

The logo for the Shire of Dardanup, featuring a stylized mountain range with a blue and green gradient.

Shire of Dardanup

APPENDICES

BOOK 4

ORDINARY COUNCIL

MEETING

To Be Held

Wednesday, 27 May 2020

Commencing at 5.00pm

At

eMeeting via

www.dardanup.wa.gov.au



STRATEGIC FINANCIAL PLAN

2020/21 TO 2029/30

Administration Centre – Eaton

1 Council Drive | PO Box 7016
EATON WA 6232
Tel: 9724 0000 | Fax: 9724 0091
records@dardanup.wa.gov.au
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| Version | Details | Date |
|---------|-------------------------------|-------------|
| 1 | Integrated Planning Committee | 13 May 2020 |

(Appendix ORD: 12.18D)

Introduction

This Strategic Financial Plan is a composite document containing Council's Debt Management Plan, Reserve Plan, Rating Strategy, Workforce Plan, Long Term Financial Plan and various Asset Management Plans.

It is designed to enhance Council's ability to plan in detail the priority, affordability and timing of future expenditure commitments. These plans will not only forecast expenditure requirements, but more importantly, plan for the cash flow necessary to fund planned activity.

Council's Strategic Community Plan 2018-2028 and Corporate Business Plan 2020-2024 are produced as an outcome of community consultation and workshops, and through the integration of these plans and strategies, and are provided under separate cover.

The purpose of the Corporate Business Plan is to provide a detailed mechanism that will link the Strategic Community Plan to the Budget process (see following page). The identified benefits of strategic and integrated budgeting include:

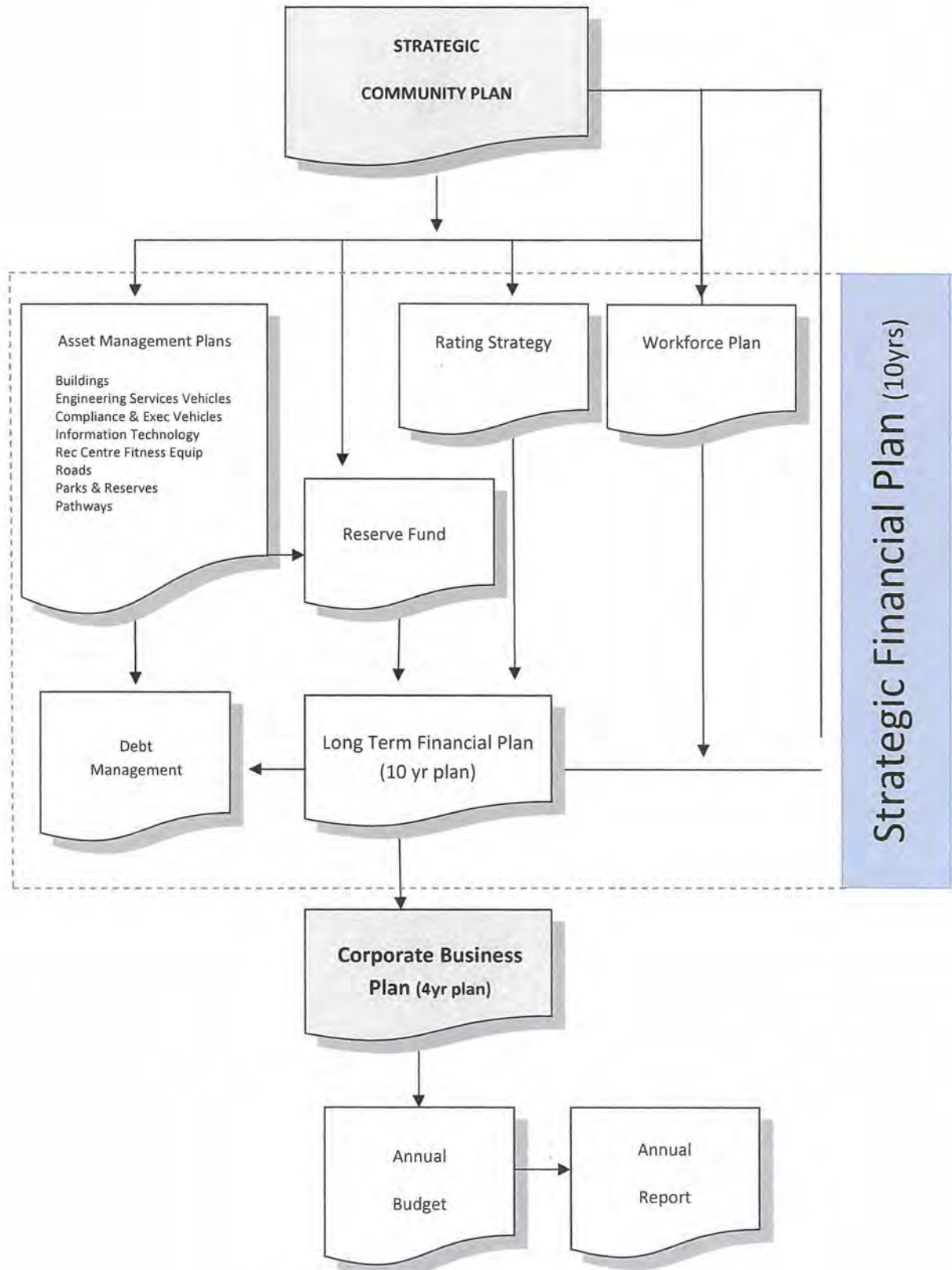
- a) Encourages decision making that focuses on Councils strategic goals;
- b) Set priorities;
- c) Provides a formal planning & budget framework;
- d) Will predict affordability of projects;
- e) Plans cash flow requirements;
- f) Assess and monitor Council's sustainability.

Projects that are wholly or partly funded from external sources (e.g. from grants or contributions) shall only be undertaken when that funding is available. If planned external funding is not available at the time that the project is planned to be undertaken, Council may:

- a) Reallocate other project funding towards the funding deficit;
- b) Scale the project to the available budget;
- c) Defer the project until funding is available;
- d) Transfer the allocated Council funds for the project to reserve until external funds become available.

This document is an internal management plan and is therefore subject to alteration during the annual review process.

Corporate Planning Flow Chart



10 YEAR

DEBT MANAGEMENT PLAN

2020/21 TO 2029/30

Administration Centre – Eaton

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EATON WA 6232

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Introduction

The use of debt as a means of funding asset acquisitions, renewals and maintenance is a useful mechanism for allocating the costs of such works over a time frame that reflects when residents will benefit from the assets.

Currently there are no specific restrictions on Councils ability to borrow. There is a practical limit beyond which debt service costs (Principal + Interest repayments) will affect the capacity of Council to deliver service levels.

It is therefore critical that debt funding is appropriately planned and monitored if Council is to maintain the capacity to effectively use this funding source.

Strategic planning allows Council to develop targets and standards for debt that are strategic in nature, rather than relying on debt as a response to current financial requirements.

Councils Debt Strategy will require Council to consider:

1. The circumstances under which borrowings are made.
2. The impact borrowings will have strategically
3. If the return on the debt (in commercial situations) can service the debt itself.

Debt Strategy

1. Comparison of Funding Options

Council should investigate all funding options and compare the advantages and disadvantages of each. There are a number of funding options for asset management available to Council.

- Government grants shall be sourced where possible as a first option.
- Investigation of Public / Private Partnerships.
- Council maintain its 1/3 contribution policy for groups & clubs projects. (1/3 Community, 1/3 Council, 1/3 Grants).
- That regard to the life of the asset is given to the life of the loan, and matched where possible.
- That consideration be given that infrastructure that is commercial in nature be self funded.
- That loans are only raised where identified in Councils 10 Year Asset Management Plans.
- Reserve Funds shall be utilised up to amounts prescribed in Council's 10 Year Asset Management Plans.
- That self supporting loans be available to community groups for project funding.

2. Long Term Sustainability of Council

Level of borrowings shall be within acceptable limits to ensure long term sustainability. Council is to ensure that debt levels do not exceed these limits so that debt service costs combined with the operational requirements can be met on a sustainable basis.

Council adopts the following indicators as established by the The Western Australian Treasury Corporation (WATC) as a measure of debt service ability. It must be noted that WATC will not automatically approve funds to a Local Government Authorities if these indicators are not met. Any lending would need prior approval by the board of the WATC.

Debt Indicators

In the:

- a) preceeding financial year;
- b) the current financial year; and
- c) the following financial year.

Debt Service Cover Ratio ideally is not less than 200%

Debt Service Ratio does not exceed 10%

Gross Debt to Revenue Ratio ideally not exceed 60%

Where any of these ratios are outside these limits, Council may consider the deferment or a reduction in borrowings to meet these adopted indicators.

Definitions

Debt Service Cover Ratio

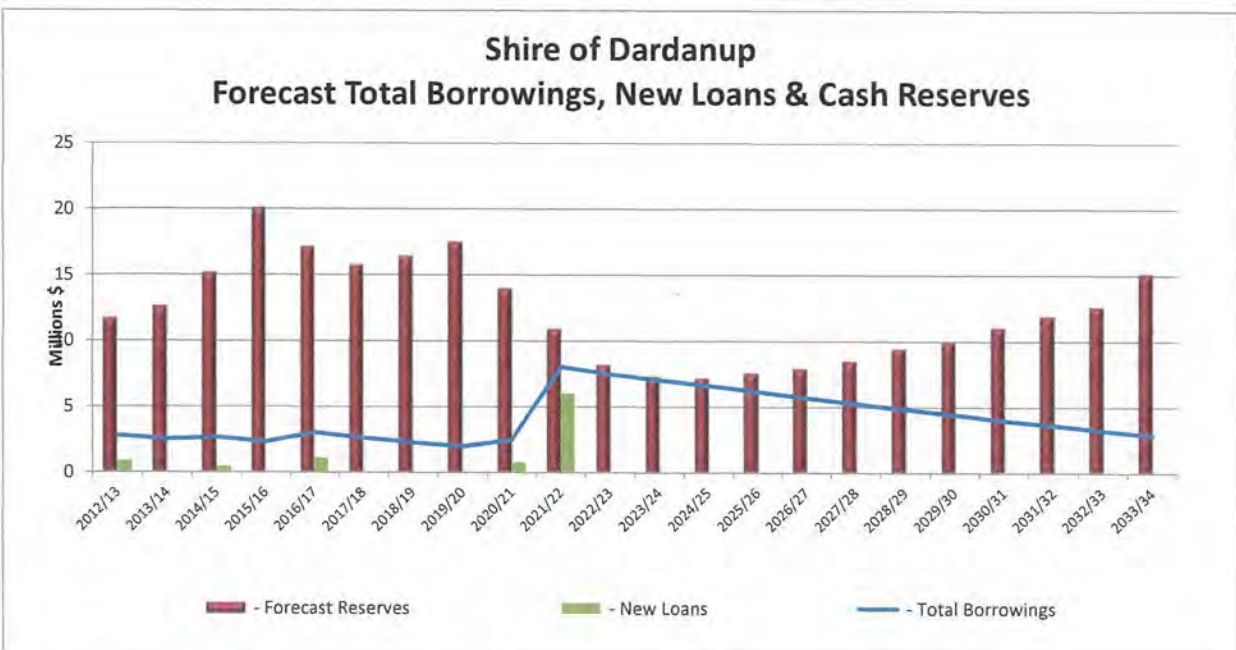
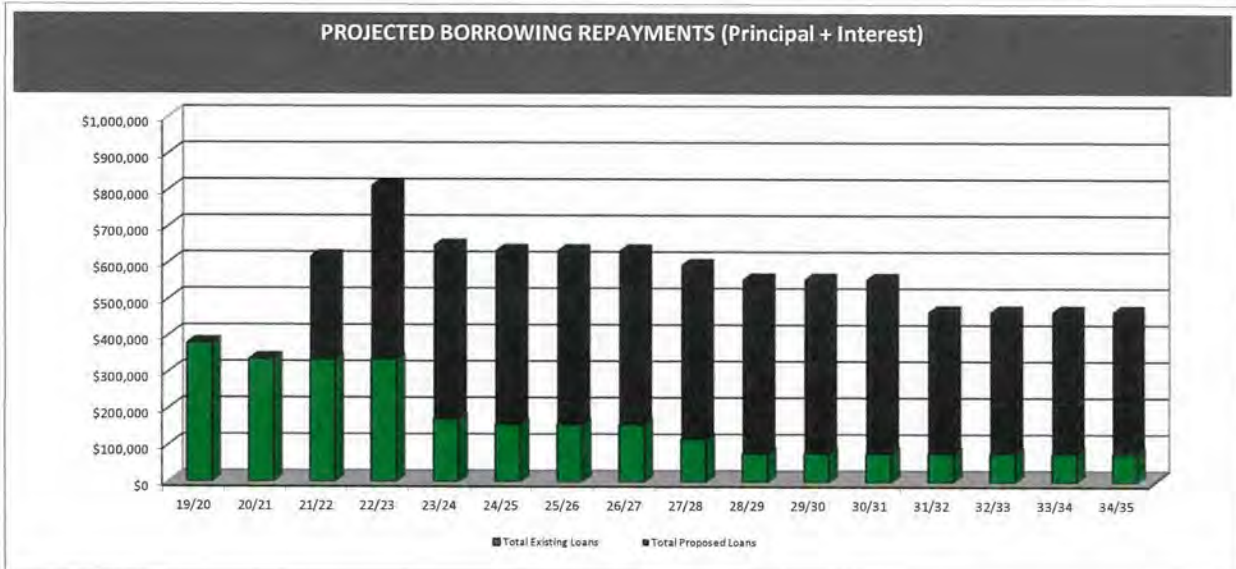
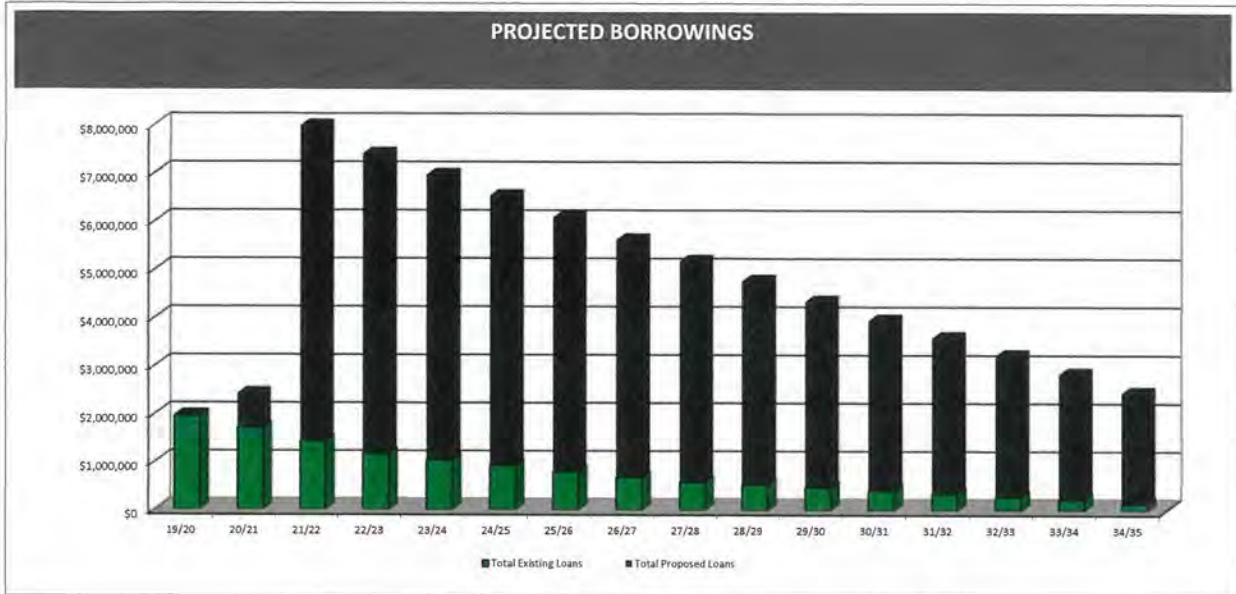
Operating Surplus (excluding grants for the development of assets) before Interest and Depreciation as a % of Principal and Interest repayments (includes Govt Guarantee fee).

Debt Service Ratio

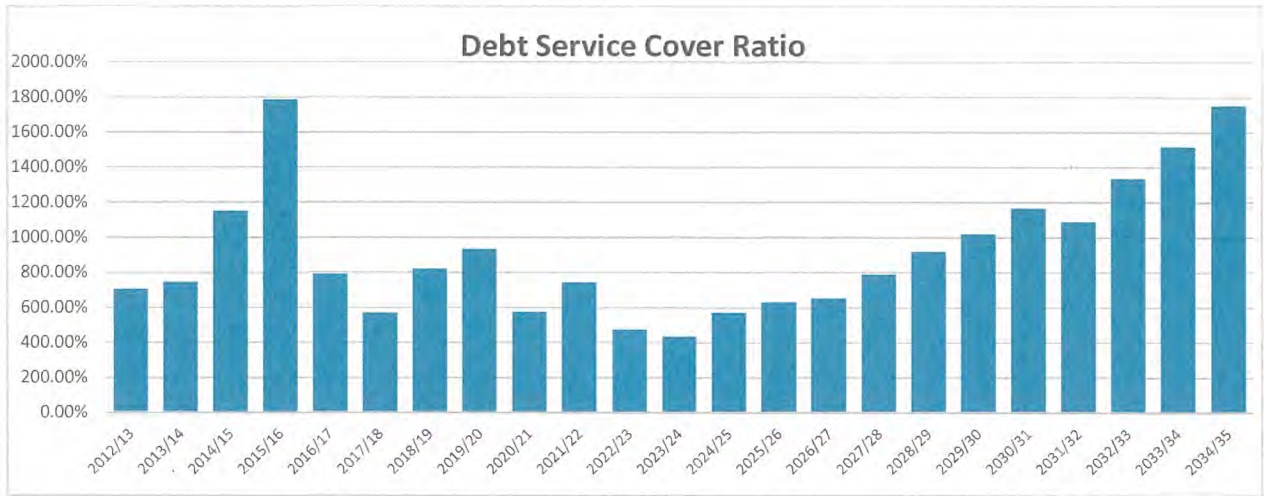
Debt Service Cost (Total borrowing repayments) as a % of Available Operating Revenue (Operating Revenue + Self Supporting Loan Principal less Specific purpose grants of a capital nature).

Gross Debt to Revenue Ratio

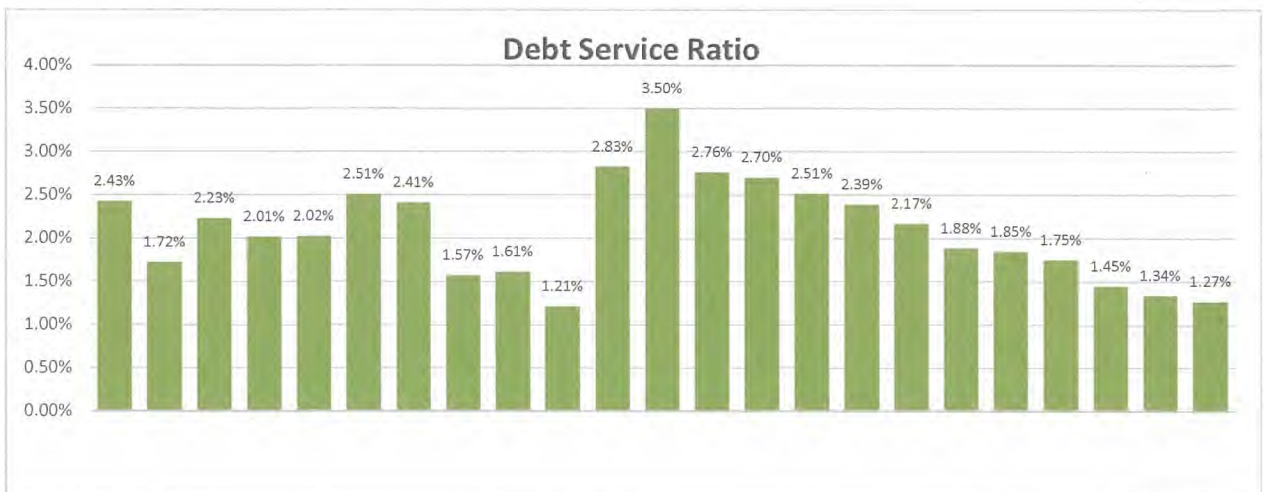
Gross Debt (All borrowing and overdrafts) as a % of Total Revenue (Total operating Revenue less specific purpose grants).



