pedestrian structures	Construction	Upgrade/New					$ 5,000.00	$ 5,000.00
Kevill Road Waterfall Site Pedestrian Structures - Boardwalk - Design	Infrastructure - pedestrian structures	Construction	Upgrade/New					$ 10,000.00	$ 10,000.00
Kevill Road Waterfall Site Path Expansion - Civil Design Minor Upgrades	Infrastructure - pedestrian structures	Construction	Upgrade/New					$ 3,000.00	$ 3,000.00
Augusta - Granny's Pool Stairs replacement	Infrastructure - pedestrian structures	Construction	Renewal					$ 22,000.00	$ 22,000.00
Prev/Gnar - Ocean View Carpark Stair rail renewal	Infrastructure - pedestrian structures	Construction	Renewal					$ 18,720.00	$ 18,720.00
Play equipment replacement annual program	**Infrastructure - playgrounds**	**Parks and Gardens**	**Renewal**	**$ 177,107.00**	**$ 150,000.00**	**$ 20,000.00**	**$ 150,000.00**	**$ 29,341.00**	$ 526,448.00
Riflebutts Play Space Replacement	*Infrastructure - playgrounds*	*Parks and Gardens*	*Upgrade/New*						$ -
Cowaramup Hall - playground replacement	*Infrastructure - playgrounds*	*Parks and Gardens*	*Renewal*						$ -
Recreation Centre - play space replacement	*Infrastructure - playgrounds*	*Parks and Gardens*	*Upgrade/New*						$ -
Turner Street foreshore, Augusta - playground replacement	*Infrastructure - playgrounds*	*Parks and Gardens*	*Renewal*						$ -
Curtis Street Precinct - Seal and Speed treatments (sheeting inc)	Infrastructure - roads	Construction	Upgrade/New					$ 105,000.00	$ 105,000.00
Salter Street and Langley Cr - Gracetown Survey and design	Infrastructure - roads	Construction	Upgrade/New					$ 20,000.00	$ 20,000.00
Rosa Brook Road Design	Infrastructure - roads	Construction	Upgrade/New					$ 15,000.00	$ 15,000.00
Road Preservation - Lower Order Road Renewals	Infrastructure - roads	Construction	Renewal					$ 300,000.00	$ 300,000.00
Road Preservation - Asphalt overlays	Infrastructure - roads	Construction	Renewal		$ 350,000.00			$ 10,000.00	$ 360,000.00
Road Preservation - Rural Reseals	Infrastructure - roads	Construction	Renewal	$ 30,540.00	$ 299,022.00			$ 123,658.00	$ 453,220.00
Road Rehabilitation - Cowaramup Bay Road SLK 2.75-4.87	Infrastructure - roads	Construction	Renewal		$ 500,000.00			$ 250,000.00	$ 750,000.00
Road Rehabilitation - Rosa Brook Road SLK 17.85-19.35	Infrastructure - roads	Construction	Renewal		$ 500,000.00			$ 250,000.00	$ 750,000.00
Road Rehabilitation - Warner Glen Road SLK 9.42-11.7	Infrastructure - roads	Construction	Renewal		$ 500,000.00			$ 250,000.00	$ 750,000.00
Rural Gravel Resheeting	Infrastructure - roads	Construction	Renewal		$ 290,560.00			$ 275,940.00	$ 566,500.00
Margaret River Willmott/Bussell Highway/Elva Street Streetscape Renewal & Upgrade	Infrastructure - streetscape	Construction	Upgrade/New					$ 42,500.00	$ 42,500.00
Wadandi Track - Annual Allocation (Renewal)	Infrastructure - trail development	Construction	Renewal				$ 40,000.00	$ 100,000.00	$ 140,000.00
Trail development-Works to Minnie Keenan, Alfred Bussell and Barrett Street trails	Infrastructure - trail development	Construction	Renewal				$ 40,000.00		$ 40,000.00
Capping and rehabilitation of Active Landfill Area	Infrastructure - waste management facilities	Waste	Upgrade/New	$ 1,440,000.00					$ 1,440,000.00
Leachate Evaporative System - Stage 2	Infrastructure - waste management facilities	Waste	Upgrade/New	$ 100,000.00					$ 100,000.00
Development of transfer station	Infrastructure - waste management facilities	Waste	Upgrade/New	$ 150,000.00					$ 150,000.00
4 in 1 bucket for wheel loader	Infrastructure - waste management facilities	Waste	Upgrade/New	$ 35,000.00					$ 35,000.00
Heavy Plant Replacements	Plant and Equipment	Plant Program	Renewal	$ 596,000.00					$ 596,000.00
Light Fleet Replacements	Plant and Equipment	Plant Program	Renewal	$ 840,603.00					$ 840,603.00
New Heavy Plant/Fleet Replacements	Plant and Equipment	Plant Program	Renewal	$ 77,000.00					$ 77,000.00
Minor Capital Items over $5,000	Plant and Equipment	Plant Program	Renewal	$ 20,000.00					$ 20,000.00
Total as per Adopted Budget				$ 9,561,301.00	$ 3,155,182.00	$ 102,000.00	$ 1,819,527.00	$ 4,053,305.00	$ 18,691,315.00

