

ANNUAL REPORT

2018-2019



SHIRE OF **DUNDAS**

Artists Valma Schultz & Norseman District High School Students



*The Shire of Dundas recognises the
Ngadju and Mirning People as traditional custodians, and
acknowledges their Elders past, present and emerging.*

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We value our lifestyle. The bush, the peace, our health, our safety and where we live.

We expect quality services. Improved streetscapes, good footpaths, quality health services, housing and strong educational facilities.

We envision sustainability. We strive to be financially, socially and environmentally sustainable.

Our mission is:

“That as **Community** we work collectively within an ethical framework to enhance our Community and its social fabric by way of consultation, lobbying and promotion.”



President's Report

On behalf of the Councillors of the Shire of Dundas, I present the 2018-19 Annual Report.

This reporting year has once again provided some challenges for our Shire and our staff have also, once again, risen to meet those challenges. Thus, we can present both the Financial and Auditor's report highlighting the efforts of those staff. There are still some challenges to be overcome according to the Dept. of Local Government, Sport and Cultural Industries ratios, however, Shire staff and Councillors are actively engaged in addressing these issues.

Our new CEO, Peter Fitchat took up his position on 3rd September 2018 with a three-year contract. He has been extremely active in the first part of his tenure and is a keen contributor to community life and an equally keen advocate for our Shire.

This year also saw the departure of some staff, including our Senior Administration Officer, Sonya Ellison and our Manager of Works and Engineering, Peter Crawford. Both have left 'big shoes to fill' and we wish them all the very best in their respective, new endeavours.

Bush fires again proved a drain on our Shire resources with some 40 fires active over the warmer months, keeping our staff busy for approximately 4 months. We again thank our staff for their continued efforts to contain these fires. Being occupied with fire-fighting duties for so long, had the flow-on effect of taking staff away from roadworks activities, putting our works behind schedule and having possible consequences on future road funding. Arrangements have now been put in place to reduce the burden of fire-fighting on Shire staff with the formation of the Dundas Rural Brigade, made up of Ngadju Ranger fire-fighters.

A highlight of the year was the official opening of the upgraded, all-weather, Norseman airstrip, which took place in heatwave conditions on the 22nd February 2019. Shire staff again proved their worth with the erection of lots of shade, plenty of seats and water to accommodate the crowd. The Hon. Alannah MacTiernan, Minister for Regional Development; Agriculture and Food; Ports and the Federal Member for O'Connor, Rick Wilson flew in for the opening, with the Minister undertaking the ribbon-cutting duties to officially open our 'new' airstrip.

Council has been busy this year with submissions to the Productivity Commission, meetings with various State Govt departments in an attempt to keep services in our communities.

There was a great turn-out, especially given the weather conditions and some of our guests from neighbouring Shires almost had to extend their stay due to the fires which caused the Coolgardie Esperance Hwy to be closed shortly after our ceremony concluded. Everyone managed to arrive home safely.

The new Eucla community hall was completed in February 2019. An official opening is planned for later in the year. We hope the Eucla community will enjoy the new facility and it will get plenty of use for community events.

Building works began in May, on the new Woodlands Cultural, Community and Visitor Centre. The tender was awarded in January, to Devlyn Constructions and works have been progressing well. The official opening should take place in the first half of 2020.

Council has been busy this year with submissions to the Productivity Commission, meetings with various State Govt departments in an attempt to keep services in our communities, engaging with Main Roads to try and come up with solutions for Prinsep St and we have continued work on updating our policies.

The Shire of Dundas also engaged in the 'Your Everyday' campaign run by WALGA. The campaign is designed to highlight the great things about our area and show your Councillors going about their 'everyday'. The CEO, Peter Fitchat, Cr Veronica Wyatt and myself all had short pieces filmed for inclusion on the 'Your Everyday' website.

As the reporting year 2018-19 has drawn to a close we can pause and reflect upon a year that has been both challenging and very busy. Council intends to continue to advocate for the reopening of the Mines Dept and to encourage more active involvement in our community by mining companies in our area.

Again, we can only be optimistic for the future of our Shire. And you may be assured that your Council is working very hard on your behalf to promote our Shire and ensure our community has access to the best services we can provide.

Cr Laurene Bonza
Shire President



Elected Members

PRESIDENT

CR LAURENE BONZA

NORSEMAN, WA
6443

RETIRING: 2019



DEPUTY PRESIDENT

CR RASA PATUPIS

EUCLA, WA 6443

RETIRING: 2019



CR PATRICK HOGAN

NORSEMAN, WA
6443

RETIRING: 2021



CR BARRY BAYLEY

NORSEMAN, WA 6443

RETIRING: 2021
RESIGNED: MARCH 2019



CR SHARON WARNER

NORSEMAN, WA 6443

RETIRING: 2021



CR VERONICA WYATT

NORSEMAN, WA 6443

RETIRING: 2019



Organisational Structure

COUNCIL

CHIEF EXECUTIVE OFFICER

PETER FITCHAT

DEPUTY CHIEF
EXECUTIVE OFFICER

Senior Administration
Officer

Admin/Records Officer

Admin/Library Officer

Accounts Officer

Cleaner

WORKS MANAGER

Project Officer

Pool Manager

Assistant Ranger

Waste Facility Attendants

Works Supervisor

Town Gardening Crew

Town Maintenance Crew

Roads Supervisor

Road Crew

COMMUNITY
DEVELOPMENT
MANAGER

Manager CRC

Youth & Events Officer





CEO Report

What a year 2018-19 was for the Shire of Dundas, our Elected Members, our Staff, our community and me! I began in my position as CEO, on the 3rd September 2018 and having passed my 3-month probation period, have now served ten months in this amazing location. It was 10 months of non-stop effort getting a good understanding of what our Elected Members want for their community and then trying to make their Strategic vision a reality.