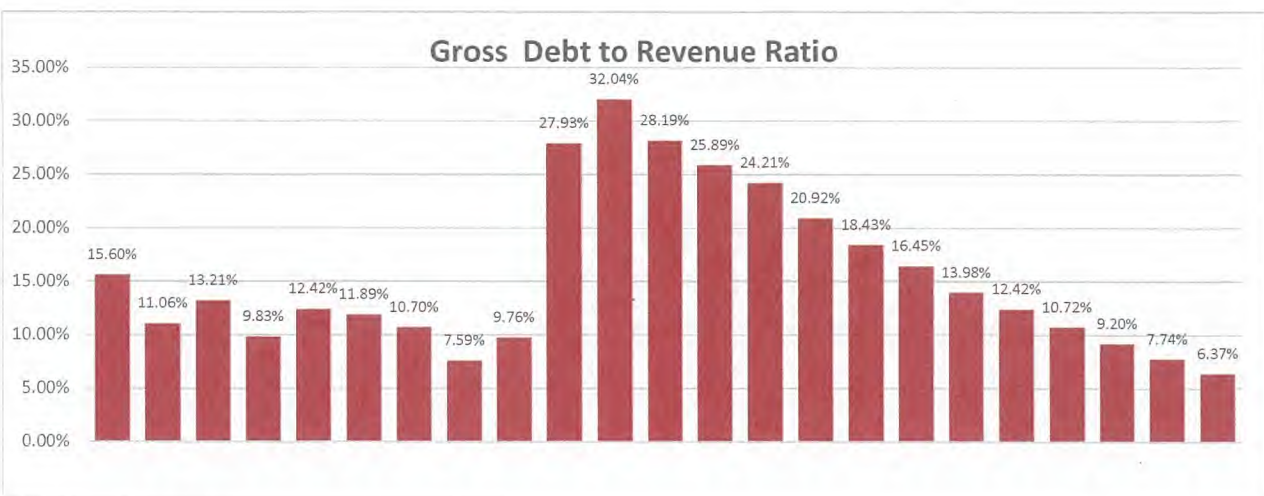
Debt Indicators



Minimum Limit = 200%



Maximum Limit = 10%



Maximum Limit = 60%

Outstanding Debt

| Loan # | Existing Loans | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 | Financial |
|---------|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| | | | | | | | | | | | | | | | | | | Year Ending |
| 49 | Administration Centre | | | | | | | | | | | | | | | | | |
| 59 | Eaton Rec Ctr | 280,690.50 | 192,573.82 | 99,118.06 | | | | | | | | | | | | | | |
| 61 | Gravel Pit Purchase | 90,548.39 | 66,647.59 | 41,219.78 | 14,167.41 | | | | | | | | | | | | | |
| 63 | Rec Ctr Extensions | | | | | | | | | | | | | | | | | |
| 65 | Eaton Office Extension | 123,302.09 | 85,006.28 | 43,970.96 | | | | | | | | | | | | | | |
| 66 | Land - Depot | 503,104.65 | 444,476.58 | 383,438.07 | 319,890.01 | 253,729.23 | 184,848.31 | 113,135.40 | 38,474.09 | 0.00 | | | | | | | | |
| 67 | Eaton Bowling Club SSL | | | | | | | | | | | | | | | | | |
| 68 | Eaton Rec Ctr - Equipment | 965,470.13 | 924,295.87 | 881,525.34 | 837,096.66 | 790,945.54 | 745,005.19 | 693,206.27 | 641,476.71 | 587,741.66 | 531,923.38 | 473,941.10 | 413,710.93 | 351,145.71 | 286,154.93 | 218,644.54 | 148,516.87 | |
| 69 | Glen Horn Oval Club Rooms | 1,963,115.77 | 1,713,000.15 | 1,449,272.21 | 1,171,154.08 | 1,044,674.77 | 927,853.50 | 806,341.67 | 679,950.80 | 587,741.66 | 531,923.38 | 473,941.10 | 413,710.93 | 351,145.71 | 286,154.93 | 218,644.54 | 148,516.87 | |
| | Total Existing Loans | | | | | | | | | | | | | | | | | |
| 2021/22 | Proposed Loans | | | | | | | | | | | | | | | | | |
| | Eaton Admin / Library | | | | | | | | | | | | | | | | | |
| | Dardanus Office | | | | | | | | | | | | | | | | | |
| | Developer Contribution Plan | | | | | | | | | | | | | | | | | |
| 2020/21 | Eaton Rec Ctr (Outdoor Courts) | | 718,042.03 | 652,535.48 | 584,849.38 | 514,911.21 | 442,646.04 | 367,976.45 | 290,822.43 | 211,101.32 | 128,727.71 | 43,613.35 | | | | | | |
| | Total Proposed Loans | 0.00 | 718,042.03 | 652,535.48 | 584,849.38 | 514,911.21 | 442,646.04 | 367,976.45 | 290,822.43 | 211,101.32 | 128,727.71 | 43,613.35 | | | | | | |
| | Less Self Supporting Loans | | | | | | | | | | | | | | | | | |
| | Eaton Bowling Club SSL | | | | | | | | | | | | | | | | | |
| 67 | Total SSL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| | Total Net Borrowings | 1,963,115.77 | 2,431,042.18 | 2,130,800.61 | 1,756,045.46 | 1,559,586.71 | 1,387,651.19 | 1,260,202.72 | 1,132,299.14 | 1,000,842.98 | 870,651.38 | 747,882.45 | 627,421.86 | 507,291.42 | 392,309.87 | 289,289.04 | 196,533.74 | |

Total Borrowing Repayments - Principal & Interest (Excludes Govt Guarantee Fee)

| Loan # | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 |
|------------------------------------|------------|-------------|------------|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Existing Loans | | | | | | | | | | | | | | | | |
| Administration Centre | 0.00 | | | | | | | | | | | | | | | |
| Eaton Rec Ctr | 103,234.79 | 103,319.11 | 103,408.54 | 103,503.12 | | | | | | | | | | | | |
| Gravel Pit Purchase | 29,118.79 | 29,144.62 | 29,165.89 | 29,191.72 | 14,605.90 | | | | | | | | | | | |
| Rec Ctr Extensions | 22,405.17 | | | | | | | | | | | | | | | |
| Eaton Office Extension | 46,302.52 | 46,302.52 | 46,302.52 | 46,302.68 | | | | | | | | | | | | |
| Land - Depot | 78,513.90 | 78,513.90 | 78,513.90 | 78,513.90 | 78,513.90 | 78,513.90 | 78,513.90 | 78,513.90 | 39,257.04 | | | | | | | |
| Eaton Bowling Club SSL | | | | | | | | | | | | | | | | |
| Eaton Rec Ctr - Equipment | 21,417.88 | | | | | | | | | | | | | | | |
| Glen Houn Oval Club Rooms | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 |
| Total Existing Loans | 378,849.85 | 335,133.95 | 335,247.65 | 335,368.22 | 170,976.60 | 156,370.70 | 156,370.70 | 156,370.70 | 117,113.84 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 | 77,856.80 |
| Proposed Loans | | | | | | | | | | | | | | | | |
| Eaton Admin / Library | | 0.00 | 194,573.41 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 | 389,146.82 |
| Darlington Office | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Developer Contribution Plan | | 0.00 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 | 88,665.93 |
| Eaton Rec Ctr (Outdoor Courts) | | 0.00 | 283,239.34 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 |
| Total Proposed Loans | 0.00 | 0.00 | 283,239.34 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 | 477,812.75 |
| Less: Self Supporting Loans | | | | | | | | | | | | | | | | |
| Eaton Bowling Club SSL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total SSL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Net Repayments | 378,849.85 | 335,133.95 | 618,486.99 | 813,180.97 | 648,789.35 | 634,183.45 | 634,183.45 | 634,183.45 | 594,926.58 | 555,669.55 | 555,669.55 | 555,669.55 | 467,003.62 | 467,003.62 | 467,003.62 | 467,003.62 |
| \$ Increase (Decrease) | | (43,715.90) | 283,353.04 | 194,693.98 | (164,391.62) | (14,605.89) | (14,605.89) | (14,605.89) | (39,257.04) | (39,257.04) | (39,257.04) | (39,257.04) | (88,665.93) | (88,665.93) | (88,665.93) | (88,665.93) |
| % Increase (Decrease) | | (11.34%) | 84.55% | 31.48% | (20.22%) | (2.25%) | (2.25%) | (2.25%) | (6.19%) | (6.60%) | (6.60%) | (6.60%) | (15.96%) | (15.96%) | (15.96%) | (15.96%) |

Interest Repayments

| Loan # | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 |
|------------------------------------|-----------|-------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|
| Existing Loans | | | | | | | | | | | | | | | | |
| Administration Centre | | | | | | | | | | | | | | | | |
| Eaton Rec Ctr | 20,152.17 | 15,202.43 | 9,952.78 | 4,385.06 | | | | | | | | | | | | |
| Gravel Pit Purchase | 6,653.29 | 5,240.82 | 3,738.08 | 2,139.35 | 438.49 | | | | | | | | | | | |
| Rec Ctr Extensions | 964.71 | | | | | | | | | | | | | | | |
| Eaton Office Extension | 10,563.33 | 8,006.71 | 5,267.20 | 2,331.72 | | | | | | | | | | | | |
| Land - Depot | 22,201.08 | 19,885.83 | 17,475.39 | 14,965.84 | 12,353.12 | 9,632.98 | 6,800.99 | 3,852.59 | 782.95 | | | | | | | |
| Eaton Bowling Club SSL | 0.00 | | | | | | | | | | | | | | | |
| Eaton Rec.Ctre - Equipment | 347.66 | | | | | | | | | | | | | | | |
| Glen Horn Oval Club Rooms | 38,219.24 | 36,682.54 | 35,086.27 | 33,428.12 | 31,705.68 | 29,916.45 | 28,057.88 | 26,127.24 | 24,121.75 | 22,038.52 | 19,874.52 | 17,626.63 | 15,291.58 | 12,866.02 | 12,866.02 | 7,729.13 |
| Total Existing Loans | 99,101.48 | 85,018.33 | 71,519.72 | 57,250.09 | 44,497.29 | 39,549.43 | 34,858.87 | 29,979.83 | 24,504.70 | 22,038.52 | 19,874.52 | 17,626.63 | 15,291.58 | 12,866.02 | 12,866.02 | 7,729.13 |
| Proposed Loans | | | | | | | | | | | | | | | | |
| Eaton Admin / Library | | | 80,100.00 | 155,594.94 | 149,317.48 | 142,871.29 | 136,251.84 | 129,454.48 | 122,474.41 | 115,306.73 | 107,946.39 | 100,388.23 | 92,626.91 | 84,656.98 | 76,472.83 | 68,068.71 |
| Daridamp Office | | | | | | | | | | | | | | | | |
| Developer Contribution Plan | | | 24,222.69 | 22,078.52 | 19,863.01 | 17,573.78 | 15,208.39 | 12,764.29 | 10,238.87 | 7,629.42 | 4,933.16 | 2,147.18 | 0.00 | | | |
| Eaton Rec Ctr (Outdoor Courts) | | | | | | | | | | | | | | | | |
| Total Proposed Loans | 0.00 | 0.00 | 104,322.69 | 177,673.46 | 169,180.49 | 160,445.07 | 151,460.23 | 142,218.76 | 132,713.28 | 122,936.15 | 112,879.55 | 102,535.41 | 92,626.91 | 84,656.98 | 76,472.83 | 68,068.71 |
| Less: Self Supporting Loans | | | | | | | | | | | | | | | | |
| Eaton Bowling Club SSL | 0.00 | | | | | | | | | | | | | | | |
| Total SSL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Net Repayments | 99,101.48 | 85,018.33 | 175,842.41 | 234,923.55 | 213,677.78 | 199,994.50 | 186,319.10 | 172,198.59 | 157,617.98 | 144,974.67 | 132,754.07 | 120,162.04 | 107,918.49 | 97,523.00 | 89,338.85 | 75,797.84 |
| \$ Increase (Decrease) | | (14,083.15) | 90,824.08 | 59,081.14 | (21,245.77) | (13,683.27) | (13,675.40) | (14,120.51) | (14,580.62) | (12,643.30) | (12,220.60) | (12,592.04) | (12,243.55) | (10,395.49) | (8,184.15) | (13,541.01) |
| % Increase (Decrease) | | (14.21%) | 106.83% | 33.60% | (9.04%) | (6.40%) | (6.84%) | (7.58%) | (8.47%) | (8.02%) | (8.43%) | (9.49%) | (10.19%) | (9.63%) | (8.39%) | (15.16%) |

Principal Repayments

| Loan # | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 |
|-----------------------------------|------------|-------------|------------|------------|--------------|------------|------------|------------|-------------|-------------|------------|------------|-------------|------------|------------|------------|
| Existing Loans | | | | | | | | | | | | | | | | |
| Administration Centre | | | | | | | | | | | | | | | | |
| Eaton Rec Ctr | 83,082.62 | 88,116.68 | 93,455.76 | 99,118.06 | | | | | | | | | | | | |
| Gravel/PH Purchase | 22,465.50 | 23,900.80 | 25,427.81 | 27,052.37 | 14,167.41 | 0.00 | | | | | | | | | | |
| Rec Ctr Extensions | 21,440.46 | | | | | | | | | | | | | | | |
| Eaton Office Extension | 35,739.19 | 38,295.81 | 41,035.32 | 43,970.96 | | | | | | | | | | | | |
| Land - Depot | 56,312.82 | 58,628.07 | 61,038.51 | 63,548.06 | 66,160.78 | 68,880.92 | 71,712.91 | 74,661.32 | 38,474.09 | | | | | | | |
| Eaton Bowling Club SSL | | 0.00 | | | | | | | | | | | | | | |
| Eaton Rec Ctr - Equipment | 21,070.22 | | 42,770.53 | 44,428.68 | 46,151.12 | 47,940.35 | 49,796.92 | 51,729.56 | 53,735.05 | 55,818.28 | 57,982.28 | 60,230.17 | 62,565.22 | 64,990.78 | 64,990.78 | 70,127.67 |
| Glen Houn Oval Club Rooms | 39,637.56 | 41,174.26 | | | | | | | | | | | | | | |
| Total Existing Loans | 279,748.37 | 250,115.62 | 263,727.93 | 278,118.13 | 126,479.31 | 116,821.27 | 121,511.83 | 126,390.88 | 92,209.14 | 55,818.28 | 57,982.28 | 60,230.17 | 62,565.22 | 64,990.78 | 64,990.78 | 70,127.67 |
| Proposed Loans | | | | | | | | | | | | | | | | |
| Eaton Admin / Library | | | 114,473.41 | 233,551.88 | 239,829.34 | 246,275.52 | 252,894.97 | 259,692.34 | 266,672.41 | 273,840.09 | 281,200.42 | 288,758.59 | 296,519.91 | 304,489.84 | 312,673.98 | 321,078.10 |
| Dardnup Office | | | | | | | | | | | | | | | | |
| Developer Contribution Plan | | | 64,443.24 | 66,587.41 | 68,802.92 | 71,092.15 | 73,457.55 | 75,901.64 | 78,427.06 | 81,036.51 | 83,732.77 | 86,518.75 | 0.00 | | | |
| Eaton Rec Ctr (Outdoor Courts) | | | | | | | | | | | | | | | | |
| Total Proposed Loans | 0.00 | 0.00 | 178,916.65 | 300,139.29 | 308,632.26 | 317,367.67 | 326,352.52 | 335,593.98 | 345,099.47 | 354,876.59 | 364,933.20 | 375,277.34 | 296,519.91 | 304,489.84 | 312,673.98 | 321,078.10 |
| Less Self Supporting Loans | | | | | | | | | | | | | | | | |
| Eaton Bowling Club SSL | 0.00 | | | | | | | | | | | | | | | |
| Total SSL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Net Repayments | 279,748.37 | 250,115.62 | 442,644.58 | 578,257.41 | 435,111.57 | 434,188.95 | 447,864.35 | 461,984.86 | 437,308.61 | 410,694.87 | 422,915.48 | 435,507.51 | 359,085.13 | 369,480.62 | 377,664.76 | 391,205.77 |
| \$ Increase (Decrease) | | (29,632.75) | 192,528.96 | 135,612.83 | (143,145.84) | (922.62) | 13,675.40 | 14,120.51 | (24,676.25) | (26,613.73) | 12,220.60 | 12,592.04 | (76,422.38) | 10,395.49 | 8,184.15 | 13,541.01 |
| % Increase (Decrease) | | (10.59%) | 76.98% | 30.64% | (24.75%) | (0.21%) | 3.15% | 3.15% | (5.34%) | (6.09%) | 2.98% | 2.98% | (17.55%) | 2.89% | 2.22% | 3.59% |

State Guarantee Fee

| Loan # | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Existing Loans | | | | | | | | | | | | | | | | |
| Administration Centre | | | | | | | | | | | | | | | | |
| Eaton Rec Ctr | 2,271.14 | 1,667.98 | 1,030.48 | 356.11 | | | | | | | | | | | | |
| Gravel Pit Purchase | 727.31 | 563.89 | 392.12 | 210.41 | 32.88 | | | | | | | | | | | |
| Rec Ctr Extensions | 181.28 | | | | | | | | | | | | | | | |
| Eaton Office Extension | 1,104.17 | 878.88 | 641.18 | 318.48 | | | | | | | | | | | | |
| Land - Depot | 3,639.53 | 3,282.87 | 2,921.09 | 2,544.42 | 2,158.30 | 1,746.17 | 1,321.12 | 879.77 | 63.69 | | | | | | | |
| Eaton Bowling Club SSL | 0.00 | | | | | | | | | | | | | | | |
| Eaton Rec Ctr - Equipment | 64.86 | | | | | | | | | | | | | | | |
| Glen Hoan Oval Club Rooms | 6,853.49 | 6,550.52 | 6,253.84 | 5,946.47 | 5,641.51 | 5,293.78 | 4,948.79 | 4,591.41 | 4,229.94 | 3,831.98 | 3,429.76 | 3,012.50 | 2,585.79 | 2,129.44 | 2,129.44 | 1,175.95 |
| Total Existing Loans | 14,841.78 | 12,945.14 | 11,238.71 | 9,375.89 | 7,832.69 | 7,039.95 | 6,269.91 | 5,471.18 | 4,293.63 | 3,831.98 | 3,429.76 | 3,012.50 | 2,585.79 | 2,129.44 | 2,129.44 | 1,175.95 |
| Proposed Loans | | | | | | | | | | | | | | | | |
| 2021/22 | | | | | | | | | | | | | | | | |
| Eaton Admin / Library | | | 20,599.34 | 39,563.82 | 37,885.02 | 36,161.09 | 34,390.82 | 32,572.98 | 30,706.27 | 28,789.39 | 26,820.99 | 24,799.68 | 22,724.04 | 20,592.61 | 18,403.89 | 16,156.34 |
| Daridamp Office | | | | | | | | | | | | | | | | |
| Developer Contribution Plan | | | | | | | | | | | | | | | | |
| 2020/21 | | | | | | | | | | | | | | | | |
| Eaton Rec Ctr (Outdoor Courts) | | | 5,519.74 | 4,659.12 | 4,174.77 | 3,689.26 | 3,186.92 | 2,672.78 | 2,127.89 | 1,572.91 | 999.45 | 411.07 | 0.00 | | | |
| Total Proposed Loans | 0.00 | 0.00 | 25,119.08 | 44,222.94 | 42,059.79 | 39,850.35 | 37,577.74 | 35,245.76 | 32,834.16 | 30,362.30 | 27,820.44 | 25,210.75 | 22,724.04 | 20,592.61 | 18,403.89 | 16,156.34 |
| Less: Self Supporting Loans | | | | | | | | | | | | | | | | |
| Eaton Bowling Club SSL | 0.00 | | | | | | | | | | | | | | | |
| Total SSL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Net Repayments | 14,841.78 | 12,945.14 | 37,357.79 | 53,598.83 | 49,892.48 | 46,890.30 | 43,847.65 | 40,716.94 | 37,127.79 | 34,194.28 | 31,250.20 | 28,223.25 | 25,309.83 | 22,722.05 | 20,533.33 | 17,332.29 |

| | | | | | | | | | | | | | | | | |
|------------------------|------------|----------|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| \$ Increase (Decrease) | (1,896.64) | (12.78%) | 24,412.65 | 16,241.04 | (3,706.36) | (3,002.18) | (3,042.64) | (3,130.72) | (3,589.15) | (2,333.51) | (2,944.08) | (3,026.95) | (2,913.42) | (2,888.72) | (2,888.72) | (3,201.04) |
| % Increase (Decrease) | | | 188.59% | 43.47% | (6.91%) | (6.02%) | (6.49%) | (7.14%) | (8.81%) | (7.90%) | (8.61%) | (9.69%) | (10.32%) | (10.22%) | (9.63%) | (15.59%) |

10 YEAR

RESERVE FUNDS PLAN

2020/21 TO 2029/30

Administration Centre – Eaton

1 Council Drive | PO Box 7016

EATON WA 6232

Tel: 9724 0000 | Fax: 9724 0091

records@dardanup.wa.gov.au

www.dardanup.wa.gov.au

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Index

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Introduction

The purpose of this document is to provide a consolidated summary of annual transfers to and from Council's cash backed reserve funds.