ANNUAL BUDGET

FOR THE YEAR ENDING 30 JUNE 2024

REVENUE - General Purpose Funding

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	24,765,001	26,539,161
			Operating grants, subsidies and contributions	0	0
			Fees and charges	75,000	75,000
			Service charges	0	0
			Interest received	157,500	157,500
			Other income	0	0
TOTAL OPERATING INCOME				24,997,501	26,771,661
OPERATING EXPENDITURE					
			Employee costs	0	0
			Materials and contracts	0	0
			Utility charges	0	0
			Depreciation on non-current assets	0	0
			Interest expenses	0	0
			Insurance expenses	0	0
			Other expenditure	0	0
TOTAL OPERATING EXPENDITURE				0	0
Business Unit Totals					
			Operating Income	24,997,501	26,771,661
			Operating Expenses	0	0
			Capital Income	0	
			Capital Expenditure	0	
TOTAL FOR BUSINESS UNIT				24,997,501	26,771,661

GENERAL FINANCING - General Purpose Funding

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	0	0
			Operating Grants, Subsidies and Contributions	315,920	94,800
			Fees and Charges	158,423	161,307
			Service Charges	0	0
			Interest Received	396,000	1,120,000
			Other Income	0	0
TOTAL OPERATING INCOME				870,343	1,376,107
OPERATING EXPENDITURE					
			Employee costs	0	0
			Materials and contracts	(218,000)	(212,245)
			Utility charges	0	0
			Depreciation on non-current assets	0	0
			Interest expenses	(646,424)	(561,915)
			Insurance expenses	0	0
			Other expenditure	0	0
TOTAL OPERATING EXPENDITURE				(864,424)	(774,161)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				19,628	35,905
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(1,298,444)	(1,158,262)
Business Unit Totals					
			Operating Income	870,343	1,376,107
			Operating Expenses	(864,424)	(774,161)
			Capital Income	19,628	35,905
			Capital Expenditure	(1,298,444)	(1,158,262)
TOTAL FOR BUSINESS UNIT				(1,272,897)	(520,410)

MEMBERS OF COUNCIL - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	320
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	320
OPERATING EXPENDITURE					
			Employee costs	(17,000)	-
			Materials and contracts	(15,835)	(32,836)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(306,036)	(388,919)
TOTAL OPERATING EXPENDITURE				(338,871)	(441,350)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	320
			Operating Expenses	(338,871)	(441,350)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(338,871)	(441,030)

EXECUTIVE - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	-
OPERATING EXPENDITURE					
			Employee costs	(883,122)	(927,150)
			Materials and contracts	(102,614)	(90,399)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(985,736)	(1,017,549)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	-
			Operating Expenses	(985,736)	(1,017,549)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(985,736)	(1,017,549)

FINANCE - Governance

COA	IE	JOB	ET	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME						
				Rates	-	-
				Operating grants, subsidies and contributions	89,499	90,340
				Fees and charges	48,500	50,319
				Service charges	-	-
				Interest received	-	-
				Other income	3,450	3,562
TOTAL OPERATING INCOME					141,449	144,221
OPERATING EXPENDITURE						
				Employee costs	(638,157)	(676,782)
				Materials and contracts	(208,810)	(235,975)
				Utility charges	-	-
				Depreciation on non-current assets	-	-
				Interest expenses	-	-
				Insurance expenses	(709,938)	(755,470)
TOTAL OPERATING EXPENDITURE					(1,556,905)	(1,668,227)
CAPITAL INCOME						
TOTAL CAPITAL INCOME					-	-
CAPITAL EXPENDITURE						
TOTAL CAPITAL EXPENDITURE					-	-
Business Unit Totals						
				Operating Income	141,449	144,221
				Operating Expenses	(1,556,905)	(1,668,227)
				Capital Income	-	-
				Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT					(1,415,456)	(1,524,006)