This was our first year of Financial Reporting Auditing through the Office of the Auditor General as part of reforms introduced by the Department of Local Government, Sport and Cultural Industries (DLGSC). The Auditor's Report included in this Annual Report highlight that the management of the Shire's governance, administration and finances, communities and events, infrastructure, Ranger services and waste management has once again been of a very high standard, in accordance with the variety of legislative requirements and was completed within our budgetary requirement. We have, (as have many other Shires, that went through this audit process with the Auditor General), been rated by the DLGSC as unsustainable based on their ratios.

What does this mean for our small resource community in the long-term? Firstly, this has given us the opportunity to ask some very important questions. Through our Elected Members, the President and Deputy President have presented at the WALGA AGM at the Local Govt Conference, two (2) very important motions impacting our sustainability. The first of these was a motion asking that WALGA lobby the Minister for Mines, the Hon. Bill Johnston MLA, to undertake a review of the *Mining Act 1978* to enable small resource communities to better engage with mining companies so that these communities can become less reliant on one industry and ensure their viability and sustainability after mining has ceased.

Our second motion was in relation to the Financial Assistance Grant (FAG), a Federal Govt grant to all Local Govts. In 1996 this grant comprised 1% of the total Commonwealth Tax Revenue and it has slowly declined to 0.55% in 2019-20. The Federal Government collects 80% of taxes levied. Local Government collects only 3.6% of total taxes levied but is responsible for 33% of Australia's infrastructure and 75% of Australia's roads.

“The Financial Assistance Grant, in 1996 comprised 1% of the total Commonwealth Tax Revenue, it has slowly declined to 0.55% in 2019-20. The Federal Govt collects 80% of taxes levied. Local Govt collects only 3.6% of total taxes levied but is responsible for 33% of Australia's infrastructure and 75% of Australia's roads.”

If the FAG grant were to be returned to the previous level of 1%, an immediate effect on our sustainability would be seen. The Australian Local Govt Association are also advocating for the change.

Councillor Barry Bayley resigned in March, to relocate to Kambalda as his wife took up a new position at the Kalgoorlie Hospital. Being an election year, we sought and received approval from the DLGSC to work with only five Councillors until the October election.

In April 2019, we farewelled Sonya Ellison, the longest-serving employee in our Office, who had been managing our rates and associated reporting as our Senior Administration Officer. We also farewelled Works Manager Peter Crawford, who left to enjoy retirement. The new Manager of Works and Engineering, Joe Hodges, comes to the role with a wealth of experience settling into community life exceptionally well. The Shire also farewelled Mr Harold Reeves, our long-term grader driver who retired after 35 years of being part of the Shire of Dundas Depot Crew. Ray Marcon put his hand up for this position, and the transition has been seamless.

The road crew have been busy completing our Roads to Recovery, Regional Road Group funded and Councils' own source funded programs, seeing sections of the Hyden Road being re-sheeted and general maintenance. We also sealed the carpark at the Norseman Cemetery and the road to the Norseman landfill area, and asphalt placed at the front and back of the Visitor's Centre.

During the financial year 60 bushfire incidents were dealt with within the Shire of Dundas challenging availability of resources and the commitment of the Shire staff, volunteers and the Department of Fire at a cost of \$168,000. On the 22nd February 2019 the Coolgardie Esperance Highway was closed for 3 days due to the fires.

The immediate issue has been resolved through an ex-gratia payment. However, this is still something which will require further negotiation to reduce the impact on our small resource community. The fire-fighting duties undertaken by the staff, had a flow on effect in that staff were taken away from roadworks and we could not fully expend our roadworks funding. Staff are now working very hard on catching up so as not to impact on our future funding.

Ngadju Rangers are receiving ongoing training from DFES and have officially established the Dundas Rural Brigade to assist in our fire-fighting efforts.

The upgrade of the Norseman Airstrip to an all-weather airstrip, with a total project cost of \$4.35 million was officially opened on the 22nd February 2019. The Hon. Alannah MacTiernan, Minister for Regional Development and Rick Wilson, Federal Member for O'Connor were in attendance, with the Hon Alannah with Minister MacTiernan doing the official ribbon-cutting honours. James Schultz conducted the 'Welcome to Country' with students from Norseman District High School, Evie Henderson and Kadie Negus, speaking on the importance of the all-weather access to the airstrip. The event was well attended by our community, Emergency Services and visitors from neighbouring Councils.

Situated at the end of the Nullarbor, with the large volume of traffic using the national Eyre Highway and Esperance Coolgardie Highway, it is critical to have permanent safe RFD access. Changing weather patterns have impacted aircraft operations in the past due to wet weather conditions. The upgraded all-weather airstrip will raise the level of emergency response and medical evacuation providing an efficient gateway for all industries within the Shire of Dundas, benefitting local residents, tourists and workers. A great effort by the Shire's own staff to complete this project needs to be commended.



The Shire has long recognised the importance of the Eucla Airstrip in relation to emergency response and was pleased to begin the process assessing upgrade requirements and completing a feasibility study of the airstrip in 2018. We applied for funding through the Regional Airports Development Scheme (State Government) and Remote Airstrip Upgrade Program (Federal Government). Unfortunately, both submissions were unsuccessful in this round and further efforts to access funding for this vital project are continuing.

February also saw Council approve the Tender for the Woodlands Cultural, Community and Visitor's Centre with construction now well on its way. The Eucla Hall was also completed by February 2019 and the official opening was scheduled for August 2019 and will be in our 2019-20 Financial year Annual Report.

Staff did the annual visit to Eucla to tidy up and grade the landfill, airstrip and the Eucla Telegraph Station Road.