Council maintains a number of cash reserves for a variety of purposes:

- a) to provide funds for future liabilities.
- b) to provide funds for future asset acquisitions / replacement.
- c) to hold unspent funds for specific projects.
- d) to reduce the reliance on borrowing by accumulating funds for specific projects.

Where relevant, reserves are supported by comprehensive plans that detail future funding requirements and the necessary annual allocations to reserves. Those Reserves that do not require budgeted allocations from general revenue are not included within this document.

All cash backed reserve accounts are supported by money held in financial institutions.

(Appendix ORD: 12.18D)

Shire of Dardanup

Reserve Funds - 10 Year Plan 2020/21

CONSOLIDATED SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|----------------------|-------------------|----------------------|--------------------|------------------|--------------------|------------------|------------------|--------------------|------------------|
| Transfer from Reserves to Municipal Fund | | | | | | | | | | |
| Information Technology Reserve | 382,344 | 409,192 | 428,254 | 409,722 | 440,929 | 391,441 | 411,270 | 521,109 | 505,810 | 469,042 |
| Eaton Recreation Centre - Equipment Reserve | 93,836 | 45,444 | 81,643 | 339,784 | 45,444 | 101,983 | 77,565 | 63,282 | 117,852 | 51,934 |
| Plant & Engineering Equipment Reserve | 501,704 | 467,394 | 6,172 | 461,738 | 76,787 | 267,831 | 376,564 | 465,957 | 249,143 | 343,230 |
| Building Maintenance Reserve | 1,253,425 | 5,602,918 | 2,878,368 | 924,103 | 124,493 | 910,660 | 472,405 | 345,000 | 647,074 | 432,583 |
| Employee Relief Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Executive & Compliance Vehicle Reserve | 89,964 | 43,697 | 217,760 | 175,356 | 46,370 | 99,329 | 182,640 | 243,941 | 50,194 | 51,198 |
| Road Construction & Major Mtce Reserve | 1,409,038 | 1,608,222 | 1,460,290 | 973,401 | 1,626,681 | 1,909,442 | 1,696,761 | 1,401,523 | 1,709,976 | 1,913,964 |
| Storm Water Reserve | 0 | 0 | 44,152 | 45,257 | 69,581 | 71,322 | 0 | 0 | 0 | 0 |
| Strategic Planning Studies Reserve | 12,500 | 62,500 | 32,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Town Planning Consultancy Reserve | 75,000 | 35,000 | 35,875 | 36,772 | 37,691 | 38,633 | 39,792 | 40,986 | 42,216 | 43,482 |
| Parks & Reserves Upgrades Reserve | 256,434 | 426,718 | 187,236 | 106,258 | 627,854 | 170,136 | 481,797 | 621,095 | 367,672 | 869,231 |
| Election Expenses Reserve | 0 | 42,000 | 0 | 45,000 | 0 | 48,000 | 0 | 51,000 | 0 | 53,000 |
| Asset / Rates Revaluation Reserve | 185,913 | 92,802 | 43,748 | 193,740 | 55,822 | 111,995 | 192,493 | 59,054 | 75,755 | 276,577 |
| Pathways Reserve | 149,638 | 203,206 | 172,981 | 258,628 | 199,876 | 175,349 | 107,522 | 199,089 | 289,228 | 288,310 |
| TOTAL | 4,409,796 | 9,039,093 | 5,588,979 | 3,982,259 | 3,364,028 | 4,308,620 | 4,051,310 | 4,024,537 | 4,067,420 | 4,805,051 |
| Transfer to Reserves from Municipal Fund | | | | | | | | | | |
| Information Technology Reserve | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 450,000 | 475,000 | 500,000 | 500,000 | 600,000 |
| Eaton Recreation Centre - Equipment Reserve | 110,000 | 120,000 | 130,000 | 140,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| Plant & Engineering Equipment Reserve | 205,500 | 205,500 | 206,000 | 250,000 | 256,500 | 276,500 | 290,000 | 317,000 | 370,000 | 400,000 |
| Building Maintenance Reserve | 300,000 | 7,330,000 | 1,100,000 | 430,000 | 440,000 | 460,000 | 500,000 | 500,000 | 650,000 | 700,000 |
| Employee Relief Reserve | 30,000 | 30,000 | 25,000 | 25,000 | 30,000 | 20,000 | 0 | 0 | 50,000 | 90,000 |
| Executive & Compliance Vehicle Reserve | 0 | 80,000 | 85,000 | 150,000 | 100,000 | 120,000 | 145,000 | 200,000 | 150,000 | 150,000 |
| Road Construction & Major Mtce Reserve | 1,350,000 | 1,350,000 | 1,350,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,700,000 | 1,725,000 | 2,000,000 | 2,200,000 |
| Storm Water Reserve | 0 | 25,000 | 25,000 | 25,000 | 25,000 | 50,000 | 50,000 | 100,000 | 150,000 | 200,000 |
| Strategic Planning Studies Reserve | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 20,000 | 50,000 | 75,000 |
| Town Planning Consultancy Reserve | 5,000 | 5,000 | 65,000 | 40,000 | 40,000 | 40,000 | 40,000 | 45,000 | 45,000 | 60,000 |
| Parks & Reserves Upgrades Reserve | 150,000 | 225,000 | 225,000 | 225,000 | 385,000 | 525,000 | 525,000 | 525,000 | 525,000 | 525,000 |
| Election Expenses Reserve | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| Asset / Rates Revaluation Reserve | 20,000 | 70,000 | 70,000 | 100,000 | 70,000 | 50,000 | 30,000 | 130,000 | 130,000 | 130,000 |
| Pathways Reserve | 56,000 | 162,000 | 170,000 | 178,000 | 184,000 | 190,000 | 215,000 | 240,000 | 325,000 | 350,000 |
| TOTAL | 2,651,500 | 10,032,500 | 3,886,000 | 3,498,000 | 3,595,500 | 3,851,500 | 4,145,000 | 4,467,000 | 5,110,000 | 5,645,000 |
| NET TRANSFER TO / (FROM) RESERVE | (\$1,758,296) | \$993,407 | (\$1,702,979) | (\$484,259) | \$231,472 | (\$457,120) | \$93,690 | \$442,463 | \$1,042,580 | \$839,949 |

(Appendix ORD: 12.18D)

Shire of Dardanup

Reserve Funds - 10 Year Plan
2020/21

INFORMATION TECHNOLOGY RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | | | | | | | | | | |
| IT Reserve | 382,344 | 409,192 | 428,254 | 409,722 | 440,929 | 391,441 | 411,270 | 521,109 | 505,810 | 469,042 |
| <i>Transfers to Reserves</i> | | | | | | | | | | |
| IT Reserve | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 450,000 | 475,000 | 500,000 | 500,000 | 600,000 |

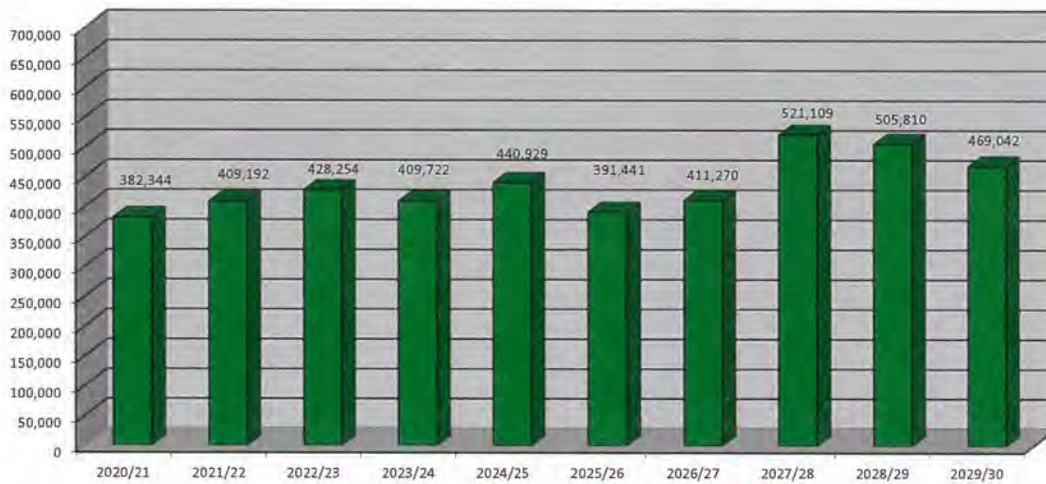
FUND PURPOSE

This Reserve is established for the acquisition or lease of software and computer equipment.

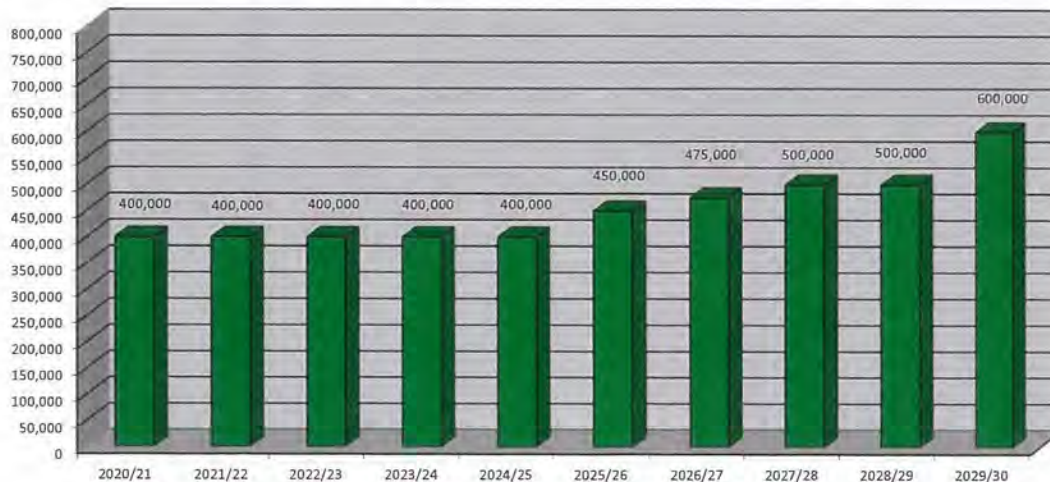
Allocations to and from this fund are costed by Councils 10 year Information Technology Asset Management Plan.

Due to the rapidly changing nature of IT systems and software, it is anticipated that changes in this future forecast will occur in subsequent years.

Forecast IT Reserve Fund Requirements



Forecast Budget allocation to IT Reserve Fund



(Appendix ORD: 12.18D)

Shire of Dardanup

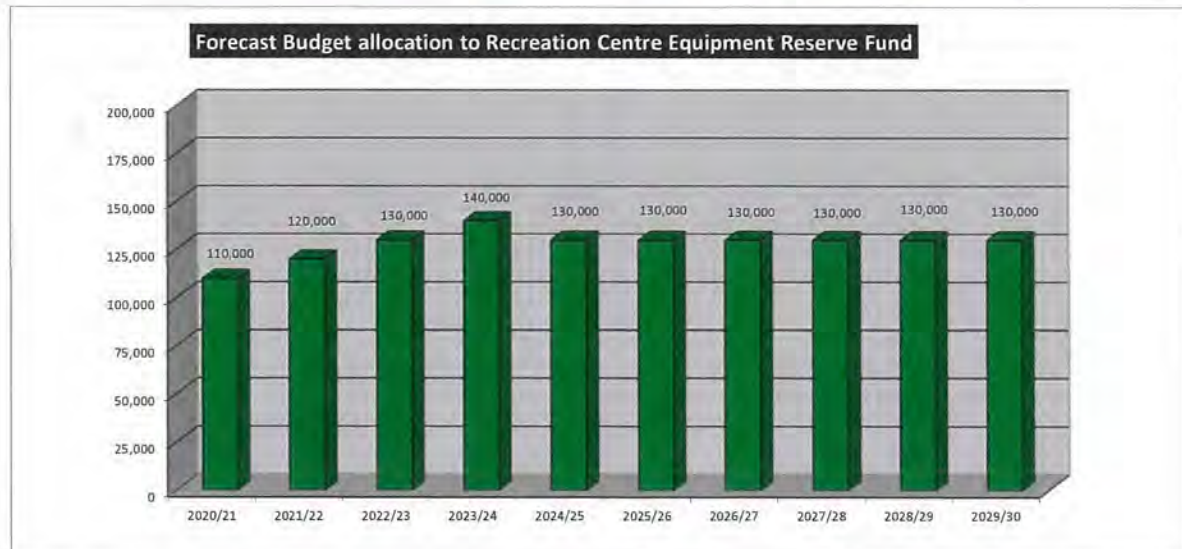
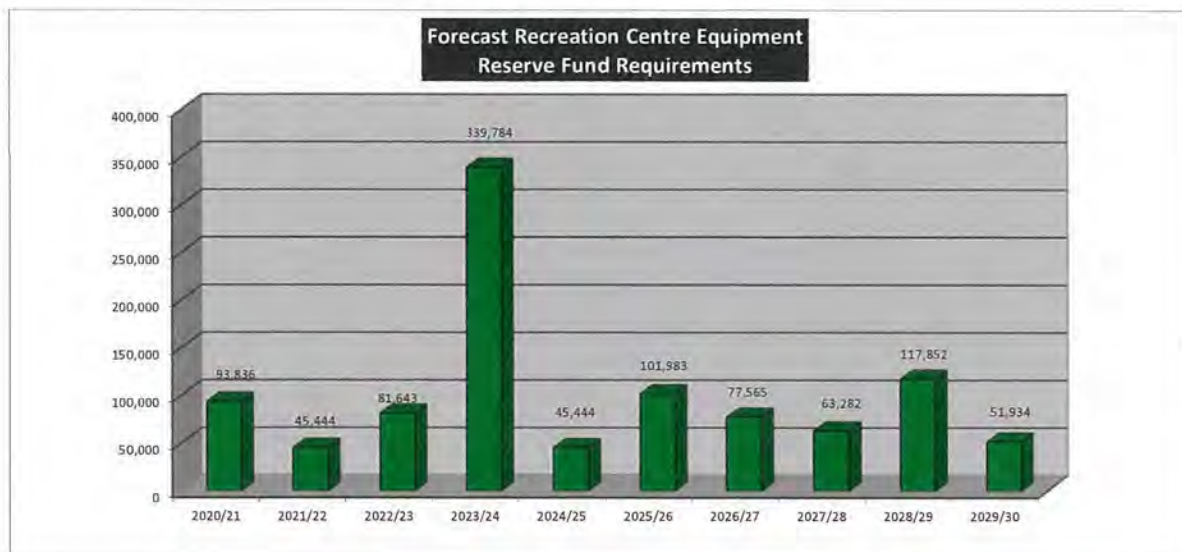
Reserve Funds - 10 Year Plan
2020/21

EATON RECREATION CENTRE - EQUIPMENT RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | | | | | | | | | | |
| Per 10 Year Furniture & Equipment Plan | 93,836 | 45,444 | 81,643 | 339,784 | 45,444 | 101,983 | 77,565 | 63,282 | 117,852 | 51,934 |
| <i>Transfers to Reserves</i> | | | | | | | | | | |
| Per 10 Year Furniture & Equipment Plan | 110,000 | 120,000 | 130,000 | 140,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |

FUND PURPOSE

This Reserve is established for the acquisition, replacement, or lease of furniture, fittings, plant or gym equipment at the Eaton Recreation Centre. Allocations to and from this fund are costed by Council's 10 year Recreation Centre Equipment Plan.



(Appendix ORD: 12.18D)

Shire of Dardanup

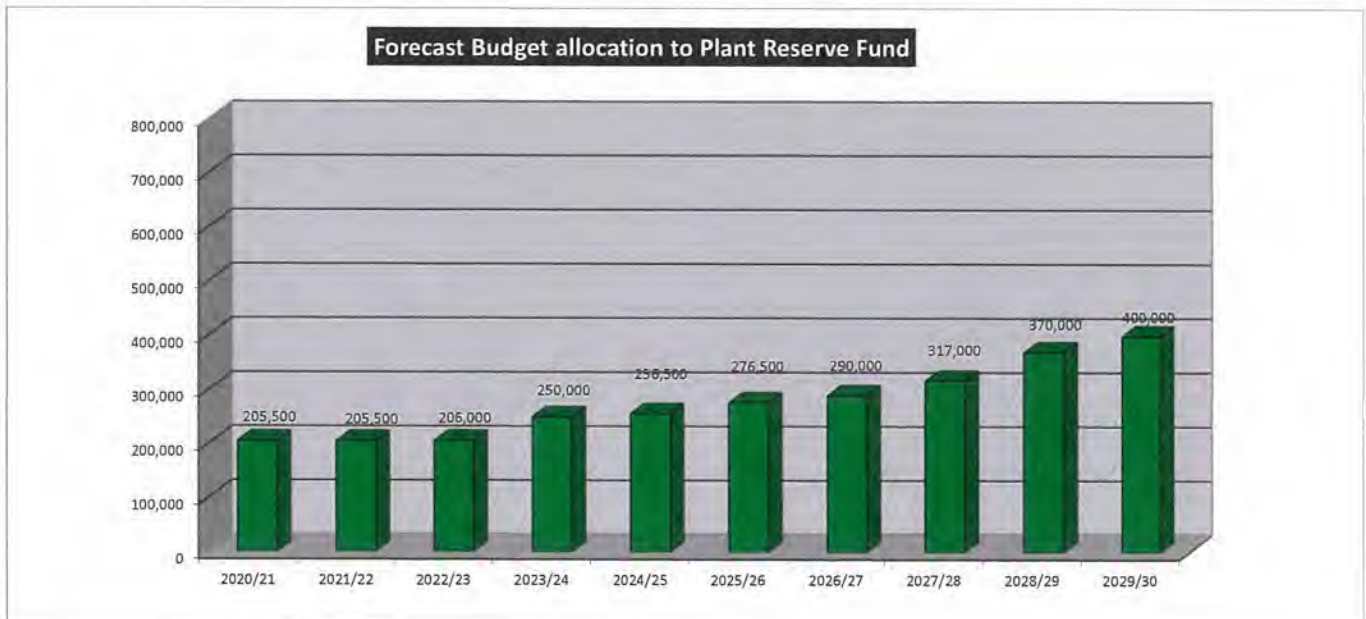
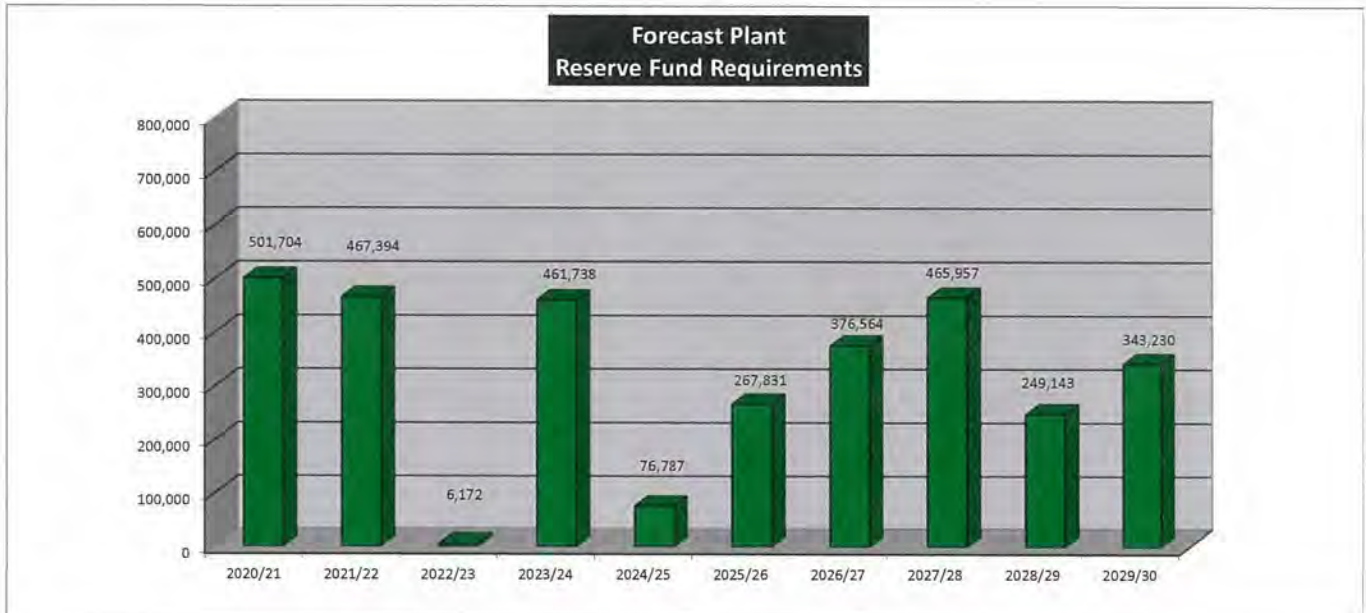
Reserve Funds - 10 Year Plan 2020/21

PLANT & ENGINEERING EQUIPMENT RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | | | | | | | | | | |
| Per 10 Year Engineering Services Fleet Plan | 501,704 | 467,394 | 6,172 | 461,738 | 76,787 | 267,831 | 376,564 | 465,957 | 249,143 | 343,230 |
| Transfers from Reserves | 501,704 | 467,394 | 6,172 | 461,738 | 76,787 | 267,831 | 376,564 | 465,957 | 249,143 | 343,230 |
| | | | | | | | | | | |
| Per 10 Year Engineering Services Fleet Plan | 205,500 | 205,500 | 206,000 | 250,000 | 256,500 | 276,500 | 290,000 | 317,000 | 370,000 | 400,000 |
| Transfers to Reserves | 205,500 | 205,500 | 206,000 | 250,000 | 256,500 | 276,500 | 290,000 | 317,000 | 370,000 | 400,000 |

FUND PURPOSE

This Reserve is established to fund the purchase, replacement or lease of Council's heavy plant and engineering equipment. Allocations to and from this fund are costed by Council's 10 year Engineering Services Vehicles Plan.