RECORDS - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	500
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	500
OPERATING EXPENDITURE					
			Employee costs	(171,270)	(180,416)
			Materials and contracts	(8,560)	(7,193)
			Depreciation on non-current assets	(4,911)	(8,471)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(184,741)	(196,080)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	500
			Operating Expenses	(184,741)	(196,080)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(184,741)	(195,580)

CORPORATE PLANNING & PERFORMANCE - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	-
OPERATING EXPENDITURE					
			Employee costs	(227,932)	(332,896)
			Materials and contracts	(94,550)	(110,929)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(322,482)	(443,825)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	-
			Operating Expenses	(322,482)	(443,825)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(322,482)	(443,825)

CUSTOMER EXPERIENCE - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	203,300	206,630
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				203,300	206,630
OPERATING EXPENDITURE					
			Employee costs	(899,554)	(1,134,202)
			Materials and contracts	(252,752)	(169,744)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(140,000)	(125,000)
TOTAL OPERATING EXPENDITURE				(1,292,306)	(1,428,946)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	203,300	206,630
			Operating Expenses	(1,292,306)	(1,428,946)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(1,089,006)	(1,222,316)

CORPORATE SERVICES - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	112,400	-
			Fees and charges	-	92,000
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				112,400	92,000
OPERATING EXPENDITURE					
			Materials and contracts	(86,040)	(79,140)
			Utility charges	(189,338)	(163,194)
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(275,378)	(242,334)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	112,400	92,000
			Operating Expenses	(275,378)	(242,334)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(162,978)	(150,334)

INFORMATION COMMUNICATION TECHNOLOGY - Governance					
COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	1,200
TOTAL OPERATING INCOME				0	1,200
OPERATING EXPENDITURE					
			Employee costs	(431,436)	(454,848)
			Materials and contracts	(1,396,236)	(1,260,449)
			Depreciation on non-current assets	(16,886)	(5,252)
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(1,844,558)	(1,720,550)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				0	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(189,030)	(277,000)
Business Unit Totals					
			Operating Income	0	1,200
			Operating Expenses	(1,844,558)	(1,720,550)
			Capital Income	0	-
			Capital Expenditure	(189,030)	(277,000)
TOTAL FOR BUSINESS UNIT				(2,033,588)	(1,996,350)

HUMAN RESOURCES - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	35,800	9,250
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				35,800	9,250
OPERATING EXPENDITURE					
			Employee costs	(651,722)	(788,680)
			Materials and contracts	(146,989)	(90,175)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(798,711)	(878,855)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	35,800	9,250
			Operating Expenses	(798,711)	(878,855)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(762,911)	(869,605)

COMMUNITY PLANNING & DEVELOPMENT - Governance					
COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Operating grants, subsidies and contributions	146,000	60,500
			Fees and charges	20,549	26,496
			Service charges	0	0
			Interest received	0	0
TOTAL OPERATING INCOME				166,549	86,996
OPERATING EXPENDITURE					
			Employee costs	(580,130)	(542,658)
			Materials and contracts	(347,432)	(309,876)
			Utility charges	0	0
			Depreciation on non-current assets	(3,836)	(2,330)
			Interest expenses	0	0
			Insurance expenses	0	0
			Other expenditure	(410,000)	(370,000)
TOTAL OPERATING EXPENDITURE				(1,341,398)	(1,224,864)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	166,549	86,996
			Operating Expenses	(1,341,398)	(1,224,864)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(1,174,849)	(1,137,868)

LEGAL & GOVERNANCE - Governance

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	10,000	30,000
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				10,000	30,000
OPERATING EXPENDITURE					
			Employee costs	(408,634)	(450,865)
			Materials and contracts	(113,160)	(74,360)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(521,794)	(525,225)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	10,000	30,000
			Operating Expenses	(521,794)	(525,225)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(511,794)	(495,225)