The Shire of Dundas is also pleased to continue our relationship with the Department of Communities, Child Protection and Family Support, Department of Fire and Emergency Services and Department of Local Government Sport and Cultural Industries for various operating grants that help keep our services to the community at a high level.

Peter Fitchat

Chief Executive Officer

Heart of the Great Western Woodlands

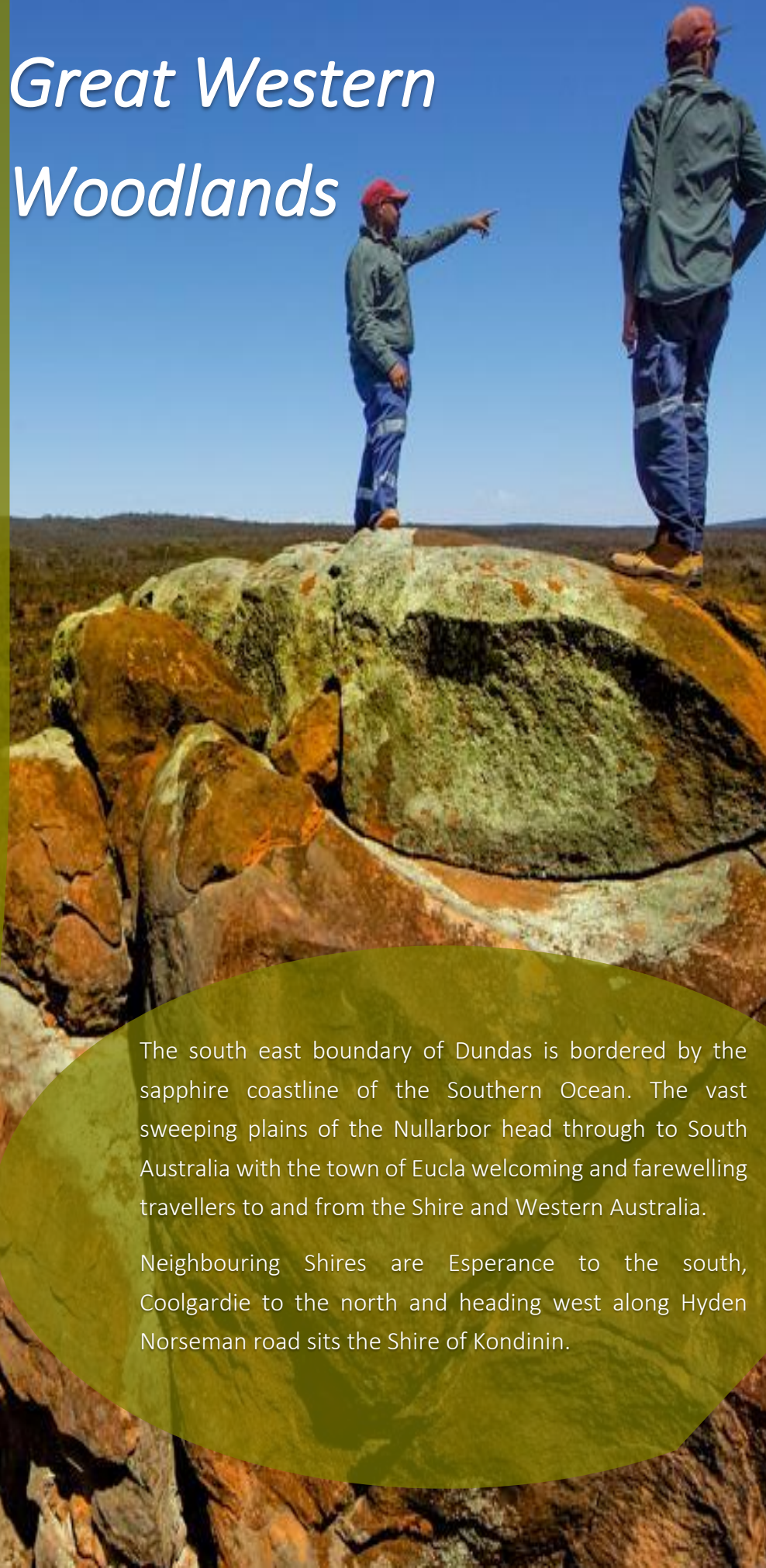
The Shire of Dundas acknowledges the Great Western Woodlands as a precious natural environment within and spanning across Shire boundaries. Ensuring that this largest area of Mediterranean climate woodlands on earth is respected by all who live and work in, who visit and who care for the Woodlands is important to Council.

Covering 92,725km² in the South East of WA the Shire of Dundas is rich ancient land, with the first nations peoples of the Ngadju and Mirning both recognising areas of country across the Shire.

Ngadju share knowledge and practice of caring for Country; and are active in the management, conservation and protection of Ngadju Country with strong programs such as Ngadju Rangers providing strategic vision and practical application.

The south east boundary of Dundas is bordered by the sapphire coastline of the Southern Ocean. The vast sweeping plains of the Nullarbor head through to South Australia with the town of Eucla welcoming and farewelling travellers to and from the Shire and Western Australia.

Neighbouring Shires are Esperance to the south, Coolgardie to the north and heading west along Hyden Norseman road sits the Shire of Kondinin.



Community

Residents of the Shire of Dundas call Dundas their home, a place where they live raising families, working, or enjoying retirement, a place to be protected and a place to invest in.

The Strategic Community Plan (SCP) recognises the vital importance of quality of life and lived experience and through its service departments of Community Development, Works and Projects strives to address the key themes from the SCP.