(Appendix ORD: 12.18D)

Shire of Dardanup

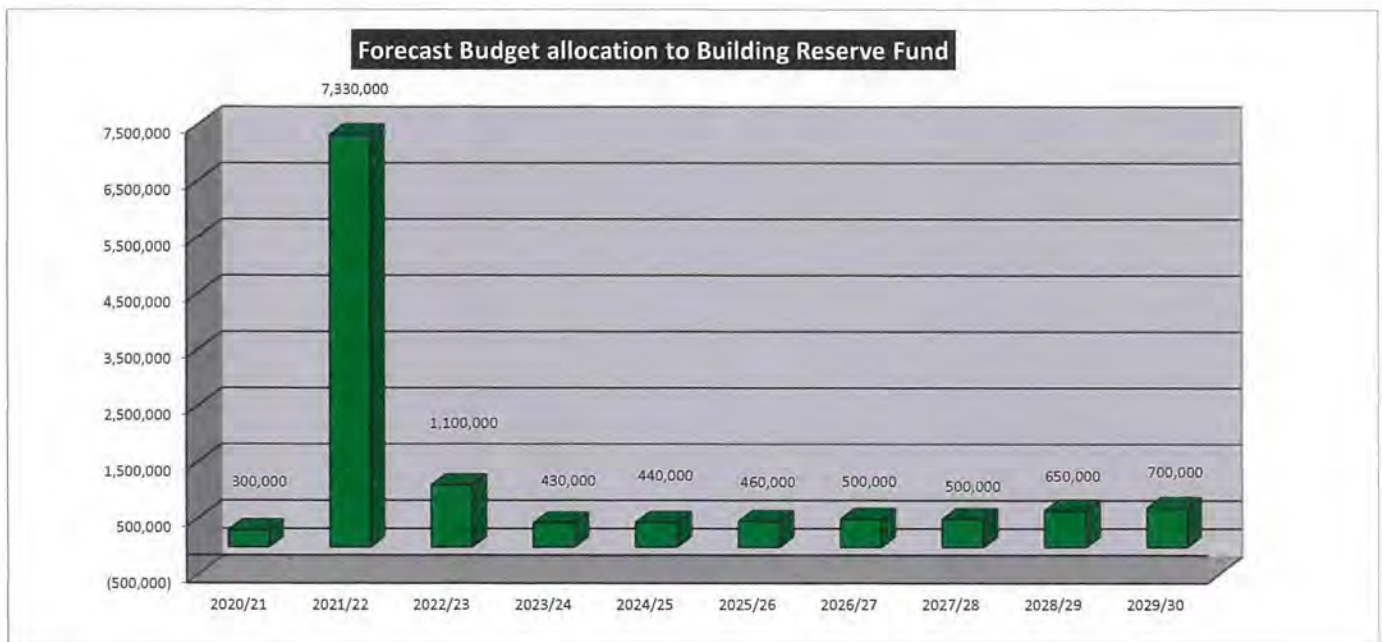
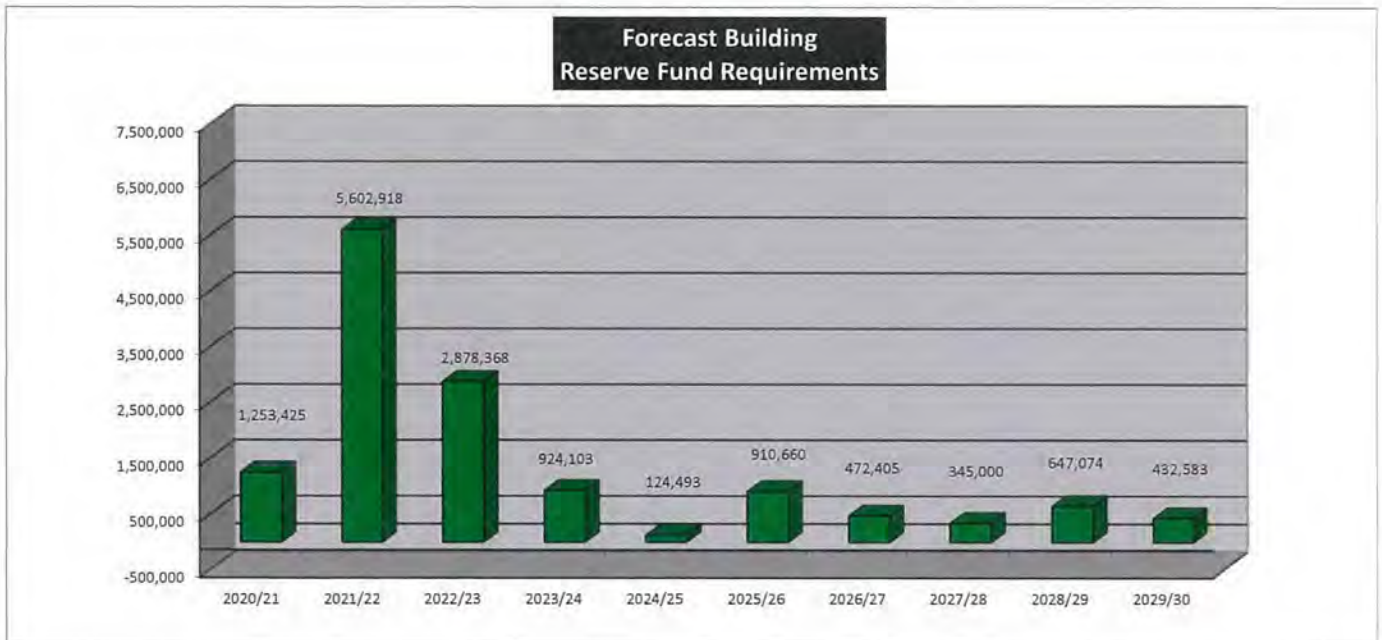
Reserve Funds - 10 Year Plan
2020/21

BUILDING MAINTENANCE RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|------------------------------------|-----------|-----------|-----------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | | | | | | | | | | |
| Per 10 Year Building Plan | 1,253,425 | 5,602,918 | 2,878,368 | 924,103 | 124,493 | 910,660 | 472,405 | 345,000 | 647,074 | 432,583 |
| <i>Transfers to Reserves</i> | | | | | | | | | | |
| Annual Reserve Transfer Allocation | 300,000 | 7,330,000 | 1,100,000 | 430,000 | 440,000 | 460,000 | 500,000 | 500,000 | 650,000 | 700,000 |

FUND PURPOSE

This Reserve is established to accumulate funds for the purchase, construction and maintenance of Council buildings. Allocations to and from this fund are costed by Councils 10 year Building Asset Management Plan.



(Appendix ORD: 12.18D)

Shire of Dardanup

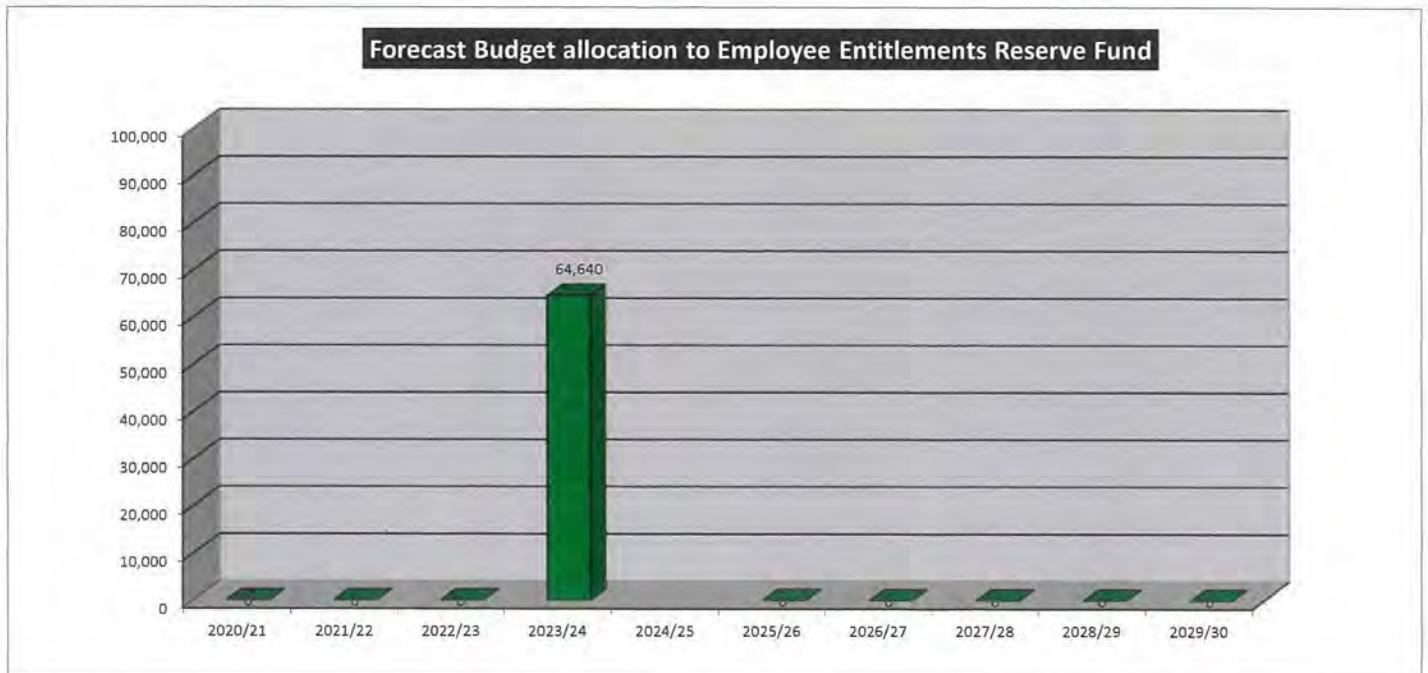
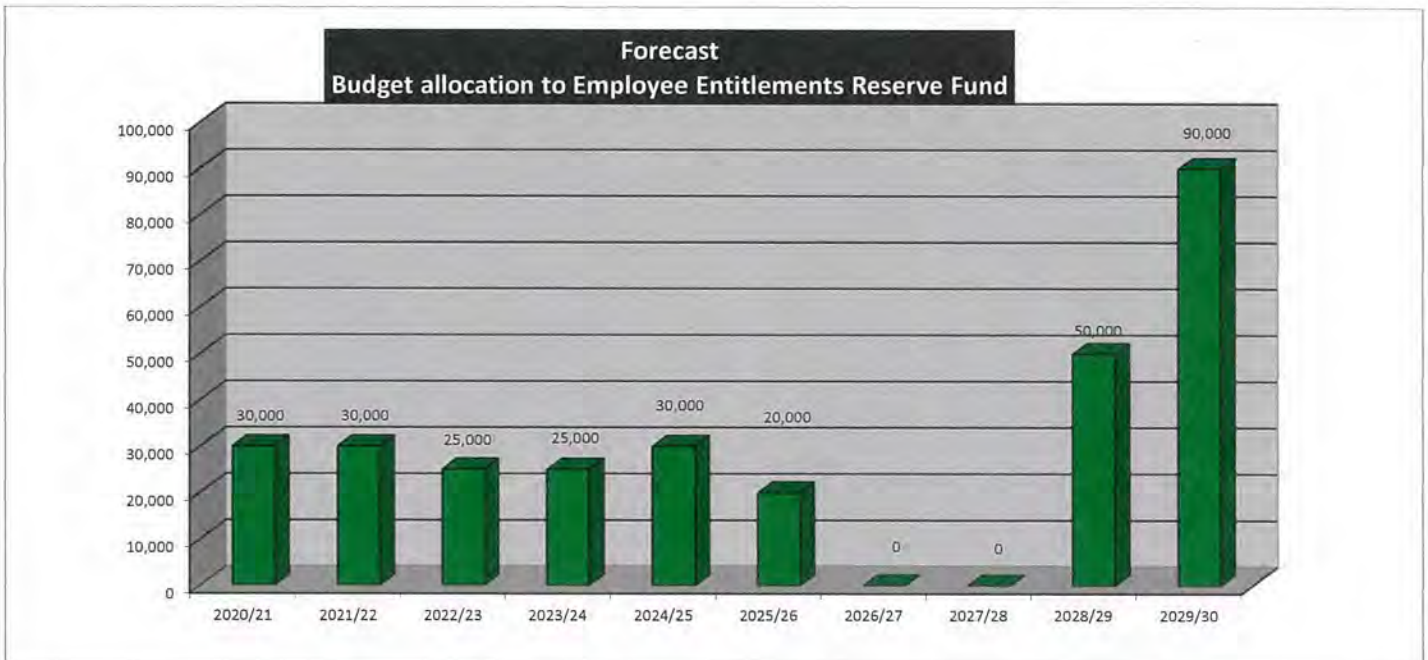
Reserve Funds - 10 Year Plan
2020/21

EMPLOYEE RELIEF RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 0 | 0 | 0 | 64,640 | | 0 | 0 | 0 | 0 | 0 |
| <i>Transfers to Reserves</i> | 30,000 | 30,000 | 25,000 | 25,000 | 30,000 | 20,000 | 0 | 0 | 50,000 | 90,000 |

FUND PURPOSE

This Reserve is established to provide funds for employment related entitlements & relief staff for prolonged employee leave. Past employees are entitled to transport their accrued leave within Local Government. As such Council remains liable for LSL for the period of employment with Council.



(Appendix ORD: 12.18D)

Shire of Dardanup

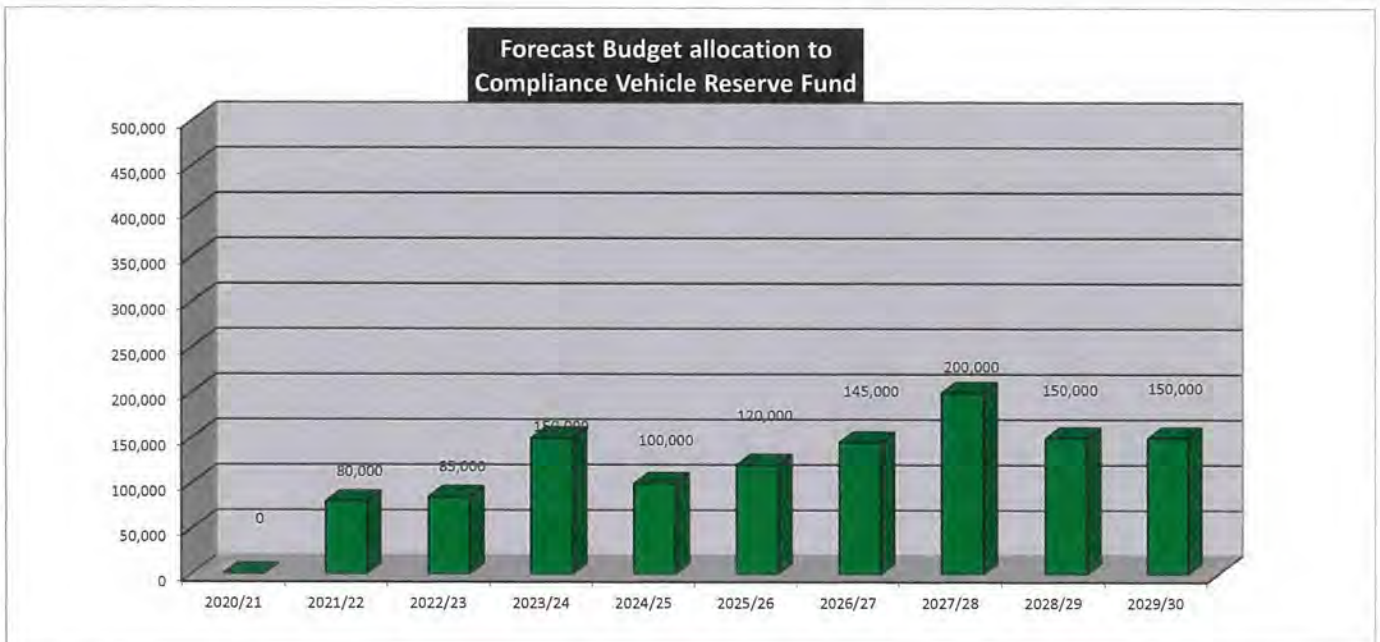
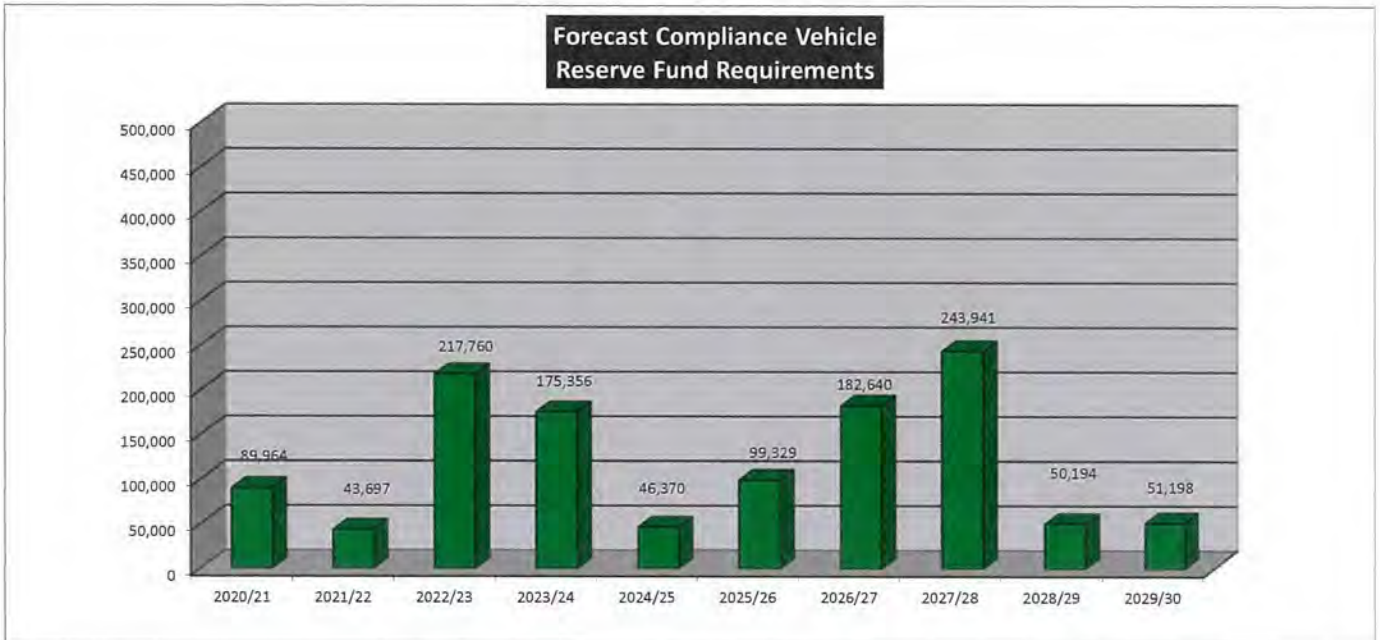
Reserve Funds - 10 Year Plan
2020/21

EXECUTIVE & COMPLIANCE VEHICLE RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|-------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | | | | | | | | | | |
| Per 10 Year Compliance Vehicle Plan | 89,964 | 43,697 | 217,760 | 175,356 | 46,370 | 99,329 | 182,640 | 243,941 | 50,194 | 51,198 |
| <i>Transfers to Reserves</i> | | | | | | | | | | |
| Per 10 Year Compliance Vehicle Plan | 0 | 80,000 | 85,000 | 150,000 | 100,000 | 120,000 | 145,000 | 200,000 | 150,000 | 150,000 |

FUND PURPOSE

This Reserve is established to fund the purchase, replacement or lease of Council's executive and compliance vehicles. Allocations to and from this fund are costed by Councils 10 year Executive & Compliance Vehicle Plan.