COMMUNITY FIRE & EMERGENCY SERVICES - Law,Order & Public Safety

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
Emergency Management					
OPERATING INCOME					
			Rates	-	0
			Operating grants, subsidies and contributions	37,400	36,620
			Fees and charges	-	0
			Service charges	-	0
			Interest received	-	0
			Other income	-	0
TOTAL OPERATING INCOME				37,400	36,620
OPERATING EXPENDITURE					
			Materials and contracts	(34,800)	(34,020)
			Utility charges	-	0
			Depreciation on non-current assets	(27,375)	(40,986)
			Service charges	-	0
			Interest expenses	-	0
			Insurance expenses	(2,600)	(2,600)
			Other expenditure	-	0
			SES LGGS Scheme Approved Application	*(34,800)*	*(36,620)*
			Shire Funded	*(29,975)*	*(40,986)*
TOTAL OPERATING EXPENDITURE				(64,775)	(77,606)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	0
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	0

COMMUNITY FIRE & EMERGENCY SERVICES - Law,Order & Public Safety

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
Fire Prevention					
OPERATING INCOME					
			Rates	-	0
			Operating grants, subsidies and contributions	791,480	909,300
			Fees and charges	-	-
			Service charges	-	0
			Interest received	-	0
			Other income	-	0
TOTAL OPERATING INCOME				791,480	909,300
OPERATING EXPENDITURE					
			Employee costs	(231,412)	(266,558)
			Materials and contracts	(781,846)	(814,835)
			Utility charges	(20,000)	(20,000)
			Depreciation on non-current assets	(524,949)	(394,697)
			Interest expenses	-	0
			Insurance expenses	(52,000)	(74,300)
			Other expenditure	-	0
			Profit / Loss on Asset Disposals	-	0
			BFB LGGS Scheme Approved Application	*(279,479)*	*(292,300)*
			Shire Funded	*(782,001)*	*(691,090)*
TOTAL OPERATING EXPENDITURE				(1,610,207)	(1,570,390)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				14,327	0
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(14,327)	0
Business Unit Totals					
			Operating Income	828,880	945,920
			Operating Expenses	(1,674,982)	(1,647,996)
			Capital Income	14,327	0
			Capital Expenditure	(14,327)	0
TOTAL FOR BUSINESS UNIT				(846,102)	(702,076)

RANGERS - Law Order & Public Safety

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	20,000	20,000
			Fees and charges	142,800	162,000
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				162,800	182,000
OPERATING EXPENDITURE					
			Employee costs	(610,762)	(671,262)
			Materials and contracts	(188,434)	(205,070)
			Utility charges	-	-
			Depreciation on non-current assets	(4,380)	(9,342)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(803,576)	(885,674)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				0	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(50,000)	(50,000)
Business Unit Totals					
			Operating Income	162,800	182,000
			Operating Expenses	(803,576)	(885,674)
			Capital Income	0	-
			Capital Expenditure	(50,000)	(50,000)
TOTAL FOR BUSINESS UNIT				(690,776)	(753,674)

BEACH LIFEGUARDS	Law Order & Public Safety				
COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				0	-
OPERATING EXPENDITURE					
			Employee costs	-	-
			Materials and contracts	(164,500)	(175,950)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(164,500)	(175,950)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				0	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				0	-
Business Unit Totals					
			Operating Income	0	-
			Operating Expenses	(164,500)	(175,950)
			Capital Income	0	-
			Capital Expenditure	0	-
TOTAL FOR BUSINESS UNIT				(164,500)	(175,950)

LIBRARIES - Recreation and Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	5,800	13,600
			Fees and charges	30,400	30,400
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				36,200	44,000
OPERATING EXPENDITURE					
			Employee costs	(849,764)	(856,692)
			Materials and contracts	(211,443)	(236,272)
			Utility charges	(16,565)	(16,968)
			Depreciation on non-current assets	(45,625)	(96,068)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(1,123,397)	(1,206,000)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	(10,000)
Business Unit Totals					
			Operating Income	36,200	44,000
			Operating Expenses	(1,123,397)	(1,206,000)
			Capital Income	-	-
			Capital Expenditure	-	(10,000)
TOTAL FOR BUSINESS UNIT				(1,087,197)	(1,172,000)

ENVIRONMENTAL HEALTH - Health and Administration

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	151,200	158,400
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				151,200	158,400
OPERATING EXPENDITURE					
			Employee costs	(561,739)	(622,560)
			Materials and contracts	(69,338)	(68,800)
			Utility charges	-	-
			Depreciation on non-current assets	(3,836)	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(634,913)	(691,360)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	151,200	158,400
			Operating Expenses	(634,913)	(691,360)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(483,713)	(532,960)