A Healthy Community

A Community with adequate health services accessible to all residents;

A Physically Active and Socially Connected Community

A socially connected Community participating in a range of activities that will enhance the social fabric within the Shire of Dundas;

Community Engagement

A Community where everyone from the youth to the aged are engaged in constructive activities that encourage social and Community development;

Economic Development

A Shire continually involved with the development and maintenance of working relationships with mining companies (industry), local business ventures, retail and tourism to develop business opportunities within the Shire;

Population and Future Growth

Encourage people to stay in the Shire and build a stable population with the possibility of future growth to maintain a viable functioning Community;

Educational opportunities

A Shire with access to highly developed educational courses, facilities and career selection for future candidates; and

Infrastructure improvement

A Shire with a high level of Community infrastructure with improvements to aged accommodation, footpaths, street lighting, streetscape and the airport.

Ngadju Ranger Program



Ngadju Conservation Aboriginal Corporation is an important driver of conservation, environmental awareness and cultural guidance as the Ngadju Ranger group continues to be an active influence in the region.

With the purchase of the new Ngadju Ranger Centre in early 2018 the Rangers have gone from strength to strength participating in a variety of conservation programs and being a strong voice for the protection of Country and Culture. With a strong ethos self-determination and sustainable practice Ngadju Ranger representatives work with Shire Staff and Council to ensure clear communication will readily identify opportunities for collaboration working toward good outcomes for the whole community.

Ngadju Rangers are the main volunteer crew for the Dundas Volunteer Bushfire Brigade; and have been busy achieving the required certifications to assist in times of bushfire threat. Conducted by the Department of Fire and Emergency Services training ensures the Brigade is receives high level training in readiness for emergency call outs.



Out and about with the Seniors

One of the core contributing groups in the Shire of Dundas are our Seniors both as individuals and as members of community groups.

Drivers of activities, community carers for those who live alone or who are in need, mentors to the young and not so young, Seniors can be seen across the Shire contributing to the fabric of community through their knowledge sharing and actions.

Council recognises the importance of being active in community as such works alongside seniors groups to support a variety of activities such as Stay on Your Feet, Norseman Craft Ladies, local and regional excursions, Ladies Swim Club, Men's Shed, Coolgardie Christmas Luncheon and the Shire of Dundas Seniors Christmas Dinner.

Courses and workshops are also held for minimal or no cost at the Norseman Community Resource Centre with programs that have outcomes on connecting community, developing skills and capacity, promoting and enhancing seniors' health and wellbeing.

Activity coordinators,
mentors, carers,
volunteers and
knowledge sharers,
Seniors are a vital
resource across the
Community.





Paint the Town Read comes to Play Group.

Children and Youth

in communities signal vitality and growth, their voices, hopes and dreams are a strong consideration when planning for the future.

Youth Services are an integral part of the Shire's strategy to supporting families and young people. Partially supported through State Government funding from the Department of Child Protection and Family Services our Youth Officer sits as part of the Shire's Community Development Team. Championing the rights, needs and safety of children is integral to creating safe and nurturing environments where children and young people can thrive.

Youth Services play a significant role in the ability for the youth of Norseman to participate in a variety of local and regional events.

2018-2019 saw the review of the amount of support the Youth Services could provide to activities that required significant travel. Decisions were required to ensure that maximum benefit and effective sustainable delivery of services were being delivered. This saw a reduction of the ability to support a full range of sporting activities in the region. Priorities were meeting the required outcomes related to funding and the resourcing of providing a safe "drop in" space for the young people of Norseman. Traditionally catering for the ages 12 through to 18 Council recognised a gap in activities provided for children 5-11 and have adjusted the program to address this age group also.

Community partnerships are highly valued and recognise that the wellbeing and health of children is the responsibility of all.

Thank you to the following:

Department of Communities
Norseman District High School
Norseman Community Resource Centre
Norseman Dance Group
Ngadju Rangers
Kambalda Sea Eagles Swim Club
Kambalda Football Club
Norseman Commerce Group
Norseman Ladies Craft Group
Norseman Men's Shed
Norseman DHS P&C
Ngadju Native Title Corporation



Norseman Community Resource Centre

The Norseman Community Resource Centre is a valuable and active resource in the community funded by the State Government through the Department of Primary Industries and Regional Development.

The centre provides a range of services such as photocopying, printing, computers, and secretarial services as well as being an agent for Medicare, Westnet, Centrelink and the Australian Tax Office.



Situated on the main business street of town the CRC continues to grow the services it provides, initiating collaborative partnerships to ensure the needs of the community it serves are being met.

Popular is the Saturday morning KIDZ KLUB program which offers a variety of activities for children aged 6-12 years. The CRC works closely with the Shire and other services to provide a variety of community events including business seminars, health campaigns, Food Sense Workshops, senior's computer courses, children's activities and community arts performances.

With the construction of the Woodlands Cultural Community and Visitors Centre the CRC Manager has been busy preparing for the upcoming relocation in to the new Centre.



Volunteers, Valued and Vital.

Shire of Dundas has a significant volunteer base across a variety of community and emergency services.

Essential in their support of activities volunteers are the lifeblood of many of the Shire of Dundas community groups, business and emergency groups.

Valued and vital as they are organisations across the Shire are signalling a crisis in the ability to attract new volunteers and in retaining the volunteers they have. Not unique to the Shire of Dundas, several contributing factors play into the capacity for people to be able to volunteer. Time, existing workload, volunteer fatigue, skills and existing organisation culture can impact the volunteer workforce.

Whilst this problem is not unique to the Shire of Dundas, due to our location and rateable base other impacting factors come into play. Serious consideration needs to be given to the resourcing of small local governments to assist them in the supporting the people and groups who give freely of their time and skills to support the communities they call home.