(Appendix ORD: 12.18D)

Shire of Dardanup

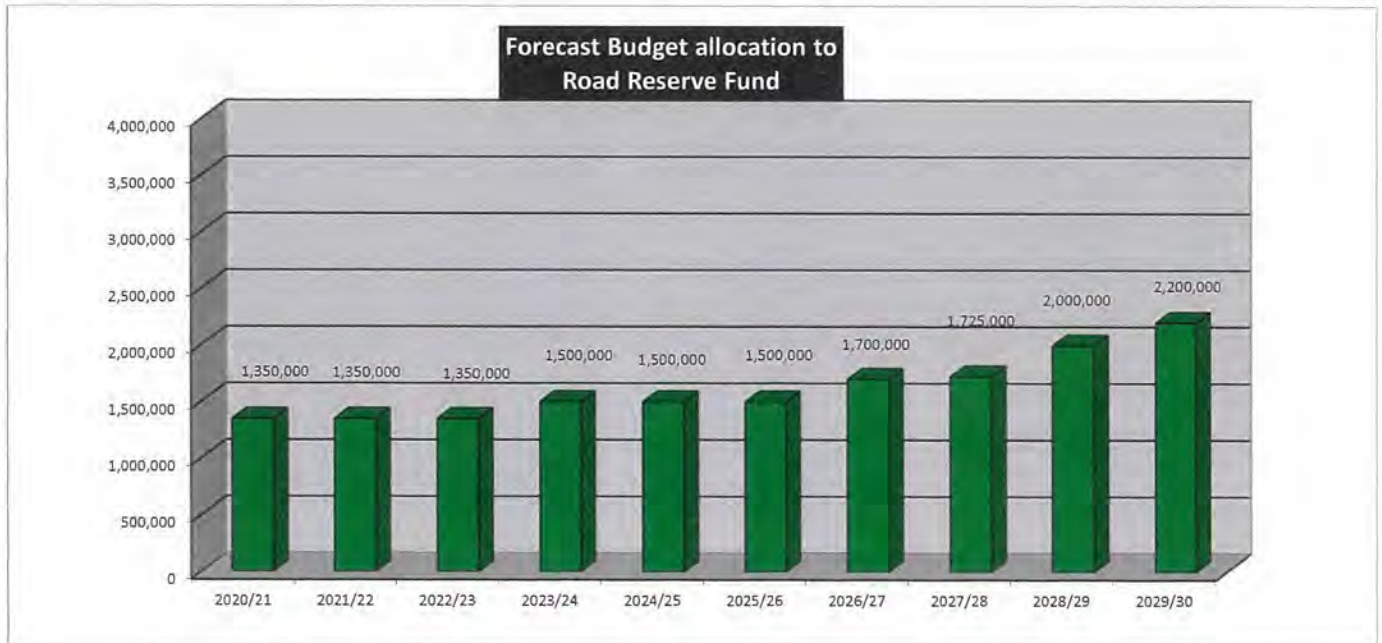
Reserve Funds - 10 Year Plan
2020/21

ROAD CONSTRUCTION & MAJOR MAINTENANCE RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 1,409,038 | 1,608,222 | 1,460,290 | 973,401 | 1,626,681 | 1,909,442 | 1,696,761 | 1,401,523 | 1,709,976 | 1,913,964 |
| <i>Transfers to Reserves</i> | 1,350,000 | 1,350,000 | 1,350,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,700,000 | 1,725,000 | 2,000,000 | 2,200,000 |

FUND PURPOSE

This Reserve is established to provide funds for the upgrade and renewal of Council's transport infrastructure.



(Appendix ORD: 12.18D)

Shire of Dardanup

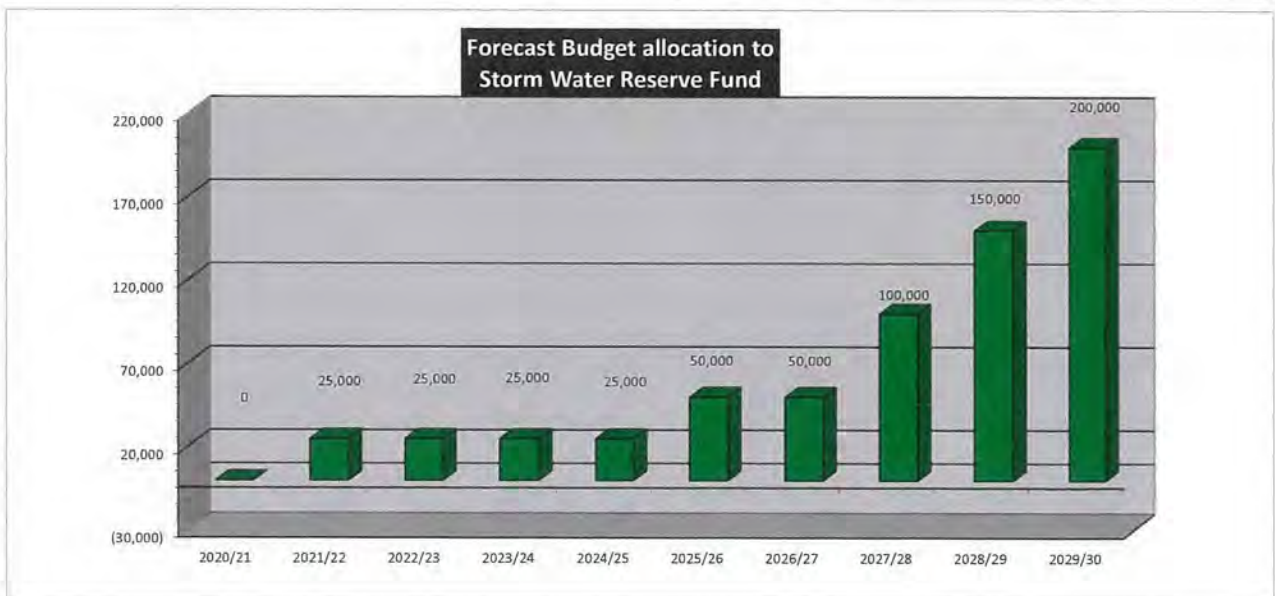
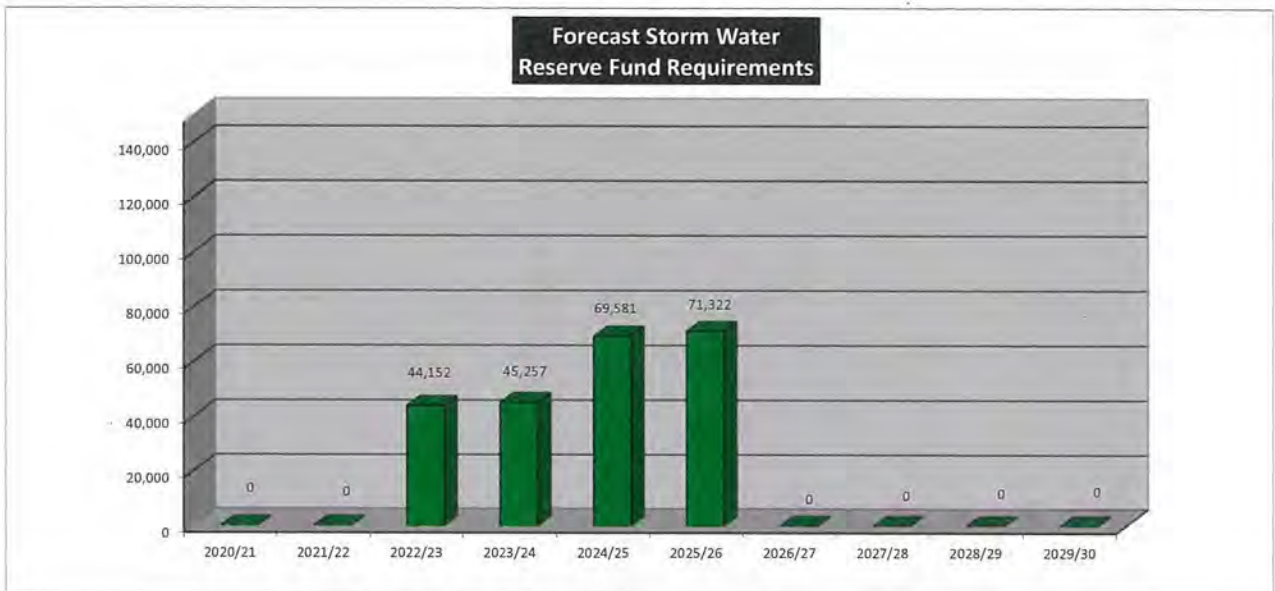
Reserve Funds - 10 Year Plan 2020/21

STORM WATER RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 0 | 0 | 44,152 | 45,257 | 69,581 | 71,322 | 0 | 0 | 0 | 0 |
| <i>Transfers to Reserves</i> | 0 | 25,000 | 25,000 | 25,000 | 25,000 | 50,000 | 50,000 | 100,000 | 150,000 | 200,000 |

FUND PURPOSE

This Reserve is established to ensure preservation of Council's transport storm water infrastructure network independent of grants and contributions.



(Appendix ORD: 12.18D)

Shire of Dardanup

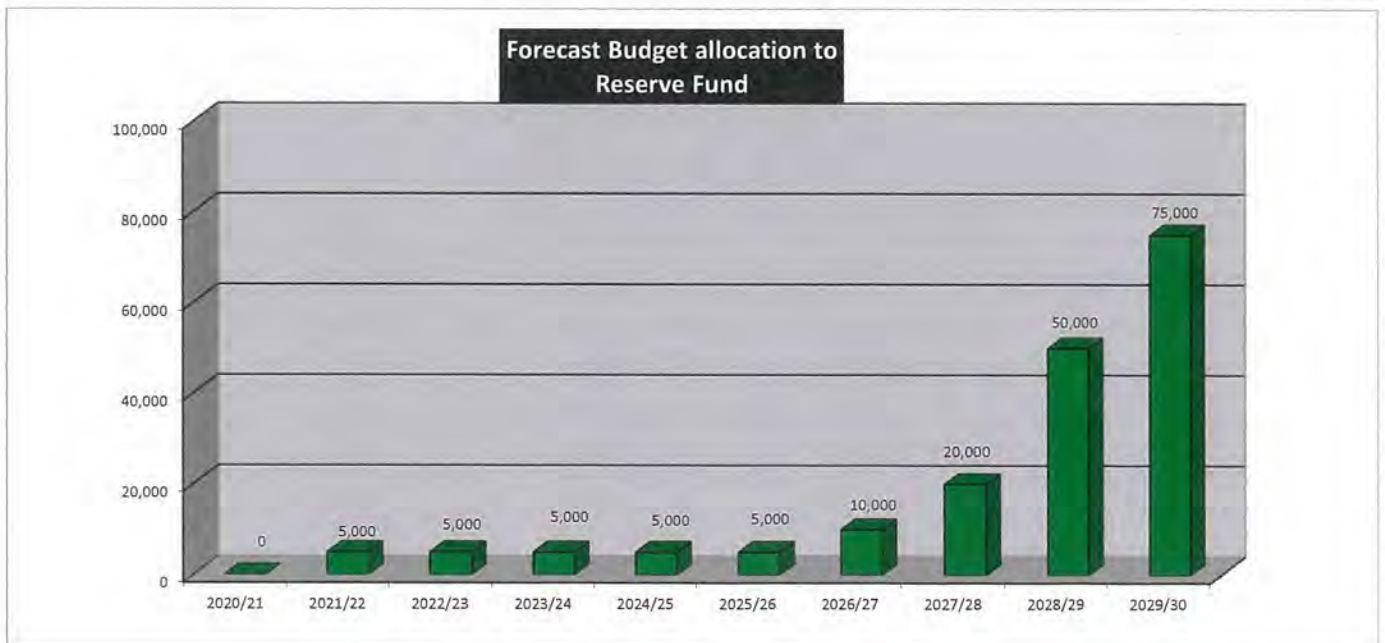
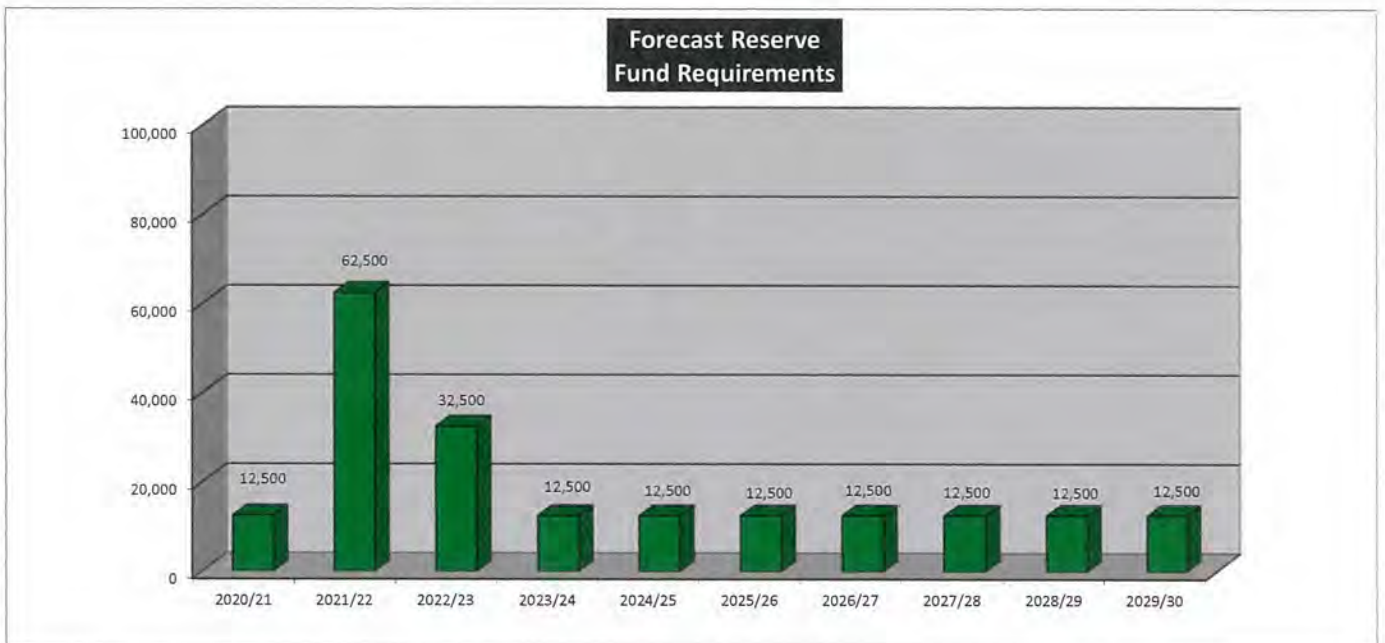
Reserve Funds - 10 Year Plan
2020/21

STRATEGIC PLANNING STUDIES RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 12,500 | 62,500 | 32,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| <i>Transfers to Reserves</i> | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 10,000 | 20,000 | 50,000 | 75,000 |

FUND PURPOSE

This Reserve is established to fund for strategic studies.



(Appendix ORD: 12.18D)

Shire of Dardanup

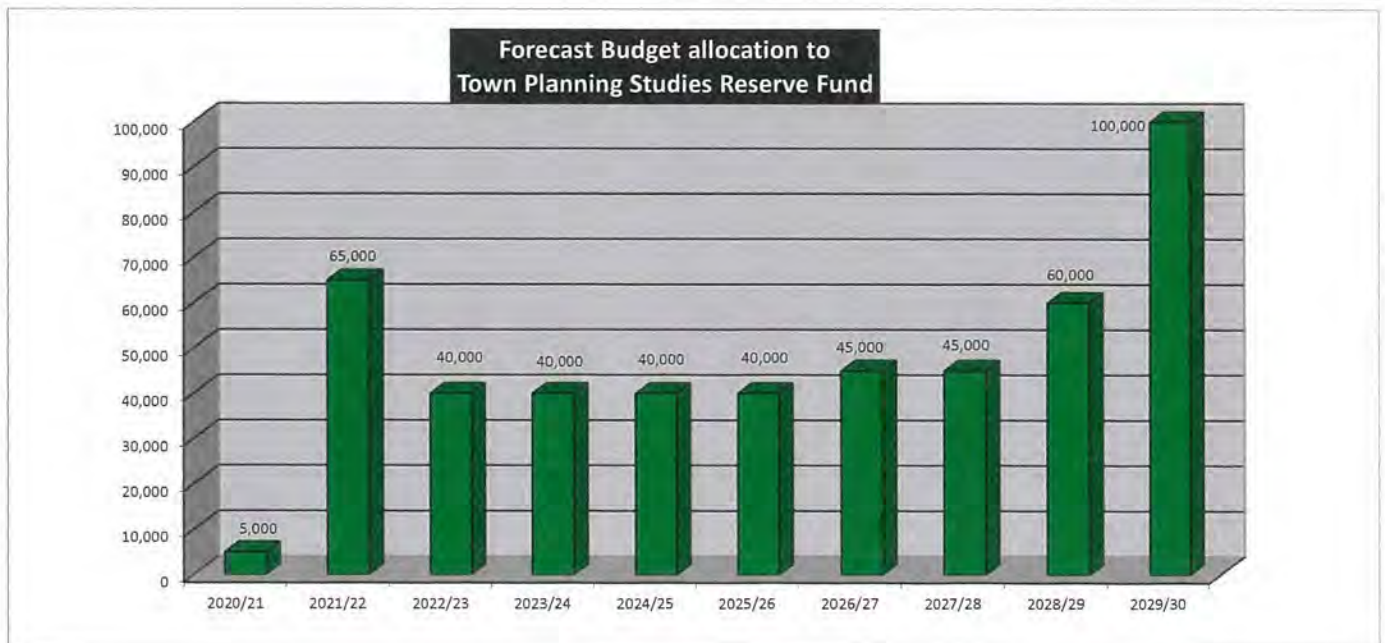
Reserve Funds - 10 Year Plan
2020/21

TOWN PLANNING CONSULTANCY RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 75,000 | 35,000 | 35,875 | 36,772 | 37,691 | 38,633 | 39,792 | 40,986 | 42,216 | 43,482 |
| <i>Transfers to Reserves</i> | 5,000 | 65,000 | 40,000 | 40,000 | 40,000 | 40,000 | 45,000 | 45,000 | 60,000 | 100,000 |

FUND PURPOSE

This Reserve is established to fund the engagement of consultants to undertake Town Planning Studies.