OUTSIDE SCHOOL HOURS CARE - Education and Welfare

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	10,000	22,000
			Fees and charges	247,200	316,700
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				257,200	338,700
OPERATING EXPENDITURE					
			Employee costs	(197,426)	(340,138)
			Materials and contracts	(63,280)	(69,682)
			Utility charges	-	-
			Depreciation on non-current assets	(551)	(460)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(261,257)	(410,280)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	257,200	338,700
			Operating Expenses	(261,257)	(410,280)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(4,057)	(71,580)

WASTE SERVICES - Community Amenities

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Fees and charges	5,457,136	5,902,367
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				5,457,136	5,902,367
OPERATING EXPENDITURE					
			Employee costs	(731,664)	(786,765)
			Materials and contracts	(2,858,640)	(2,940,541)
			Utility charges	-	(4,992)
			Depreciation on non-current assets	(131,400)	(170,649)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(39,140)	(8,500)
TOTAL OPERATING EXPENDITURE				(3,760,844)	(3,911,447)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(750,000)	(1,725,000)
Business Unit Totals					
			Operating Income	5,457,136	5,902,367
			Operating Expenses	(3,760,844)	(3,911,447)
			Capital Income	-	-
			Capital Expenditure	(750,000)	(1,725,000)
TOTAL FOR BUSINESS UNIT				946,292	265,920

PLANNING & DEVELOPMENT SERVICES - Community Amenities					
COA	**IE**	**JOB**	**DESCRIPTION**	**2022-23 Original Budget**	**2023-24 Annual Budget**
OPERATING INCOME					
			Rates	-	0
			Operating grants, subsidies and contributions	-	0
			Fees and charges	360,000	391,800
			Service charges	-	0
			Interest received	-	0
			Other income	-	0
TOTAL OPERATING INCOME				360,000	391,800
OPERATING EXPENDITURE					
			Employee costs	(1,293,932)	(1,314,568)
			Materials and contracts	(236,429)	(273,980)
			Utility charges	-	0
			Depreciation on non-current assets	(9,478)	(10,440)
			Interest expenses	-	0
			Insurance expenses	-	0
			Other expenditure	(20,000)	0
TOTAL OPERATING EXPENDITURE				(1,559,839)	(1,598,988)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				288,000	384,000
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	360,000	391,800
			Operating Expenses	(1,559,839)	(1,598,988)
			Capital Income	288,000	384,000
			Capital Expenditure	-	0
TOTAL FOR BUSINESS UNIT				(911,839)	(823,188)

LANDCARE & ENVIRONMENTAL SERVICES - Community Amenities					
COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	101,861	72,761
			Fees and charges	5,000	5,000
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				106,861	77,761
OPERATING EXPENDITURE					
			Employee costs	(294,114)	(318,464)
			Materials and contracts	(669,629)	(473,020)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(178,113)	(330,000)
TOTAL OPERATING EXPENDITURE				(1,141,856)	(1,121,484)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	106,861	77,761
			Operating Expenses	(1,141,856)	(1,121,484)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(1,034,995)	(1,043,723)

MAJOR PROJECTS - Recreation & Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	-
OPERATING EXPENDITURE					
			Employee costs	(82,330)	(86,002)
			Materials and contracts	-	-
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(82,330)	(86,002)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				1,541,676	170,000
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(10,175,000)	(5,996,554)
Business Unit Totals					
			Operating Income	-	-
			Operating Expenses	(82,330)	(86,002)
			Capital Income	1,541,676	170,000
			Capital Expenditure	(10,175,000)	(5,996,554)
TOTAL FOR BUSINESS UNIT				(8,715,654)	(5,912,556)

COMMUNITY BUILDINGS - Recreation and Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	15,700	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				15,700	-
OPERATING EXPENDITURE					
			Employee costs	(337,458)	(360,892)
			Materials and contracts	(1,565,355)	(1,237,553)
			Utility charges	(15,700)	(80,004)
			Depreciation on non-current assets	(730,000)	(1,421,762)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	(45,000)
			Loss on Sale of Assets	-	-
TOTAL OPERATING EXPENDITURE				(2,398,517)	(3,145,211)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(1,067,672)	(994,224)
Business Unit Totals					
			Operating Income	15,700	-
			Operating Expenses	(2,398,517)	(3,145,211)
			Capital Income	-	-
			Capital Expenditure	(1,067,672)	(994,224)
TOTAL FOR BUSINESS UNIT				(3,450,489)	(4,139,435)