The horse that started it all, Norseman was found to have a nugget of gold bearing quartz lodged in his hoof. His owner Laurie Sinclair in 1894, whilst prospecting about 14 miles north of Dundas, discovered a rich gold reef which he named "Norseman". This reef was registered by Sinclair and a man named Allsop on the 13th August 1894. Also registered in the same day was a reef called "Mt Barker" by Messrs, Ramsay, Talbot and Goodliffe.

Dundas and Norseman have an adventurous exploration and mining heritage beginning in the 1840's with the exploration of the South Coast by Edward John Eyre, the naming of the Dundas Hills in 1848 by JS Roe, and the crossing in 1871 of John Forrest from Western Australia into South Australia, which between 1871 and 1880, produced the establishment of sheep stations at Mundrabilla, Fraser Range and Balladonia.

Between 1876 and 1878 the construction of the Overland Telegraph Line (coastal), from Albany to Adelaide took place, and after its completion the Southern Area was linked with the rest of Australia.

In 1890 Mr Moir of Fanny's Creek found traces of alluvial gold whilst searching for new pastures in the Dundas Hills area; however, no further exploration took place until Moir returned in 1892, with a prospecting team. Unfortunately, no gold was found.

During its first few years Norseman struggled to establish itself due to Dundas being the major township in the area, however the richer fields of Norseman gradually outgrew the latter, and in 1895 was declared a town and in 1896 a Municipality.

The Municipality became the Norseman Roads Board in 1918, the Dundas Road Board in 1929 and the Shire of Dundas in 1961.

During this time, other prospectors had begun to explore the area and in 1892 Messrs, Mawson and Kirkpatrick discovered gold in the southern end of the Field and named it the "May Bell". Following this Messrs, Bromley, Mawson and Desjarlis, found a rich outcrop of ore, and named it "Great Dundas". In August 1893 the "Dundas Field" was finally proclaimed, and the town site of Dundas was established, with the discovery of another two rich outcrops, which were registered under the one name of "Scotia".

General Report

The Shire of Dundas continues to develop its ability to comply with new legislation and requirements from all sectors of government departments and agencies.

During the year the Shire reviewed its existing policies and procedures and introduced new policies and procedures to ensure transparency and compliance sits behind the development of the policies and procedures in place in relation to the Shire's operations.

Professional development of staff and Councillors continues to be an important investment which is budgeted for annually. This is a continuous requirement with training expenses totalling \$41,440. Councillors attended training and development workshops during the year to help them in better servicing the community they represent.

The Corporate Business Plan, Long Term Financial Plan, Workforce Plan and Asset Management Plan were all updated in line with the Strategic Community Plan. These plans are of paramount importance for the Shire to plan sustainably for the future and to equip the organisation to respond to short, medium and long-term Community requirements.

During 2018/19 no local laws were repealed and one amendment to the Property Local Law adopted in December 2018.

The Shire continues to invest in record keeping procedures to ensure compliance and accountability.

The compliance audit review conducted by Moore Stephens, during the year, has identified that the Shire has appropriate systems, controls and procedures in place to discharge its corporate governance responsibilities in financial management, risk management, internal control and legislative compliance.

Further, the review has proposed improvements that the Shire is currently adopting in order to promote transparency and compliance.

Governance

Law, Order and Public Safety

Bushfires

Bushfire continues to be a significant consideration for the Shire of Dundas. During the year twenty-three bushfire incidents were reported within Shire boundaries, challenging availability of human and financial resources of the Shire well beyond its limits. Shire staff, volunteers and the Department of Fire and Emergency Services worked around the clock for many weeks, to prevent catastrophic impact on human lives, properties and animals.

Recognising the need to further build the capacity of the Shire's ability to respond to bushfire, the Dundas Rural Bushfire saw a concentrated effort on building capacity. Working to train members in essential skills to respond to bushfire safely, training has been performed through the Department of Fire and Emergency Services (DFES). Sitting under the direction of the Chief Fire Control Officer this volunteer brigade is largely formed from members of the Ngadju Rangers.



During February 2019 the Chief Executive Office was informed by the Department of Fire and Emergency Services (DFES) that the Department's interpretation of the Act had changed. The change occurred without consultation or input from the Shire. The new interpretation meant that the costs of firefighting conducted by the Shire of Dundas on Unallocated Crown Land (UCL) would no longer be covered. This new interpretation placed a significant degree of financial vulnerability on Shire of Dundas, with the potential to incur costs of tens of thousands of dollars in the protection of UCL.

The Shire invested in installing additional CCTV cameras within the main town centre as an effective preventive measure to crime and anti-social behaviour.

The Shire continues to hold Local Emergency Management Committee meetings, working towards building strong partnerships and effective use of local and regional resources for emergency events.

Animal Control

With an additional part-time ranger in the team, the Shire was able to increase street presence, and provide quick response to call outs both in the township of Norseman and along the Eyre and Esperance-Coolgardie Highways.

Rangers deal with a variety of animal control issues ranging from lost pets, stray animals, dog attacks and wildlife that has been injured on the roads. The Shire continued to be a member of the RSPCA with membership offering community engagement sessions for residents on responsible pet ownership. SAFE continues to support Shire of Dundas Rangers in the rehoming of dogs.

The total cost of providing an animal control service for the Shire of Dundas for 2018-2019 is \$61,564.

Health

Health Inspection and Administration

Regular health inspections are undertaken in Norseman and along the Eyre Highway to Eucla ensuring the health standards are maintained in all relevant food preparation premises.

Community Health Centre

The Shire continues to maintain the Community Health Centre.

Council was pleased to see the return of a Community Health Nurse and Aboriginal Health Worker to the Norseman community. This important Community Health resource is vital when considering the health care needs of Norseman.

Eucla and Eyre Highway residents and travellers along the national highway are supported through the Silver Chain remote nursing station located in the small community of Eucla. Staffed by a registered nurse the clinic provides general health assessments, chronic disease management, treatment for illness and injury and emergency response in life threatening situations.