(Appendix ORD: 12.18D)

Shire of Dardanup

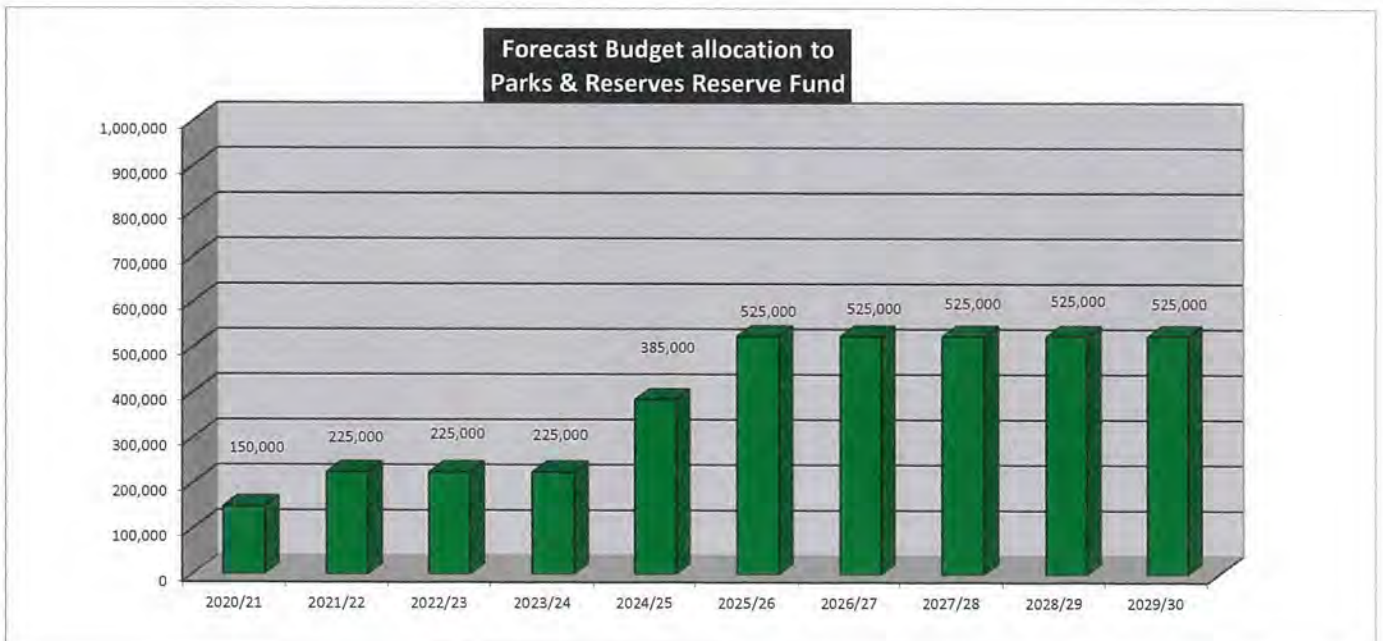
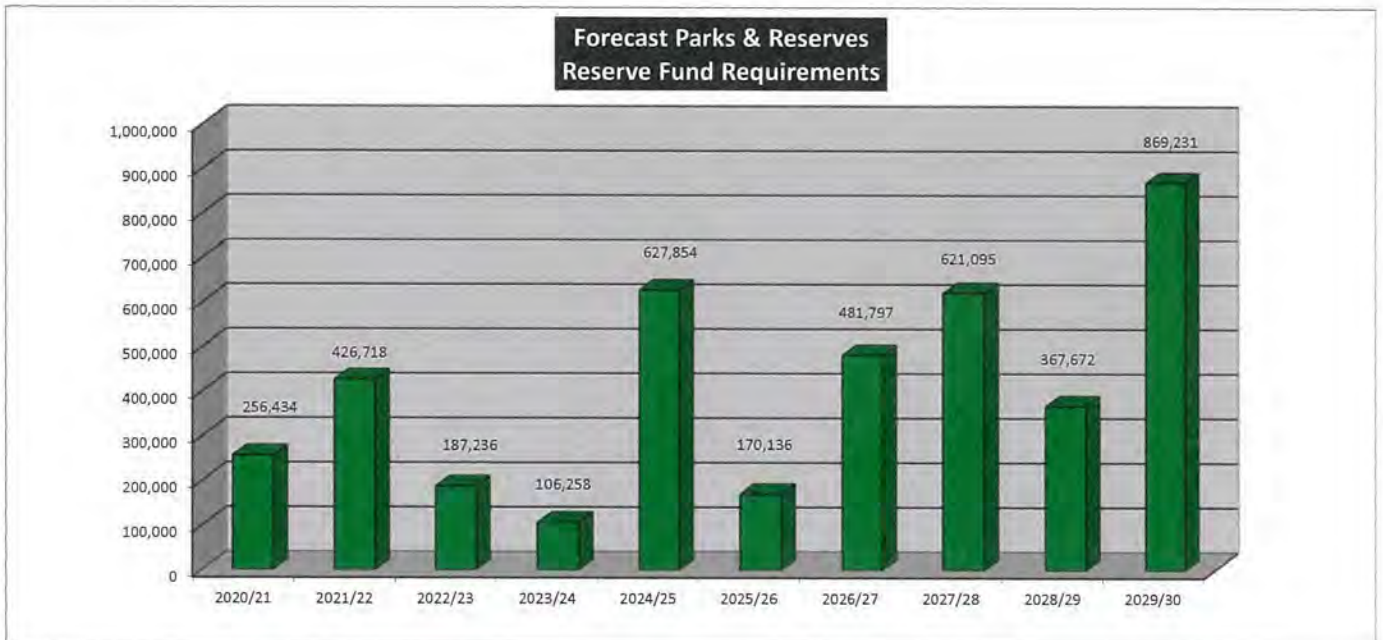
Reserve Funds - 10 Year Plan
2020/21

PARKS & RESERVE UPGRADES RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 256,434 | 426,718 | 187,236 | 106,258 | 627,854 | 170,136 | 481,797 | 621,095 | 367,672 | 869,231 |
| <i>Transfers to Reserves</i> | 150,000 | 225,000 | 225,000 | 225,000 | 385,000 | 525,000 | 525,000 | 525,000 | 525,000 | 525,000 |

FUND PURPOSE

This Reserve is established to fund the development of Parks and Reserves.



(Appendix ORD: 12.18D)

Shire of Dardanup

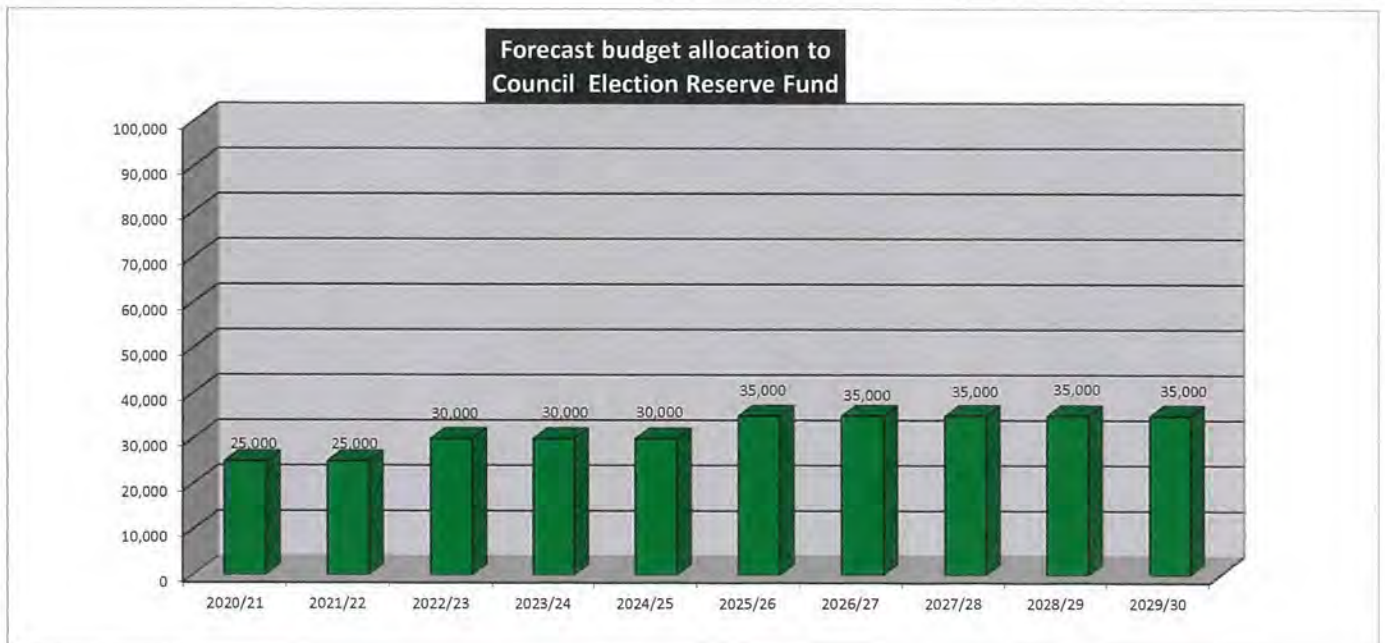
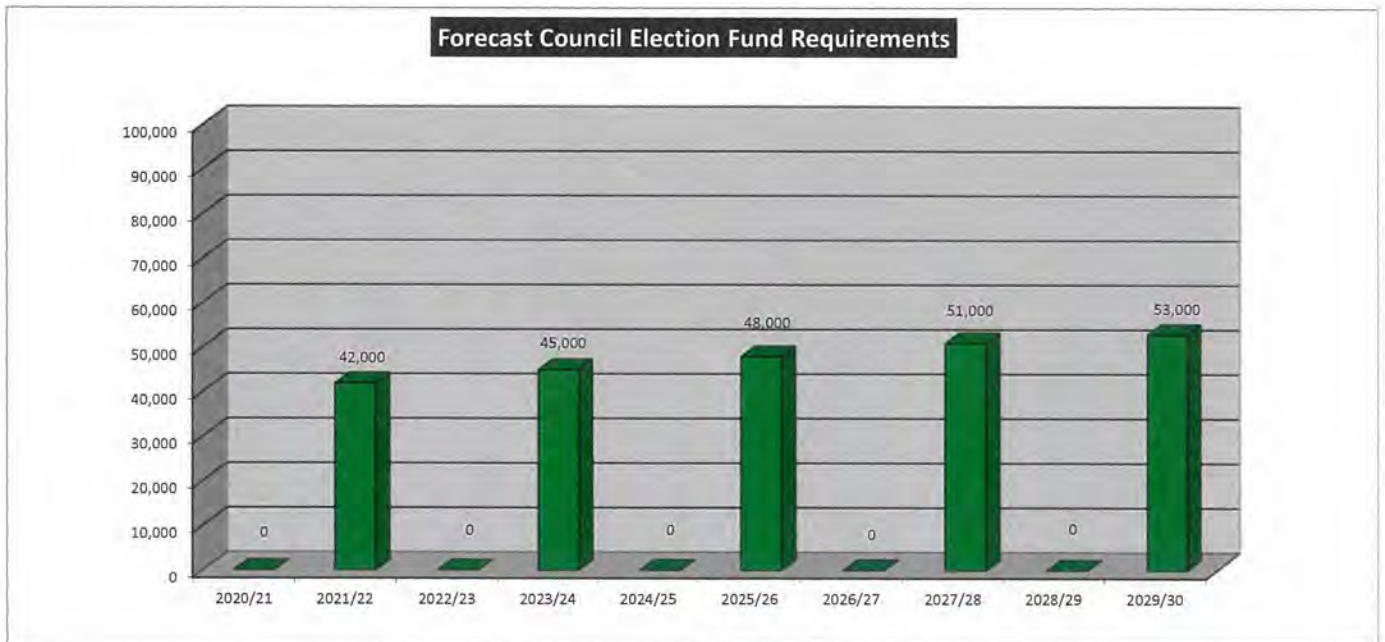
Reserve Funds - 10 Year Plan
2020/21

ELECTION EXPENSES RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 0 | 42,000 | 0 | 45,000 | 0 | 48,000 | 0 | 51,000 | 0 | 53,000 |
| <i>Transfers to Reserves</i> | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |

FUND PURPOSE

This Reserve is established to fund Council elections.



(Appendix ORD: 12.18D)

Shire of Dardanup

Reserve Funds - 10 Year Plan
2020/21

ASSET / RATES REVALUATION RESERVE FUND SUMMARY

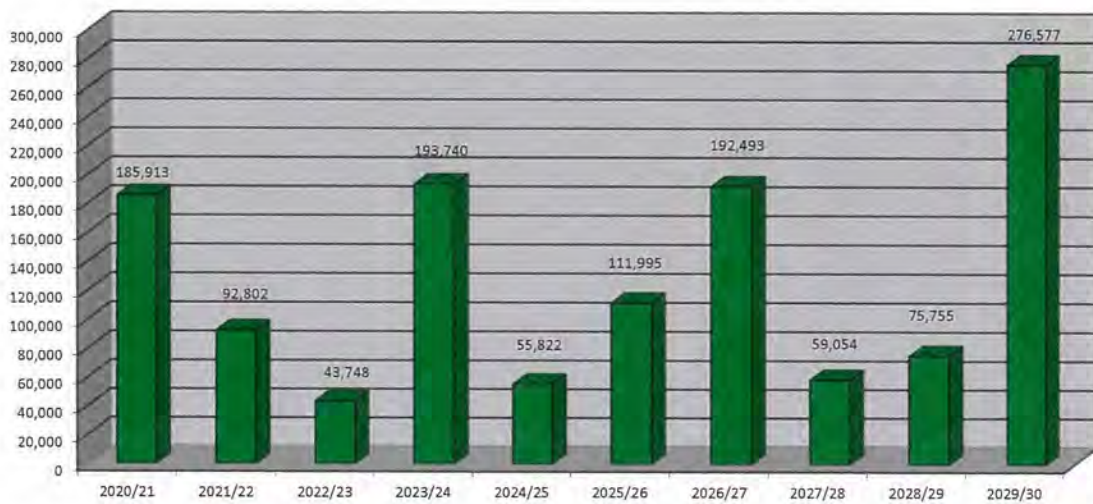
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 185,913 | 92,802 | 43,748 | 193,740 | 55,822 | 111,995 | 192,493 | 59,054 | 75,755 | 276,577 |
| <i>Transfers to Reserves</i> | 20,000 | 70,000 | 70,000 | 100,000 | 70,000 | 50,000 | 30,000 | 130,000 | 130,000 | 130,000 |

FUND PURPOSE

This Reserve is established to provide funds for asset and rating revaluations:

- a) Asset Revaluations every 3 years
- b) Rates Gross Rental Valuation Roll every 3 - 4 years

Forecast Asset Revaluation Reserve Fund Requirements



Forecast budget allocation to Asset Revaluation Reserve Fund



(Appendix ORD: 12.18D)

Shire of Dardanup

Reserve Funds - 10 Year Plan
2020/21

PATHWAYS RESERVE FUND SUMMARY

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RESERVE | | | | | | | | | | |
| <i>Transfers from Reserves</i> | 149,638 | 203,206 | 172,981 | 258,628 | 199,876 | 175,349 | 107,522 | 199,089 | 289,228 | 288,310 |
| <i>Transfers to Reserves</i> | 56,000 | 162,000 | 170,000 | 178,000 | 184,000 | 190,000 | 215,000 | 240,000 | 325,000 | 350,000 |

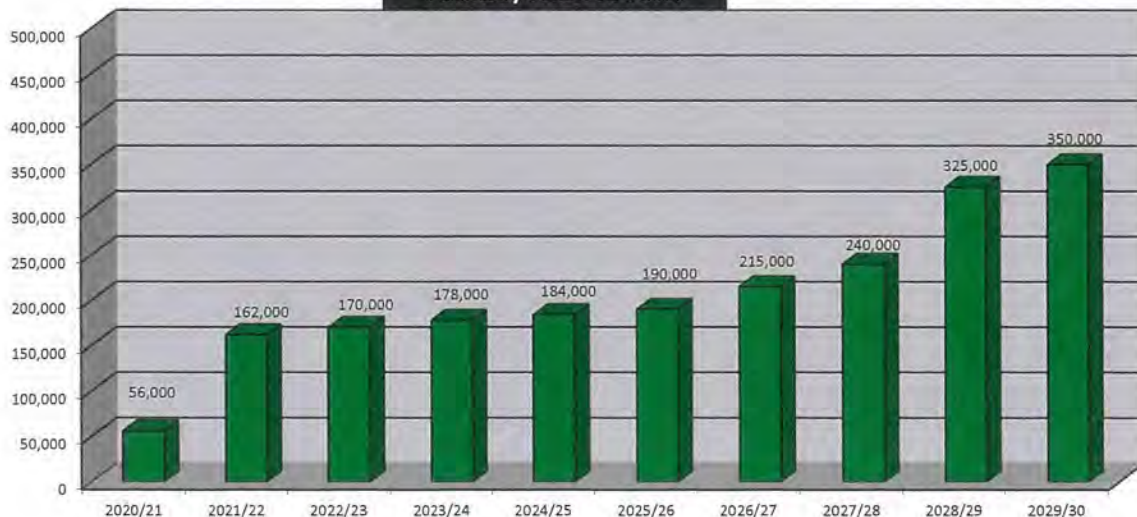
FUND PURPOSE

This Reserve is established to provide funds for the creation, upgrade and renewal of the Shire's pathway infrastructure.

Forecast Pathway Reserve Fund Requirements



Forecast Budget allocation to Pathway Reserve Fund



10 YEAR

RATING STRATEGY

2020/21 TO 2029/30

Administration Centre – Eaton

1 Council Drive | PO Box 7016

EATON WA 6232

Tel: 9724 0000 | Fax: 9724 0091

records@dardanup.wa.gov.au

www.dardanup.wa.gov.au

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1. Introduction

1.1 The Purpose of this Rating Strategy

The Shire of Dardanup has developed this Rating Strategy as a tool for community & financial planning.

In publishing this document Council has the following aims:

- a) Improve understanding of the rating system in Western Australia.
- b) Articulate Councils rating objectives.
- c) Establish strategies to achieve its rating objectives.

Council intends to review this document during its annual corporate financial planning cycle. This will ensure the Rating Strategy is dynamic in nature, allowing it to meet the needs of this rapidly growing Shire.

2 Rating System in Western Australia

2.1 Legislation

Local Government in Western Australia operates under the Local Government Act 1995 (LGA). It is the provisions under this act that governs Council in the raising of rates.

2.2 Why does Council raise Rates

When adopting the Annual Budget, Council is required to impose a general rate on rateable land in the district in order to make up any budget deficiency, S6.32 (LGA).

The general rates are determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates.

Strong consideration is also given by Council to the extent of any increase in rating over the level adopted in the previous year.

(A copy of the Annual Budget is available online. www.dardanup.wa.gov.au).

2.3 Basis of Calculating Rates

Rates are calculated by multiplying the valuation of a property by the adopted rate in the dollar. Property valuations are set by the Valuer General's Office (Landgate) and will be either the Unimproved Valuation (UV), for properties that are used predominately for rural purposes, or a Gross Rental Valuation (GRV) which applies to properties that are used predominately for non-rural purposes.

2.4 Types of Rates

2.4.1 Differential General Rate

Council may wish to apply a different rate in the dollar to certain groups of properties. These groups can only be of the following (or groups of) characteristics.

- a) Land Zoning
- b) Predominant purpose for which the land is held (determined by Council)
- c) Vacant Land

Differential rating allows Council to have some flexibility in determining rates for properties on the same valuation method. It may be used to encourage certain land use (eg a lower rate in the dollar may be used to encourage commercial property development in the shire) or may offset the increased cost of providing services and facilities to a specific land use area.

For the purposes of the 2020/21 budget, differential rating has not been considered, however it is noted within Council's Strategic Community Plan 2018/19-2028/29 that differential rating will be examined in future years.

2.4.2 Minimum Rate

A minimum payment may be determined by Council so that all ratepayers must make a reasonable contribution to the cost of Councils services & facilities.

In 2019/20 the Council applied a minimum rate of \$1,547.50 In the 2020/21 draft budget, the proposed minimum rate is to increase by 0% and remain at to \$1,547.50. Future increases in the minimum rate are based on the general percentage increase in rates applied by Council.

2.4.3 Specified Area Rate

Council may impose a rate on specific properties in an area for the purpose of meeting the cost of a specific work, service or facility. Monies raised are regulated to ensure the funds generated by such a rate, are spent in accordance to the purpose.

Rates are calculated by multiplying the valuation of a property (GRV) by the adopted rate in the dollar required to generate sufficient revenue to meet the expenditure area.

Council currently applies a Specified Area Rate for the following with no increase applied for 2020/21:

- a) Bulk Waste Collection at an average of \$24.13 per property in 2019/20 (\$0.001315)
- b) Eaton Landscaping at an average of \$55.38 per property in 2019/20 (\$0.002925)

2.4.4 Service Charges

Council may impose a charge on either land owners or occupiers for the cost of providing the following services

- a) Television & Radio broadcasting
- b) Underground Electricity
- c) Property surveillance & security
- d) Water.

Monies raised are regulated to ensure the funds generated by such a rate, are spent in accordance to the purpose. At this time Council does not raise any service charges.

2.5 Rates Discounts & Concessions

2.5.1 Pensioners & Seniors

Persons who hold a Seniors Card (SC), Commonwealth Health Seniors Card (CHSC) and/or Pension Concession Card (PCC) may be eligible to claim a rebate of up to 50% on their rates, or be eligible to defer payment of their rates.