MARGARET RIVER RECREATION CENTRE — Recreation and Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
			OPERATING INCOME		
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	407,710	751,500
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
			TOTAL OPERATING INCOME	407,710	751,500
			OPERATING EXPENDITURE		
			Employee costs	(836,126)	(1,207,902)
			Materials and contracts	(352,005)	(605,177)
			Utility charges	(42,600)	(252,252)
			Depreciation on non-current assets	(311,710)	(450,541)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(10,000)	(10,000)
TOTAL OPERATING EXPENDITURE				(1,552,441)	(2,525,872)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(64,500)	(378,000)
Business Unit Totals					
			Operating Income	407,710	751,500
			Operating Expenses	(1,552,441)	(2,525,872)
			Capital Income	-	-
			Capital Expenditure	(64,500)	(378,000)
TOTAL FOR BUSINESS UNIT				(1,209,231)	(2,152,372)

SPORTING RESERVES - Recreation and Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	18,000	19,200
			Fees and charges	26,500	21,500
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				44,500	40,700
OPERATING EXPENDITURE					
			Employee costs	-	-
			Materials and contracts	(75,300)	(74,300)
			Utility charges	-	-
			Depreciation on non-current assets	(136,875)	(328,002)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	(10,000)
			Profit on sale of assets	-	-
TOTAL OPERATING EXPENDITURE				(212,175)	(412,302)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				115,000	50,000
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(270,000)	(200,500)
Business Unit Totals					
			Operating Income	44,500	40,700
			Operating Expenses	(212,175)	(412,302)
			Capital Income	115,000	50,000
			Capital Expenditure	(270,000)	(200,500)
TOTAL FOR BUSINESS UNIT				(322,675)	(522,102)

AUGUSTA RECREATION - Recreation and Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	38,400	44,800
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				38,400	44,800
OPERATING EXPENDITURE					
			Employee costs	(31,356)	(32,898)
			Materials and contracts	(59,814)	(46,590)
			Utility charges	(13,000)	(9,420)
			Depreciation on non-current assets	(49,275)	(97,979)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(153,445)	(186,887)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(8,500)	(8,500)
Business Unit Totals					
			Operating Income	38,400	44,800
			Operating Expenses	(153,445)	(186,887)
			Capital Income	-	-
			Capital Expenditure	(8,500)	(8,500)
				(123,545)	(150,587)

MARGARET RIVER HEART

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	30,765	65,000
			Fees and charges	407,300	1,000
			Service charges	-	-
			Interest received	-	-
			Other income	300	-
TOTAL OPERATING INCOME				438,365	66,000
OPERATING EXPENDITURE					
			Employee costs	(674,914)	(499,210)
			Materials and contracts	(435,703)	(587,905)
			Utility charges	(10,000)	(20,000)
			Depreciation on non-current assets	(284,700)	(500,558)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(150,000)	-
			Loss on Sale of Assets	-	-
TOTAL OPERATING EXPENDITURE				(1,555,317)	(1,607,673)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(136,000)	-
Business Unit Totals					
			Operating Income	438,365	66,000
			Operating Expenses	(1,555,317)	(1,607,673)
			Capital Income	-	-
			Capital Expenditure	(136,000)	-
TOTAL FOR BUSINESS UNIT				(1,252,952)	(1,541,673)

PARKS and GARDENS - Recreation and Culture

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	9,900	29,450
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
			Profit on Sale of Assets	-	-
TOTAL OPERATING INCOME				9,900	29,450
OPERATING EXPENDITURE					
			Employee costs	(659,621)	(1,071,034)
			Materials and contracts	(1,313,579)	(753,513)
			Utility charges	-	(29,120)
			Depreciation on non-current assets	(689,850)	(738,002)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(2,663,050)	(2,591,669)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	67,000
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(478,000)	(1,124,779)
Business Unit Totals			Operating Income	9,900	29,450
			Operating Expenses	(2,663,050)	(2,591,669)
			Capital Income	-	67,000
			Capital Expenditure	(478,000)	(1,124,779)
TOTAL FOR BUSINESS UNIT				(3,131,150)	(3,619,998)