Resident Doctor

Council recognises the value and importance of a Doctor in Residence in Norseman; and continues to work on maintaining health services to the community by providing doctor services in partnership with the Western Australia Community Health Services.

To retain and attract quality medical providers the Shire constructed a new residential dwelling to house a local general practitioner (a Doctor's residence). The Doctor's residence also has on site a self-contained flat to house visiting specialists, medical practicum students and locums. The Shire provides a fully maintained vehicle and residence maintenance services.

The Shire spends on approximately \$120,000 each year to provide a resident doctor in Norseman and the associated costs for this service.

Community Amenities

Household Refuse-Litter

Council carries out the rubbish removal service with its own day-labour workforce operating a single operator side-loading compaction unit.

Rubbish tip maintenance and litter control are also undertaken by Council employees, with the Dundas Waste Facility open seven days a week throughout the year. Rate payers receive two tip passes distributed with the annual rate notices.

The Shire Works Department continues to investigate solutions for managing recyclable waste with State projects such as the Container Deposit Scheme of interest.

Heritage and site surveys were undertaken to expand the rubbish tip, along with rehabilitation and fencing works.

Cemetery

The Norseman Cemetery is located at the end of Denison Drive in a peaceful bush setting. During the year heritage and site surveys were undertaken to progress the expansion of the Norseman Cemetery in preparation future needs. The Shire also completed sealing works on the cemetery carpark.

Housing

Aged Care

Housing remains a significant issue for senior residents. Although not a responsibility of local government Council recognises the increasing need for suitable accommodation.

The Shire manages four self-contained units for the aged, three of them were occupied during the year. A low rental cost is paid by the tenants however, the rents charged do not reflect the true cost of providing the accommodation units.

During the year, the Shire spends \$27,325 to maintain 4 townsite aged person's units including utilities, repairs and maintenance, building depreciation, gardening and property insurance.

Staff/Other

Renewal and maintenance programs continue to be carried out on an annual basis, as per strategies within the Strategic Community Plan and Corporate Business Plan. These programs ensure that housing is well maintained and of a good standard. Shire housing provides benefits in attracting senior staff to the Shire as well as costs benefits when using contractors for extended projects.

Education and Welfare

Council recognises the importance of quality well-resourced public education in remote communities and looks for opportunity to support the school community with innovative projects and partnerships. However, it is firm in the belief that public education should be resourced by government so that students living in rural and remote communities have access to the same opportunities as their metropolitan based peers. Public schools should not be dependent on external funding to supply resources required for a full and robust curriculum.

The Shire of Dundas is serviced by one mainstream public school, Norseman District High School and School of the Air for primary school students living in the more remote areas of the Shire, in particular, families along the Eyre Highway. Norseman District High School caters for students from Kindergarten through to Year 12, with senior students accessing some of their curriculum studies through Schools of Isolated and Distance Education whilst at school.

During 2018-2019 the Shire and Norseman District High School have strengthened their community partnership working together on a variety of initiatives:

- NAIDOC Week
- ANZAC School Service 2018
- ANZAC Day Dawn Service and Diggers Breakfast
- National Schools Tree Planting Day
- Athletics and Swim Carnivals
- Bus Transportation
- School Grounds maintenance support

- Remembrance Day
- Canberra Camp
- Dundas Images Photographic Competition
- Biggest Morning Tea
- Disability Access & Inclusion Plan Consultation
- Blessing of the Roads
- Country Week
- Remembrance Day
- School Excursions

Recreation and Culture

Community Spaces

Community require identified places of gathering. Accessible and inclusive spaces where people come together in times of celebration and in times of need.

These *coming together* moments connect us to each other, strengthen our bonds and build resilience across our community.

Public Halls

Council provides four (4) main public halls within the Shire. These halls are the Norseman Town Hall, Dodd House, Norseman Sport Complex and the Eucla Community Hall.

The facilities provide functional spaces for a diversity of community needs and events. These important resources have seen a variety of activities including Stay on Your Feet weekly classes, Dance Class, Ngadju Native Title Aboriginal Corporation meetings, hair dressing services, veterinary services, Norseman Flower and Garden Show, Norseman Pensioners Mornings, community Art Classes, Youth Programs, Seniors Christmas Dinner, community consultation and gatherings. These venues are also available for hire for private functions.

After the loss of the Eucla Community Hall from fire in the early part of 2017, Eucla residents were pleased to see the new building completed in February 2019.





Swimming Pool

The Norseman Swimming Pool is popular with residents and visitors in the summer months. Operated by a qualified Swimming Pool Manager the pool provides a sanctuary from the summer heat.

Although a substantial cost to ratepayers, Council recognises the valued community resource the pool is. A variety of groups use the pool including Senior Ladies Exercise Group, Norseman chapter of the Kambalda Sea Eagles, Norseman District High School and the Kalgoorlie Triathlon Club who run an annual event for local and regional athletes.

The pool is also popular with visitors and tourists offering a welcome break from travelling and encouraging people to stay over through to the cool of the day.

Library

Situated in the Shire Administration building the Norseman Library is a well-used community amenity with members enjoying a range of services and resources. The Library offers a choice of fiction and nonfiction, large print and audio books. With no video store in the town the DVD section of the Library is quite popular, as is the children's corner. Another popular resource is the community book/DVD exchange.

In mid-2019 the Better Beginnings Storytime program was taken on by the Youth Officer to combine with Playgroup activities. The new approach looks to maximise reach to families and young children.