Complex regulations detail eligibility criteria. Ratepayers are encouraged to contact Council Rates staff should they believe they are eligible for a concession.

There is no cost to Council (other than staff administration costs) as concessions granted are reimbursed by the State Revenue Department.

2.5.2 Early Payment Discounts

When imposing rates for a year, Council may resolve to grant a discount or other incentive for the early payment of any rate or charge.

This is useful for cash flow purposes in encouraging full payment early in the rating year.

In 2019/20 Council provided an early payment incentive through a prize draw of \$1,500, which is aimed at covering the minimum rates charge. It is proposed to maintain the prize draw incentive in 2020/21 at \$1,500.

2.5.3 Concessions

Council may resolve to waive or grant concessions in relation to rates or service charges. Concessions may not be made with respect to whether an owner occupies the land.

3 Rating Objectives of the Shire of Dardanup

3.1 Fairness & Equity among Ratepayers

3.1.1 Fair Contribution to Rates

Each rateable property should make a fair contribution to the provision of services provided by the Shire of Dardanup.

3.1.2 Equity of Rates Liability

Council supports the principle that rates liability should be equitable among property owners.

3.1.3 Consistency in Rating Policy

Council undertakes to apply rating principles in a consistent manner.

3.2 Specific Policies

3.2.1 Discounts / Concessions

Council may consider rates concessions or discounts in order to achieve specific objectives.

3.2.2 Rates & Charges

Council may consider the imposition of

- a. Specified Area Rates
- b. Differential Rates
- c. Service Charges

to fund services or facilities.

3.2.3 Payment of Rates

Council endeavours to provide access to broad range of payment options.

4 Rating Strategy

4.1 Strategy to Achieve Fairness & Equity among Ratepayers

4.1.1 Fair Contribution to Rates

4.1.1.1 Minimum Rates

- a) Council sets a minimum charge to ensure that all property owners make a reasonable contribution towards the provision services & facilities within the shire.
- b) The minimum charge for UV & GRV properties shall be equal.
- c) The minimum charge shall be considered annually by Council when adopting the Annual Budget.

4.1.2 Equity of Rates Liability

4.1.2.1 Property Valuations

Preamble

The rating system adopted by the State Government in WA is based only upon the valuation of a property. Independent valuations are provided by the Valuer General. There are social and economic advantages and disadvantages to areas in which properties are located within the shire. All are unique in their own way. The only fair method Council can apply in treating these differences is to NOT take them into consideration when applying rating principles. This ensures that all properties are treated equally and fairly.

Strategy

- a) Council relies on the valuation only to determine equity in individual rates liability.

4.1.2.2 Differing Valuation Periods GRV v UV

Preamble

Independent valuations are provided by the Valuer General. Current policy of the Valuer General is to revalue UV rated properties annually and GRV rated properties every 3-4 years. This means the impact of a valuation change affects UV rated properties annually. GRV rated properties are affected with a substantial increase in the year of revaluation. Council may adjust the rate in the dollar in order to adjust the average net rate increase. This however is not an accurate means to compensate for inequities caused by non standardised valuations periods. The most equitable solution is to standardise valuation periods for both GRV & UV.

Current Council policy is to apply standard annual *Rate in the Dollar* increases to all properties.

Strategy

- a) Council continues to lobby State Government to permit Local Governments to elect to standardise revaluation periods for properties rated on GRV & UV.
- b) In the year of a general revaluation, the rate in the dollar shall be initially reduced by the average valuation increase for the valuation area. General rate increases shall be then calculated upon this adjusted base. The last GRV revaluation occurred in 2016/17, which applied from 1 July 2017. The next GRV revaluation is scheduled for 2020/21 which will apply from 1 July 2021.

- c) That the average annual rate in the dollar percentage increase shall be equal for UV & GRV properties.

4.1.3 Consistency in Rating Policy

4.1.3.1 *Property valuation method appropriately reflects predominant use*

Preamble

The Rating valuation system in WA identifies two types of land use:

- Rural
- Non Rural

The method of land use determines the valuation method applied:

| | | |
|---------------|---|--------------------------|
| Rural Use | - | Unimproved Value (UV) |
| Non Rural Use | - | Gross Rental Value (GRV) |

The Shire of Dardanup is a municipality that has experienced significant growth and diversification in land uses in recent years. The nature of land use is primarily exclusive to a change from "Rural" to "Non Rural". The activities that are at the forefront of the change are rural lifestyle residential developments and tourism related commercial enterprises. Council acknowledges that predominant land use should determine the valuation method used. Periodic assessments of land use are therefore necessary in order to maintain a consistent land use valuation policy.

Progress to Date

In 2003 Council undertook a significant reclassification of land use for properties zoned "Small Rural Holdings". A successful application was made to the Minister of Local Government to change the rating valuation from UV to GRV.

Further surveys are required to be undertaken at individual lot level (spot valuation) and part lot level (split valuation) to assess land use.

Strategy

- a) That the following land uses be assessed for appropriate valuation method
- i. Tourist Use in rural areas.
 - ii. Commercial or Industrial use in rural areas.

4.1.3.2 *Like Properties should be Treated in a Like Manner*

Preamble

Where the Minister (through Council recommendation) makes a determination of valuation type for a particular land use, Council undertakes to apply the determination consistently to like properties.

Strategy

Council may apply the following methods to capture land use

- a) By subdivision
- i. Where the majority of lots within a subdivision are used for a purpose that is not consistent with the purpose for which the subdivision is valued.

- ii. Land within the subdivision can only be used for a purpose that is not consistent with the purpose for which the land is valued.
- b) By individual lot (Spot Valuation)
 - i. Is an effective method in applying consistency by ensuring that properties with similar land uses are rated on the same method of valuation regardless of location within the shire,
- c) By portion of lot (Split Valuation)
 - i. Where Council identifies that the rateable property contains distinctly rural and non rural uses on separately identifiable portions of the property, it may consider applying different methods of valuations to those distinct portions.

4.2 Rating Policies

4.2.1 Discounts / Concessions

4.2.1.1 *Early Payment Incentive*

Purpose

An incentive is provided to ratepayers who pay their rates account in full and have no outstanding balance by the prize due date. The prize due date is approximately 2 weeks prior to the legislative rates due date so as to encourage early payment of rates for cash flow purposes.

Review Date

Council considers that amount and prize due date when adopting the Annual Budget. In 2019/20 Council provided an early payment incentive through a prize draw of \$1,500, which is aimed at covering the minimum rates charge. It is proposed to retain the same prize draw incentive in 2020/21 at \$1,500, however an increase may occur in future years to reflect the minimum rate.

Amount

As determined by Council in the Annual Budget – proposed to remain at \$1,500 for 2020/21.

4.2.2 Rates & Charges

4.2.2.1 *Rubbish & Recycling Levy*

Description

Council levies a separate charge on the rates notice for kerbside waste & recycling. This levy funds

- a. Kerbside waste removal in provided bins
- b. Kerbside recycling in provide bins
- c. Recycling Education programs

Properties Levied

This levy is a compulsory charge on properties that are serviced by the collection service.

Exemptions

- a. Properties outside the collection area

- b. Properties located outside the Burekup Townsite, but within the confines of Hutchinson / Crampton / Shenton Roads, may elect to receive the service due to the immediate proximity to the Burekup Townsite.

4.2.2.2 Specified Area Rate

Bulk Waste Collection

Council levies a Specified Area Rate on developed residential properties within (and adjoining) to the townsites of Eaton, Dardanup and Burekup that are serviced with Councils bulk green waste and hard waste kerbside pickup.

- Bulk Waste Collection costs an average of \$24.13 per property in 2019/20 (\$0.001315).
- Based on projected costs for 2020/21 it is not proposed to increase the Bulk Waste Collection Specified Area Rate.

Eaton Landscaping

Council levies a Specified Area Rate on properties within the Eaton townsite for the purpose of upgrading and maintaining parks & reserves.

- Eaton Landscaping cost an average of \$55.38 per property in 2019/20 (\$0.002925).
- Eaton Landscaping is proposed to remain unchanged in 2020/21.

4.2.2.3 Differential Rate

Council currently does not impose a Differential Rate. However, Council may consider a Specified Area Rate subject in future years after considering a report outlining the benefit and following a period of public consultation of those affected.

4.2.3 Rates Payment Options

4.2.3.1 Credit Card

- a. In Person at Council Offices
- b. 24 Hour Telephone
- c. 24 Hour Internet

4.2.3.2 EFTPOS

- a. In Person at Council Offices

4.2.3.3 Cheque

- a. In Person at Council Offices
- b. By Mail

4.2.3.4 Cash

- a. In Person at Council Offices

4.2.3.5 Weekly/Fortnightly/Monthly Direct Debit (Bank A/C or Credit Card)

- a. Approved form to be completed (obtained from Council Rates Department)

4.2.3.6 BPAY (Bank A/C)

- a. 24 Hour Internet

4.2.4 Rates Payment Plans

4.2.4.1 Instalment payment

Council offers ratepayers the option to spread the annual rates charge of over four (4) instalments.

Cost

Ratepayer will be charged an administration fee together with interest for instalment options.

Review Date

Council considers instalment plan dates and associated costs when adopting the Annual Budget.

4.2.4.2 Ad Hoc Payment Plans

The CEO may offer individual ratepayers alternative payment options in certain circumstances. These plans will generally be to assist ratepayers who have difficulty in paying their rates. Adhoc payment plans are to be offered to ratepayers prior to any debt recovery action.

Adhoc Payment plans shall be by Direct Debt from the ratepayers Credit Card or Bank Account. Payments shall be by Direct Debit to ensure:

- a. Council staff can administer Adhoc plans effectively and efficiently
- b. Allows ratepayers to meet their agreed payments.

10 YEAR

WORKFORCE PLAN

2020/21 TO 2029/30

Administration Centre – Eaton

1 Council Drive | PO Box 7016

EATON WA 6232

Tel: 9724 0000 | Fax: 9724 0091

records@dardanup.wa.gov.au

www.dardanup.wa.gov.au

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1. AIM

The Workforce Plan aims to ensure that the Shire of Dardanup workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery today and into the future.

2. INTRODUCTION

The inaugural Strategic Community Plan was adopted on 28 November 2012. The Plan was developed following nine months of community consultation that included community workshops, focus groups, discussions with school children and youth and a community survey. A full review of the Plan was conducted in 2017, with the updated Strategic Community Plan 2018/19 – 2027/28 adopted by Council on 3 April 2018. In June 2019 Council endorsed a structural change to the organisation that resulted in changes to the workforce plan which is reflected in this updated document.

The Strategic Community Plan sets out the vision, aspirations and objectives of the Shire and the community over the next 10 years and will guide the Shire's delivery and commitment to community services, facilities and infrastructure to the year 2027/28.

The Plan provides a concise overview of five key strategic objectives for action and sets out action plans and timeframes for Council to achieve the outcomes. The community's major priorities have been grouped under the following key strategic objectives:

- Leadership
- Environment
- Community
- Prosperity
- Infrastructure

The Plan will allow the Council to approach the future with a clear direction and the community will know exactly what the Shire of Dardanup will be providing. (Shire of Dardanup, Strategic Community Plan Executive Summary, www.dardanup.wa.gov.au)

This Workforce Plan identifies human resources required to deliver the objectives of the Strategic Community Plan, and has been developed using risk management principles.

3. PRIORITIES

The Shire has identified the following priorities necessary to achieve the objectives of the Strategic Community Plan:

1. Attracting and retaining the right people.
2. Developing a high performing workforce.
3. Promoting collaboration.
4. Creating a positive workplace culture.
5. Supporting diversity.
6. Improving performance.
7. Supporting a healthy and productive organisation.

3.1 ATTRACTING AND RETAINING THE RIGHT PEOPLE

3.1.1 ATTRACTION

A number of employment conditions have been adopted to compete in an economy that offers many opportunities from manual labourers to degree and masters qualified professionals. To attract and retain staff the conditions of employment and the rewards need to be competitive.

The Shire of Dardanup must be able to attract and retain its talent through flexible and competitive working arrangements that offer value and quality of life for employees.

To maintain a competitive attraction and retention advantage, the Council will need to continue to make available financially responsible working arrangements and employee benefits; These should both enable employees to meet personal requirements whilst being able to maintain productivity levels needed to meet workplace objectives and serve customer expectations. For instance, an ageing workforce will likely value different working arrangements to a younger cohort, for whom digital technologies and support will become an increasing expectation.

A challenge for the Council is to adopt a balance that is affordable within the financial constraints of the Council that has room for increasing the staff numbers as growth and workload demand.

The Shire of Dardanup is fortunate to have recruited personnel that are professionally qualified in their area of discipline and have the added attributes of very good managers of people and budgets.

To achieve this, the Shire will endeavour to:

- Have market competitive salaries and conditions of employees.
- Provide flexible work hours.
- Provide opportunities to work from home.
- Provide modern facilities and equipment.
- Co-contribute to the superannuation guarantee levy.
- Offer corporate discount on private health insurance.
- Provide career development and professional memberships.
- Provide professional development, training and study assistance.
- Provide discounted gym membership.
- Provide free health & wellness initiatives.
- Provide a Uniform allowance.
- Provide free parking.
- The shire is located close to a regional city, providing opportunities for families within and beyond the shire's boundaries.

3.1.2 RECRUITMENT, SELECTION & APPOINTMENT

The Shire of Dardanup commits to the following initiatives in the recruitment process:

- Comprehensive recruitment process.
- Merit based selection.
- Independent reference checking.
- Rigorous independent selection process managed by Human Resource professionals.
- Verification of qualification claims.
- Thorough and fair interview process.
- Council will endeavour to hire qualified personnel.



3.1.3 RETENTION

To encourage longevity of employment, the Shire of Dardanup:

- Acknowledges the importance of family commitments.
- Endeavours to provide competitive salaries/wages.
- End of year celebrations.
- Encourages employees to participate in health & wellness initiatives.
- Commits to being an Equal Opportunity Employer.
- Provides an employee grievance process.
- Provides employees with access to confidential counselling services.
- Acknowledges performance through employee recognition and safety awards plus annual appraisals.
- Provides career development.

- Offers membership to professional associations
- Offers leave and financial assistance for study.
- Offers training and professional development.

3.1.4 COUNCIL POLICIES

Attraction and retention of staff is an ongoing challenge for the Shire of Dardanup. The Council offers attractive salaries and wages and conditions of employment. The following policies outline additional benefits to attract and retain staff:

| POLICY NAME | BENEFIT |
|-----------------------------|---|
| Purchased Leave | In order to provide employees with greater work-life balance, this initiative has been adopted as an attraction and retention incentive for employees wishing to access one full paid year off following a four-year period receiving 80% of their regular salary. |
| Defence Reservist Leave | To ensure that members of the Defence Reserve Service employed by the Organisation are able to access a reasonable amount of additional leave for that purpose. |
| Private Motor Vehicle Use | Provision for CEO, Directors and Managers as deemed appropriate, receive as a benefit the private use of a motor vehicle. |
| Travel Expenses | To provide resources in a fair way that will enable more staff to attend training courses and/or meetings, whilst reimbursing staff for reasonable costs. |
| Staff Training Travel Costs | To encourage staff to attend training courses Council will recognize part of their travelling time. |
| Legal Representation | Designed to protect the interests of employees where they become involved in civil legal proceedings because of their official functions. In most situations the local government may assist the individual in meeting reasonable expenses and any liabilities incurred in relation to those proceedings. |
| Secondary Employment | To allow staff to make application for secondary employment which will not interfere with or prejudice their employment with Council. |
| Employee Assistance Program | To assist in the identification and resolution of problems associated with employees that need support with personal concerns including health, marital, family, financial, alcohol/drug, emotional, stress and any other problems that adversely affect job performance. |
| Study | Supports granting Study Leave and reimbursing part of Study Expenses, for permanent full time or part-time employees who are undertaking studies relevant to their Shire of Dardanup role and responsibilities, |
| Severance Policy | The policy sets out the circumstances in which the Shire of Dardanup will pay an employee an amount in addition to any amount which the employee is entitled under a contract of employment or award relating to the employee. |

3.2 DEVELOPING A HIGH PERFORMANCE WORKFORCE

3.2.1 STAFF DEVELOPMENT

The Shire of Dardanup offers staff the following opportunities for personal development:

- Acting in senior positions.
- Study assistance.
- Attendance at relevant training courses and conferences.
- Opportunities to develop project management skills.
- Professional Memberships.

3.2.2 LEADERSHIP DEVELOPMENT

The Shire of Dardanup desires to develop the leadership of staff by providing the following opportunities:

- Acting in higher position.
- Training and study opportunities in leadership.
- Encouraged to use initiative.
- Leadership Development Programs.
- Delegated responsibility.

3.2.3 SUCCESSION PLANNING

To retain experienced personnel the Shire of Dardanup offers the following opportunities:

- Comprehensive training plan.
- Coaching / mentoring.
- Knowledge sharing – best practice.
- Career path.

3.3 PROMOTING COLLABORATION

3.3.1 KNOWLEDGE MANAGEMENT

Gaining, retaining and sharing knowledge develops a healthy organisation. To share knowledge the Shire of Dardanup has adopted the following initiatives:

- Developing technology to improve knowledge sharing.
- Integration of departments to encourage collaboration.
- Knowledge sharing through staff meetings.

3.4 CREATING A POSITIVE WORKPLACE CULTURE

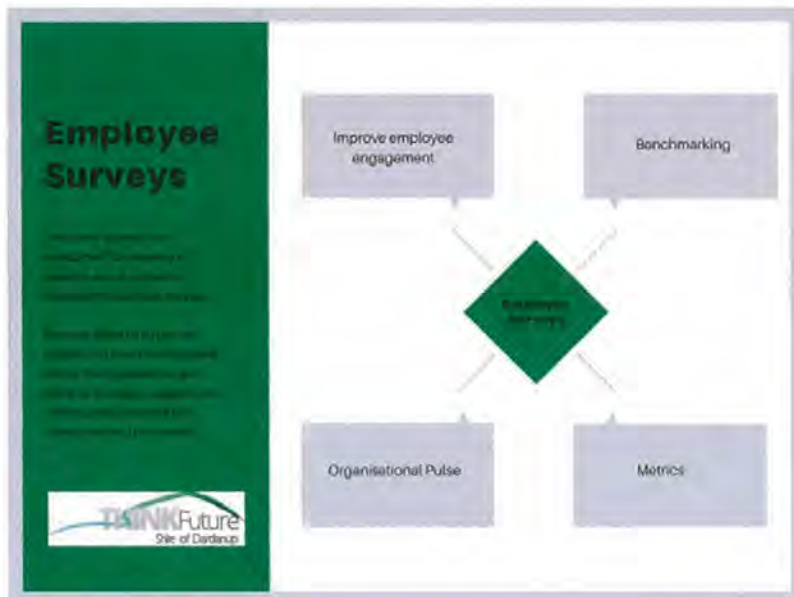
A positive workplace culture creates a health working environment. The Shire of Dardanup has adopted the following initiatives to create a positive workplace culture:

3.4.1 EXIT PROCESS

Exit interview to assess why people leave the organisation.

3.4.2 WORKFORCE SURVEYS

Workforce surveys undertaken on a biennial basis.



3.4.3 RECOGNITION

- Annual performance reviews.
- Annual salary/wage reviews.
- Publication of recognition of achievements.
- Reward system for employee performance.

3.5 SUPPORTING DIVERSITY

3.5.1 EQUAL EMPLOYMENT OPPORTUNITIES

The Shire of Dardanup supports workplace diversity and promotes merit based appointment. The Council achieves this by:

Acknowledging and applying merit based and unbiased selection processes.

Council has an Equal Employment Opportunity & Diversity Plan and policy.



3.6 IMPROVING PERFORMANCE

To provide effective and efficient services the workforce needs to continue developing and improving the performance of staff. This is achieved by:

3.6.1 MEASURABLE OBJECTIVES

- All staff will have performance goals in their performance review and development plans.
- Annual non salary linked annual performance reviews.
- Three month performance reviews for new staff members.
- Biennial staff satisfaction survey.
- Benchmark staff turnover to be less than the industry average of the previous year as provided by WALGA salary survey.

3.7 SUPPORTING A HEALTHY AND PRODUCTIVE ORGANISATION

3.7.1 OS&H

The Shire of Dardanup provides a safe place for people to work, all employees are educated on the need for safe work practises and to use Council's plant, equipment and facilities in a manner that preserves value and gains optimum whole of life use.

The Shire has created and supports a healthy and productive workforce and has adopted the following initiatives to support their policies.

- Regular review of the Occupational Safety and Health Plan.
- Provision of training for safety representatives.
- Provision of safety training for all staff.
- Provision of rewards for reduced loss time through injury.
- Provision of risk management training.
- Active OSH Committee.
- Provides optional flu vaccinations and skin checks annually.