ASSET SERVICES - Transport

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	500,200	40,200
			Fees and charges	212,000	228,946
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				712,200	269,146
OPERATING EXPENDITURE					
			Employee costs	(626,352)	(603,530)
			Materials and contracts	(1,108,086)	(495,438)
			Utility charges	(315,900)	(335,900)
			Other expenditure	(4,000)	(4,000)
TOTAL OPERATING EXPENDITURE				(2,054,338)	(1,438,868)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(147,427)	(115,000)
Business Unit Totals					
			Operating Income	712,200	269,146
			Operating Expenses	(2,054,338)	(1,438,868)
			Capital Income	-	-
			Capital Expenditure	(147,427)	(115,000)
TOTAL FOR BUSINESS UNIT				(1,489,565)	(1,284,722)

CONSTRUCTION - Transport

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
CR77	63		Other Income	0	
TOTAL OPERATING INCOME				**0**	**0**
OPERATING EXPENDITURE					
CR90	74		Profit (Loss) on Disposal of Assets	0	
TOTAL OPERATING EXPENDITURE				**0**	**0**
CAPITAL INCOME					
CR75	**70**		**Grants & Contributions**	**4,908,552**	**2,840,182**
TOTAL CAPITAL INCOME				**4,908,552**	**2,840,182**
CAPITAL EXPENDITURE					
CR94			**Infrastructure Expansion/Upgrade**	**(1,090,000)**	**(1,296,750)**
			Aerodrome Infrastructure	(355,000)	(218,150)
			Bridge Infrastructure	0	0
			Carpark Infrastructure	(131,000)	(350,600)
			Drainage Infrastructure	0	(25,000)
			Marine Structures Infrastructure	(60,000)	(138,000)
			Path Infrastructure	(549,000)	(364,500)
			Pedestrian Structures Infrastructure	0	(18,000)
			Road Infrastructure	(55,000)	(140,000)
			Streetscape Infrastructure	0	(42,500)
			Trail Infrastructure	0	0
CR95			**Infrastructure Renewals**	**(7,464,394)**	**(4,956,401)**
			Aerodrome Infrastructure	(6,500)	0
			Bridge Infrastructure	(1,013,000)	0
			Carpark Infrastructure	0	(80,595)
			Drainage Infrastructure	(325,000)	(266,866)
			Marine Structures Infrastructure	(653,800)	(254,500)
			Path Infrastructure	(241,000)	(204,000)
			Pedestrian Structures Infrastructure	0	(40,720)
			Road Infrastructure	(1,859,594)	(3,929,720)
			Streetscape Infrastructure	0	0
			Trail Infrastructure	(40,000)	(180,000)
TOTAL CAPITAL EXPENDITURE				**(8,554,394)**	**(6,253,151)**
Business Unit Totals					
			Operating Income	**0**	**0**
			Operating Expenses	**0**	**0**
			Capital Income	**4,908,552**	**2,840,182**
			Capital Expenditure	**(8,554,394)**	**(6,253,151)**
TOTAL FOR BUSINESS UNIT				**(3,645,842)**	**(3,412,969)**

MAINTENANCE - Transport					
COA	**IE**	**JOB**	**DESCRIPTION**	**2022-23 Original Budget**	**2023-24 Annual Budget**
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	250,000	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				250,000	-
OPERATING EXPENDITURE					
			Employee costs	(1,179,222)	(797,864)
			Materials and contracts	(3,229,178)	(3,686,242)
			Utility charges	-	-
			Depreciation on non-current assets	(6,752,500)	(7,115,735)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
			Loss on sale of assets	-	-
TOTAL OPERATING EXPENDITURE				(11,160,900)	(11,599,841)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	250,000	-
			Operating Expenses	(11,160,900)	(11,599,841)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(10,910,900)	(11,599,841)

PLANT PROGRAM - Transport					
COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
			Profit on Sale of Assets	19,149	27,611
TOTAL OPERATING INCOME				19,149	27,611
OPERATING EXPENDITURE					
			Employee costs	-	-
			Materials and contracts	(30,000)	(30,000)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
			Loss on Sale of Assets	(45,440)	(132,988)
TOTAL OPERATING EXPENDITURE				(75,440)	(162,988)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				356,600	479,000
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(1,576,360)	(1,533,603)
Business Unit Totals					
			Operating Income	19,149	27,611
			Operating Expenses	(75,440)	(162,988)
			Capital Income	356,600	479,000
			Capital Expenditure	(1,576,360)	(1,533,603)
TOTAL FOR BUSINESS UNIT				(1,276,052)	(1,189,981)