Arts and Culture

The importance of Arts and Culture as part of peoples lived experience is evident in communities that thrive. Council recognises the cultural and community health benefits of public and community creative expression and supports the development of the arts. Community engage with a variety of creative activities that are Shire supported:

Norseman Ladies Wednesday Craft Group

Norseman CRC Kidz Klub

Norseman Men's Shed

Dundas Images Photographic Competition

Norseman Arts: Inspire Share Exhibit

Norseman Gardening Group

Youth Services

The increased desire for people to connect through creative experiences has highlighted the need for a dedicated community arts space. The new Woodlands Cultural, Community and Visitors Centre will provide such a space which will be well utilised by the community in the form of workshops, cultural sharing, student engagement and youth activities, artists in residence and a local exhibition space.

Parks, Ovals and Community Sporting Facilities

Council maintains a combination of facilities including parks and gardens, a grassed oval, community sports centre, tennis and basketball courts, squash courts and several small parks. Shire staff work hard on presenting and maintaining these facilities and amenities in a good condition and providing community-based activities that encourage place activation.

Both Phoenix and Marks Park are popular stopping points for visitors travelling through the area. Marks Park is well shaded and offers a variety of play equipment suitable for all ages. Proudly standing at the corner entry of the park is a statue of Norseman, the miner's horse whose encounter with a nugget of gold bearing quartz started the mining boom in Norseman.

Phoenix Park is also a shady retreat from the heat of the day with a mining heritage theme. A meandering brook runs through the park adding to the pleasant atmosphere that invites people to stop and enjoy for a while.

Norseman and Eucla All-Weather Airstrips

Norseman sits at the western end of the Eyre Highway, a significant National highway which by having the Nullarbor, one of Australia's iconic road trips, as part of the journey, sees a significant amount of tourist traffic and truck haulage along its route. The very thing that makes the Nullarbor **that** road trip everyone must do is its remoteness. The long stretches of road into the horizon, wildlife of camels, kangaroos and wedge-tail eagles - also raises the level of emergency response and medical evacuation that is required.

Council recognised the need to service not only its community, but also the ever-increasing visitor traffic coming across the Nullarbor. It was decided that the Norseman and Eucla airstrips in their current state were not capable of handling emergency assistance on a 24/7 basis and therefore an upgrade to the facilities was essential if that objective was to be achieved.

The Norseman airstrip was upgraded to an all-weather airstrip with a total project cost of \$4.35 million. The project was supported with Federal and State grants of \$3.7 million. The Shire's contribution towards this project was \$0.65 million. Most of the project work was undertaken by the Shire staff to manage the overall cost of the project within the budget.

During the year, the Shire completed a feasibility study of upgrading the Eucla airstrip. A funding application for \$3.2 million was submitted to both State and Federal government through the Regional Airstrip Upgrade Program and the Regional Airports Development Scheme. Council was unsuccessful in their application.

Council recognises that the project will require full funding contribution for construction and maintenance from both State and Federal Governments, due to sustainability issues identified by the Department of Local Government Sports and Cultural Industries through the Auditor General report.

Footpaths and Footbridges

The Shire has identified footpaths within the Norseman town site needing improvement. The footpath upgrade programme continues to be progressed. The footpath upgrade work completed during the year included footbridges on Prinsep and Mildura Streets.

The Shire has invested on footpaths and footbridges within the townsite. These investments enhance the pedestrian safety and ensure ease of visitor navigation. Footpath and pedestrian bridges/walkways upgrades are allocated in the annual budget. For 2019/20 Budget allocation for footpaths construction amount to \$25,000.



Roads

The Shire's major road projects are funded from Financial Assistance Grant, Roads to Recovery Grant, Blackspot Funding and Regional Road Group (RRG) allocations. During the year, the Shire has not been able to allocate resources to any major road projects.

Re-sheeting of the Hyden -Norseman road with RRG funding.

Mort Harslett Drive works included a road realignment, gravel sheeting and seal.

Dennison Drive between the Norseman Cemetery and Waste facility was reconstructed and sealed.

Asphalting along Roberts Street in front of the Norseman Visitors Centre, and Welcome Park was conducted in early 2019.

Ramsay Street resurfacing was also conducted mid-2019.

Street Lights

Power supply to Norseman is provided through Contract Power Services through a power station located on Central Norseman Gold tenement, this agreement expires in 2026. Council is in communication with Horizon Power regarding alternative power sources into the future.

The Shire spent \$37,000 in 2018/2019 to provide street lighting. The cost of providing street lighting has reduced compared to the previous year due to energy efficient lighting installed across the streets of Norseman.

Economic Services

Town Planning

A project was initiated during 2018/2019 to review and update the Shire of Dundas Local Planning Scheme No.2 to ensure that the Shire's town planning scheme meets the present-day expectation of the community and applicable regulatory requirements.

Tourism Experience & Woodlands Cultural, Community & Visitor Centre

The Norseman Visitor Centre is situated on Roberts Street sitting alongside the swimming pool and Welcome Park. Staffed by a paid manager and volunteers 2019 saw the retirement of long serving Manager Evelyn Reid. Evelyn's in-depth knowledge of local and regional history has long been recognised as an asset to the promotion of the entire region.

With the new Woodlands Cultural Community and Visitor Centre due for completion at the end of 2019, the Norseman Visitor Centre committee put in place a strategy of transition working alongside Shire officers to seek a workable and future facing plan for area promotion.

The Shire continues to maintain tourist trails and camping spots. Council will continue to monitor the benefits and costs to the community of this service.

Popular with travellers is the free 24hour stopping area for self-contained vehicles.

The Woodlands Centre will sit as an important element of the Shire of Dundas economic and social development plans, aiming to be a celebration of cultural, mining and environmental heritage. Welcoming both community and visitors the Woodlands Centre promises to be a thriving hub where people have access to local and regional tourist information, a wide range of services from the Community Resource Centre, arts and crafts and specific events and activities. The Centre will create further opportunity and interest for people to explore the rich local experiences outside its walls.