3.7.2 EMPLOYEE ASSISTANCE PROGRAMS

The Shire of Dardanup provides support for the well-being of staff by:

- Provision of employee counselling service.
- Provision of paid time off to attend counselling service.

4 SKILLS NEED ANALYSIS

The Shire of Dardanup has adopted a plan to guide the development of employee skills – Competency Standards. The Competency Standards to be met:

- Identify skill gaps and succession plans for high risk positions for specialist areas.
- Audit skills base.
- Identify support staff.

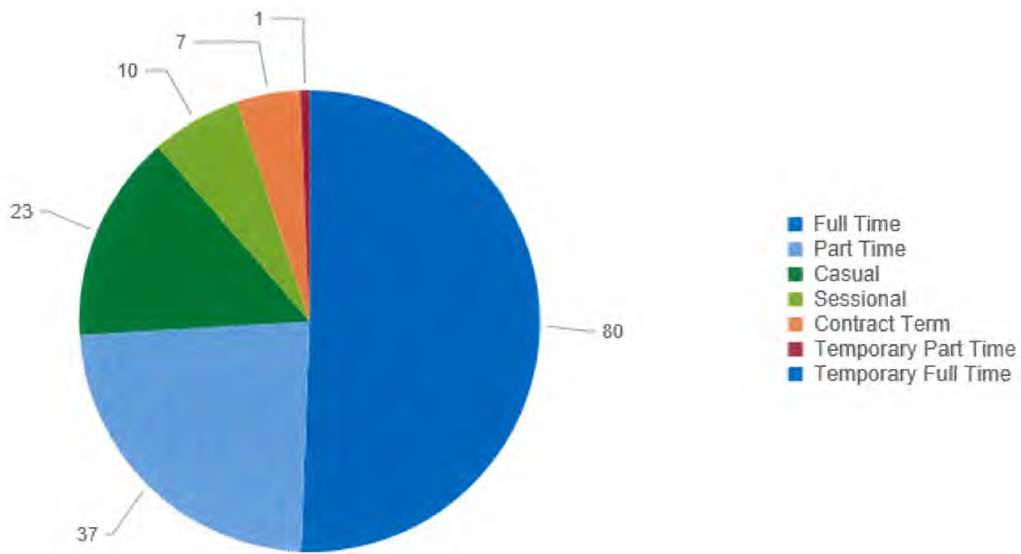
5 STAFF PROFILE

The majority of the workforce is within the age range of 36-45, with 41 employees aged 51 and above.

Staff Numbers March 2020

| | CASUAL | FULL TIME | PART TIME | GRAND TOTAL |
|--------------------|-----------|-----------|-----------|-------------|
| FEMALE | | | | |
| | 18 | 38 | 31 | 87 |
| MALE | | | | |
| | 16 | 48 | 7 | 71 |
| GRAND TOTAL | 34 | 86 | 38 | 158 |

Employment Types



6. OUR WORKFORCE – ORGANISATION STRUCTURE CHARTS

Figure 1 – Shire of Dardanup Organisational Chart

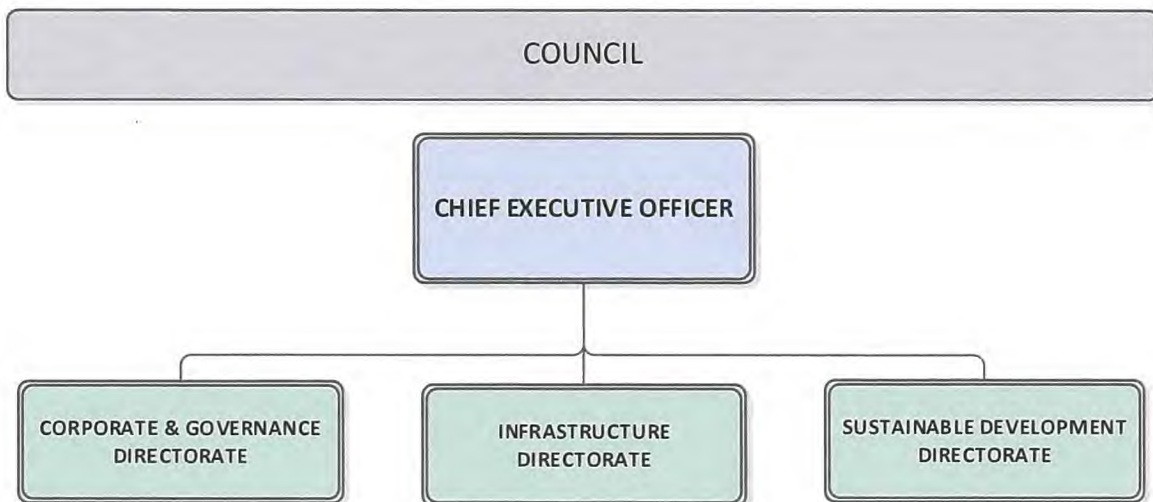


Figure 1 – Service Areas - Corporate & Governance Directorate

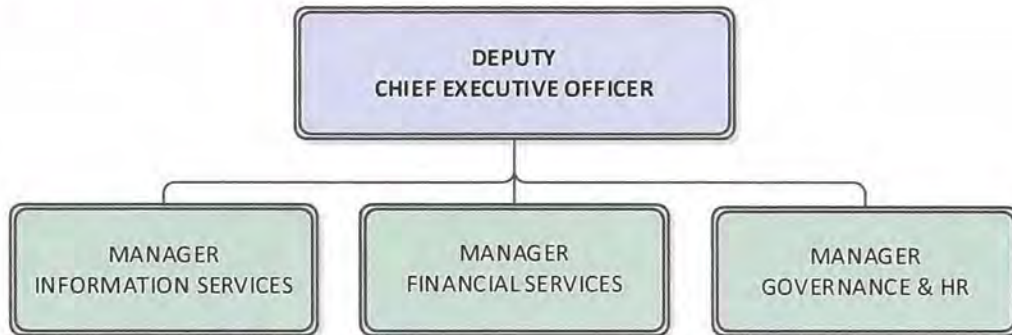


Figure 2 – Service Areas – Infrastructure Directorate

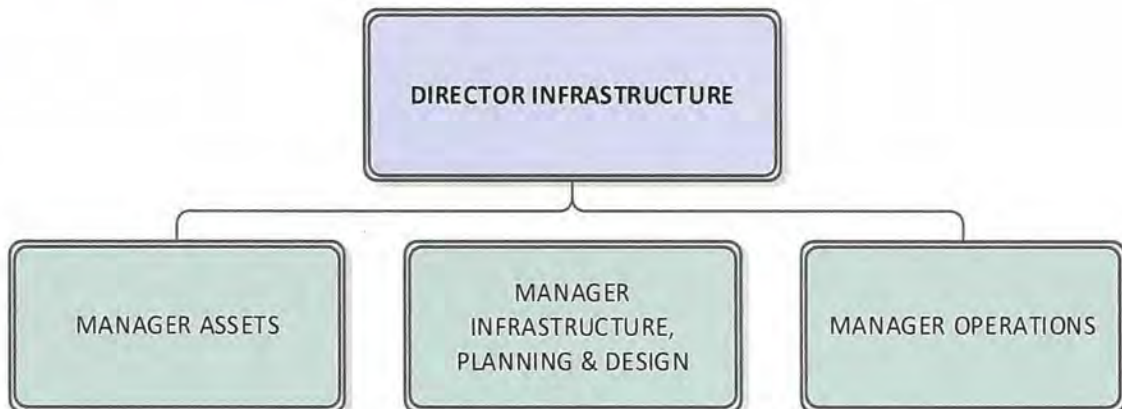


Figure 3 – Service Areas – Sustainable Development Directorate



7. TURNOVER

Turnover Rates 2011 to 2019

Includes Eaton Recreation Centre Staff

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| STAFF RECRUITED | | | | | | | | | |
| Female | 19 | 26 | 17 | 21 | 33 | 28 | 21 | 18 | 25 |
| Male | 24 | 16 | 23 | 16 | 18 | 12 | 15 | 7 | 8 |
| Total [Actual] | 43 | 42 | 40 | 37 | 51 | 40 | 36 | 25 | 33 |
| STAFF RESIGNED | | | | | | | | | |
| Female | 12 | 16 | 20 | 22 | 25 | 18 | 25 | 19 | 31 |
| Male | 20 | 19 | 12 | 11 | 17 | 17 | 12 | 16 | 16 |
| Total [Actual] | 32 | 35 | 32 | 33 | 42 | 35 | 37 | 35 | 47 |

Excludes Eaton Recreation Centre Staff

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| STAFF RECRUITED | | | | | | | | | |
| Female | 6 | 11 | 8 | 11 | 18 | 11 | 6 | 14 | 12 |
| Male | 15 | 8 | 14 | 15 | 9 | 10 | 9 | 6 | 7 |
| Total [Actual] | 21 | 19 | 22 | 26 | 27 | 21 | 15 | 20 | 19 |
| STAFF RESIGNED | | | | | | | | | |
| Female | 6 | 6 | 7 | 10 | 14 | 6 | 6 | 7 | 12 |
| Male | 11 | 12 | 6 | 7 | 11 | 11 | 8 | 9 | 12 |
| Total [Actual] | 17 | 18 | 13 | 17 | 25 | 17 | 14 | 16 | 24 |

8. 10 YEAR RECRUITMENT PLAN

The following table details the current and future staffing requirements for the next ten years:

| | | WORKFORCE PLAN 2020/21 | | | | | | | | | |
|---|---------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | CONSOLIDATED SUMMARY | | | | | | | | | |
| FULL TIME EQUIVALENT (FTE) EMPLOYEES | Current | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Budget | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| Executive Department | 2.70 | 2.70 | 2.80 | 2.90 | 2.90 | 2.90 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Corporate & Governance | 29.70 | 29.50 | 29.50 | 29.50 | 29.50 | 30.20 | 31.20 | 31.70 | 32.20 | 32.20 | 32.70 |
| Sustainable Development | 39.78 | 38.78 | 38.78 | 37.98 | 37.98 | 38.98 | 38.98 | 40.18 | 40.38 | 40.58 | 40.78 |
| Infrastructure Services | 46.79 | 44.59 | 44.59 | 46.59 | 46.59 | 47.59 | 47.59 | 47.59 | 49.59 | 50.59 | 50.59 |
| TOTAL FTE EMPLOYEES | 118.97 | 115.57 | 115.67 | 116.97 | 116.97 | 119.77 | 120.77 | 122.47 | 125.17 | 126.37 | 127.07 |

**2020/21
EXECUTIVE DEPARTMENT**

| | Current | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Budget | | | | | | | | | | | |
| FTE | | | | | | | | | | | |
| Chief Executive Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Communications Officer | 0.70 | 0.70 | 0.80 | 0.90 | 0.90 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 2.70 | 2.70 | 2.80 | 2.90 | 2.90 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

(Appendix ORD: 12.18D)

2020/21 CORPORATE & GOVERNANCE DIRECTORATE

| Current | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|
| Budget | | | | | | | | | | |
| FTE | | | | | | | | | | |
| Deputy Chief Executive Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| PA to Deputy CEO | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Financial Services | | | | | | | | | | |
| Manager Financial Services | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Financial Accounting | | | | | | | | | | |
| Accountant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Accountant | | | | | | | | | | |
| Senior Finance Officer | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 |
| Accounts Payable Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Payroll Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Rates / Revenue | | | | | | | | | | |
| Senior Rates Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Rates Officer | 1.50 | 1.40 | 1.40 | 1.40 | 1.50 | 1.50 | 1.50 | 2.00 | 2.00 | 2.00 |
| Accounts Receivable Officer | 0.50 | 0.40 | 0.40 | 0.40 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Procurement | | | | | | | | | | |
| Procurement Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 8.80 | 8.60 | 8.60 | 8.60 | 8.80 | 9.80 | 9.80 | 10.30 | 10.30 | 10.30 |

**2020/21
CORPORATE & GOVERNANCE DIRECTORATE**

| | Current | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Information Services | | | | | | | | | | | |
| Manager - Information Services | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Information Technology | | | | | | | | | | | |
| IT Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Systems & Network Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| IT Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.50 | 1.50 | 2.00 | 2.00 | 2.00 | 2.00 |
| Business Solutions | | | | | | | | | | | |
| GIS & Data Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Systems Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Solutions Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Solutions Developer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Graduate GIS Officer | | | | | | | | | | | 0.50 |
| Information Document Services | | | | | | | | | | | |
| Senior IDS Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| IDS Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.50 | 10.50 | 11.00 | 11.00 | 11.00 | 11.50 |

**2020/21
CORPORATE & GOVERNANCE DIRECTORATE**

| | Current | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Budget | | | | | | | | | | | |
| FTE | | | | | | | | | | | |
| 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| 1.00 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 |
| 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| 3.00 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 | 3.40 |
| 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 | 8.90 |
| TOTAL (FTE) | 29.70 | 29.50 | 29.50 | 29.50 | 29.50 | 30.20 | 31.20 | 31.70 | 32.20 | 32.20 | 32.70 |

**2020/21
SUSTAINABLE DEVELOPMENT DIRECTORATE**

| | Current Adopted FTE | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <u>Development Services</u> | | | | | | | | | | | |
| Director Sustainable Development | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Manager Development Services | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| PA to Director Sustainable Development | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Planning Services</u> | | | | | | | | | | | |
| Statutory Enforcement Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Planning Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Planning Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Graduate Planning Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Building Services</u> | | | | | | | | | | | |
| Principal Building Surveyor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Surveyor | 0.80 | | | | | | | | | | |
| <u>Health Services</u> | | | | | | | | | | | |
| Principal Environmental Health Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Health Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Graduate Health Officer | | | | | | | 0.20 | 0.20 | 0.40 | 0.60 | 0.80 |

2020/21
SUSTAINABLE DEVELOPMENT DIRECTORATE

| | Current | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Adopted FTE | | | | | | | | | | | |
| Law Enforcement | | | | | | | | | | | |
| Coordinator Emergency & Ranger Services | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Ranger | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Ranger | 1.00 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 2.30 | 2.30 | 2.30 | 2.30 |
| Emergency & Ranger Services Officer | 1.00 | | | | | | | | | | |
| Emergency Management Officer | 0.40 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Bushfire Risk Planning Coordinator (100% funded) | 1.00 | 1.00 | 1.00 | | | | | | | | |
| TOTAL FULL TIME EQUIVALENT (FTE) | 16.20 | 15.40 | 15.40 | 14.40 | 14.40 | 14.40 | 14.40 | 15.60 | 15.80 | 16.00 | 16.20 |

2020/21 SUSTAINABLE DEVELOPMENT DIRECTORATE

| | Current Adopted FTE | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Recreation Centre | | | | | | | | | | | |
| Manager Sport & Recreation | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Services | | | | | | | | | | | |
| Coordinator - ERC | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Children Service Team Leader | 0.00 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 |
| Creche Supervisor | 0.46 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 |
| Creche Assistants | 0.97 | 1.13 | 1.13 | 1.13 | 1.13 | 1.13 | 1.13 | 1.13 | 1.13 | 1.13 | 1.13 |
| Vacation Care Leaders | 0.46 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 |
| Vacation Care Assistants | 0.56 | 0.53 | 0.53 | 0.53 | 0.53 | 0.53 | 0.53 | 0.53 | 0.53 | 0.53 | 0.53 |
| Administration Officer | 0.68 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Officer | 0.60 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 |
| Café Assistant | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 | 0.38 |
| Receptionists | 2.15 | 1.91 | 1.91 | 1.91 | 1.91 | 1.91 | 1.91 | 1.91 | 1.91 | 1.91 | 1.91 |
| Operations | | | | | | | | | | | |
| Deputy Manager - Operations | 0.66 | | | | | | | | | | |
| Sports & Venue Team Leader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Centre Supervisors | 0.00 | 0.67 | 0.67 | 0.67 | 0.67 | 0.67 | 0.67 | 0.67 | 0.67 | 0.67 | 0.67 |
| Members & Customer Service Team Leader | 0.64 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 | 0.39 |
| Membership Officers | 0.38 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Cleaner | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 | 0.87 |
| Fitness Centre Team Leader | 1.00 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 |
| Fitness Supervisors | 1.40 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 |
| Group Fitness Team Leader | 0.16 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 |
| Group Fitness Instructors | 0.99 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 |
| Program Officers | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 | 15.38 |

**2020/21
SUSTAINABLE DEVELOPMENT DIRECTORATE**

| | Current Adopted FTE | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <u>Community Services</u> | | | | | | | | | | | |
| Manager Place & Community Engagement | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Community Services</u> | | | | | | | | | | | |
| Community Services Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Events Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Events Officer | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 |
| Programs Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Library Services</u> | | | | | | | | | | | |
| Coordinator Library Services | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Library Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Library Officer - Technology | 0.00 | | | | | | | | | | |
| Library Officer | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Library Officer | | | | | | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 8.20 | 8.00 | 8.00 | 8.20 | 8.20 | 9.20 | 9.20 | 9.20 | 9.20 | 9.20 | 9.20 |
| TOTAL (FTE) | 39.78 | 38.78 | 38.78 | 37.98 | 37.98 | 38.98 | 38.98 | 40.18 | 40.38 | 40.58 | 40.78 |

**2020/21
INFRASTRUCTURE DIRECTORATE**

| | Current Adopted FTE | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Director Infrastructure Services PA to Director Infrastructure Services | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 | 1.00 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Assets | | | | | | | | | | | |
| Manager Assets | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Manager Infrastructure Planning & Design | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Design Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Asset Officer | 1.00 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 |
| ETO - Design | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| SETO - Assets | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Project Development Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Asset Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Landscape Design Officer | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 8.50 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 |

2020/21 INFRASTRUCTURE DIRECTORATE

| | Current Adopted FTE | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Operations | | | | | | | | | | | |
| Manager Operations | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior ETO - Operations | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering Projects Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Depot Clerk | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 | 0.79 |
| Parks & Environment | | | | | | | | | | | |
| Principal P&E Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Team Leader - Mowing & Turf | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| General Hand - Mowing & Turf | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Team Leader - Eaton Horticulture | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| General Hand - Eaton Horticulture | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Team Leader - Millbridge & Townsite Horticulture | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| General Hand - Millbridge & Townsite Horticulture | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| Team Leader - Wanju Horticulture | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Team Member - Wanju Horticulture | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Team Leader - Reticulation | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| General Hand - Reticulation | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Team Leader - Nature Reserves | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| General Hand - Nature Reserves | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks & Gardens Apprentice | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Cleaners | | | | | | | | | | | |
| Cleaners | 1.50 | 1.50 | 1.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |

2020/21 INFRASTRUCTURE DIRECTORATE

| | Current Adopted FTE | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|---|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Continued | | | | | | | | | | | |
| Transport | | | | | | | | | | | |
| Principal Works Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Prin Leading Hand - Works | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| General Hand - Plant Operator - Works | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Team Members - Major Works | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Team Members - Minor Works | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Leading Hand - Maintenance | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Team Members - Maintenance | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Refuse Site | | | | | | | | | | | |
| Landfill Attendants | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| General Maintenance | | | | | | | | | | | |
| Maintenance | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL FULL TIME EQUIVALENT (FTE) | 36.29 | 35.29 | 37.29 | 37.29 | 37.29 | 38.29 | 38.29 | 38.29 | 40.29 | 41.29 | 41.29 |
| TOTAL (FTE) | 46.79 | 44.59 | 44.59 | 46.59 | 46.59 | 47.59 | 47.59 | 47.59 | 49.59 | 50.59 | 50.59 |

9. REVIEW

This Workforce Plan is to be reviewed annually taking into account:

- Population growth.
- New strategic development/projects.
- New legislation.
- The needs of the community.
- New technology.
- Organisational requirements.

VERSION HISTORY

| ADOPTED/AMENDED | DATE | RESOLUTION |
|---|-------------------|------------------|
| Adopted by Council | 17/12/2014 | 420/14 |
| Amended by Council | 20/05/2015 | 015/15 |
| Amendments incorporated in Adoption of Corporate Business Plan | 15/06/2015 | 184/15 |
| Amended by Council | 27/01/2016 | 012-16 |
| Amended by Council | 25/01/2017 | 014-17 |
| Amended by Council at Special Meeting – Corporate Business Plan | 30/06/2017 | 179-17 |
| Adopted by Council at Special Council Meeting | 20/06/2018 | 189-18 |
| Adopted by Council | 15/05/2019 | 140-19 |
| Amended to Incorporate the Corporate Structure Changes To Council 2020 | 26/06/2019 TBA | 198-19(2) TBA |