HOLIDAY PARKS & CAMPGROUNDS - Economic Services					
COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	2,687,800	2,836,100
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				2,687,800	2,836,100
OPERATING EXPENDITURE - ALL PARKS					
			Employee costs	(842,046)	(897,952)
			Materials and contracts	(421,050)	(371,284)
			Utility charges	(172,850)	(206,000)
			Depreciation on non-current assets	(127,750)	(245,380)
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
			Loss on sale of assets	-	-
TOTAL OPERATING EXPENDITURE				(1,563,696)	(1,720,615)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				(110,000)	(25,000)
Business Unit Totals					
			Operating Income	2,687,800	2,836,100
			Operating Expenses	(1,563,696)	(1,720,615)
			Capital Income	-	-
			Capital Expenditure	(110,000)	(25,000)
TOTAL FOR BUSINESS UNIT				1,014,104	1,090,485

BUILDING SERVICES - Economic Services

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	301,200	301,200
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				301,200	301,200
OPERATING EXPENDITURE					
			Employee costs	(224,358)	(230,194)
			Materials and contracts	(18,460)	(17,660)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				(242,818)	(247,854)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	301,200	301,200
			Operating Expenses	(242,818)	(247,854)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				58,382	53,346

SUSTAINABLE ECONOMY - Economic Services

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	63,000
			Service charges	-	-
			Fees and charges	-	132,300
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	195,300
OPERATING EXPENDITURE					
			Employee costs	(88,846)	(93,608)
			Materials and contracts	(48,660)	(223,440)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	(75,000)	(80,000)
TOTAL OPERATING EXPENDITURE				(212,506)	(397,048)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	195,300
			Operating Expenses	(212,506)	(397,048)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(212,506)	(201,748)

PUBLIC WORKS OVERHEADS - Other Property and Services

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	7,000
			Fees and charges	-	-
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
			Profit on sale of asset	-	-
TOTAL OPERATING INCOME				-	7,000
OPERATING EXPENDITURE					
			Employee costs	(2,279,677)	(2,033,974)
			Materials and contracts	2,085,446	1,979,865
			Utility charges	(18,315)	(20,000)
			Depreciation on non-current assets	(40,880)	(88,993)
			Insurance	-	-
			Other expenditure	-	(163,103)
TOTAL OPERATING EXPENDITURE				(253,426)	(163,103)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	7,000
			Operating Expenses	(253,426)	(163,103)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				(253,426)	(156,103)

PLANT OPERATING COSTS - Other Property and Services

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	-	-
			Fees and charges	-	4,000
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				-	4,000
OPERATING EXPENDITURE					
			Employee costs	(308,188)	(334,182)
			Materials and contracts	1,425,890	1,110,890
			Utility charges	-	-
			Depreciation on non-current assets	(865,074)	(816,360)
			Interest expenses	-	-
			Insurance expenses	(82,000)	(80,000)
			Other expenditure	-	-
TOTAL OPERATING EXPENDITURE				170,628	(119,652)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	-	4,000
			Operating Expenses	170,628	(119,652)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				170,628	(115,652)

OTHER PROPERTY & SERVICES - Other Property and Services

COA	IE	JOB	DESCRIPTION	2022-23 Original Budget	2023-24 Annual Budget
OPERATING INCOME					
			Rates	-	-
			Operating grants, subsidies and contributions	8,000	5,000
			Fees and charges	36,000	52,000
			Service charges	-	-
			Interest received	-	-
			Other income	-	-
TOTAL OPERATING INCOME				44,000	57,000
OPERATING EXPENDITURE					
			Employee costs	(8,000)	(5,000)
			Materials and contracts	(3,000)	(3,000)
			Utility charges	-	-
			Depreciation on non-current assets	-	-
			Interest expenses	-	-
			Insurance expenses	-	-
			Other expenditure	-	-
			Loss on Disposal of Assets	-	-
TOTAL OPERATING EXPENDITURE				(11,000)	(8,000)
CAPITAL INCOME					
TOTAL CAPITAL INCOME				-	-
CAPITAL EXPENDITURE					
TOTAL CAPITAL EXPENDITURE				-	-
Business Unit Totals					
			Operating Income	44,000	57,000
			Operating Expenses	(11,000)	(8,000)
			Capital Income	-	-
			Capital Expenditure	-	-
TOTAL FOR BUSINESS UNIT				33,000	49,000