Located as part of the Central Precinct one of the deliverables of the Woodlands Centre is to draw more custom into the Norseman Town Centre. The aim of identifying a Central Precinct is to allow the Shire to focus the first round of enhancements and new developments within this zone, to build a density of experience, and to prevent possible attractions becoming somewhat stranded or lost out

in fringe areas where visitors may have to drive or take an unwanted longer walk to view them. Doing so also signals to the local business community that Council considers it vital that the Town Centre be a vibrant and welcoming community and business hub.

2018 -19 saw Council progress the Building and Construction Tender, awarding Devlyn Australia the tender for the contract cost of \$ 2,296,015. After some initial delays the practical completion of the building due in December 2019, with a vision of the Woodlands Centre opening for business in February 2020.

Governance

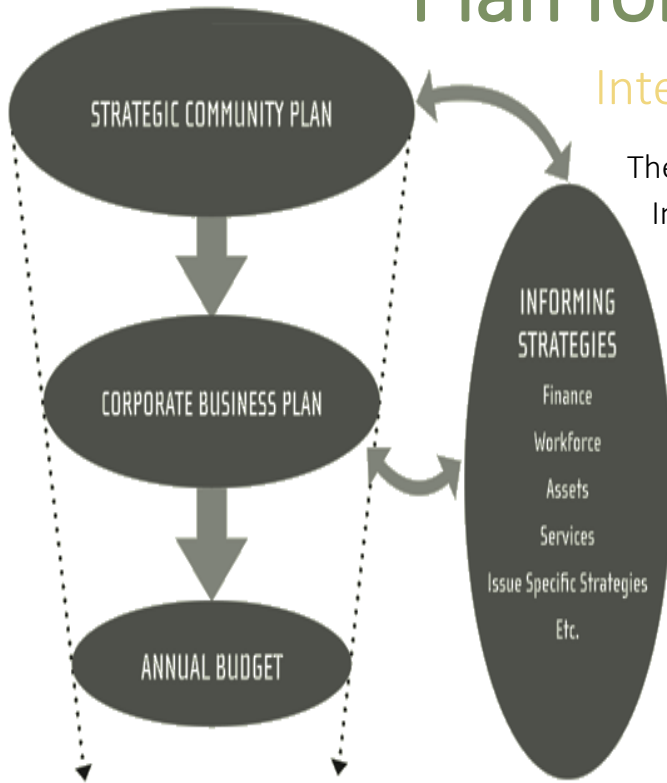
&

Compliance

COMMUNITY ENGAGEMENT

Plan for the Future

Integrated Planning



The Community Strategic Plan in line with the Integrated Strategic Planning Framework will be reviewed in early 2020. The Corporate Business Plan as well as a Workforce Plan, Long Term Financial Plan and Asset Management Plan

Plans are updated as part of the integrated planning framework to meet the aspirations and needs identified by the Community. These aspirations have been grouped into three key themes, each with supporting goals and measures of success. The three themes are:

Outputs: Plan Monitoring and Annual Reporting



A vibrant, active and healthy socially connected Community

A strong, healthy, educated and well-connected Community that is actively engaged and involved.



A thriving local economy and economic base.

A strong and diversified economy with a number of commercial businesses and industries providing new and varied employment opportunities for all age groups.



Natural and built environment.

A protected and enhanced environment that is aesthetically pleasing and benefits to the Community for generations to come.

Code of Conduct

Councillors, Committee and Working Group Members and Employees

Section 5.103 of the Local Government Act 1995 requires every Local Government to prepare and adopt a Code of Conduct (the Code) to be observed by all Council members, committee members and employees.

The Code provides Council Members, Committee and Working Group Members and Employees with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability.

Record Keeping Plan

The State Records Act requires that a government organisation include in its annual report comment on the following:

1. Whether the efficiency and effectiveness of the organisations record keeping systems has been evaluated or alternatively when such an evaluation is proposed;
2. The nature and extent of record keeping training programs conducted;
3. Whether the efficiency and effectiveness of the record keeping training program has been reviewed or alternatively how this is planned to be done; and
4. Assurance that the organisations induction program addresses employee roles and responsibilities in regard to their compliance with the organisations record keeping plan.

The following comments are made in relation to the above.

- An office integration system, in Synergy Central Records, is used to make the record registering process more user-friendly, effective and efficient.
- All staff have been advised about the need for a competent record keeping system.
- Ongoing training has been provided to appropriate staff who manage the records keeping system.

FOI – Information Statement

Part 5 of the *Freedom of Information Act 1992* requires each agency to prepare and publish an information statement within 12 months after the commencement of the Act, and to update the statement at intervals of not more than 12 months (ss.96 and 97 of the FOI Act).

The FOI Information Statement is available at the Shire Office located at 88-92 Prinsep Street Norseman WA 6443 and on the Shire's official website. For 2017/18 reporting year, zero FOI applications were received by the Shire.

National Competition Policy

In relation to the Clause 7 statement in the application of the above to Local Government, all governments have been divided into Category 1 or Category 2 Councils.

The Shire of Dundas is Category 2 and thus is not required to report in detail on competitive neutrality or structural reform of public monopolies (principles CN10 and SR4 in Clause 7). However, a report is required for legislation review under the principle LR8.

Competition Neutrality

The objective of competitive neutrality is the elimination of resource allocation distortions arising out of Local Government ownership of significant business activities. The Shire of Dundas has assessed its operations and considers that it does not have a business activity that would be classed as significant under the current guidelines. Also, the Shire of Dundas does not operate a business enterprise that has been classified by the Australian Bureau of Statistics as either a Public Trading Enterprise or Public Financial Enterprise.



Image: Lynn Webb. John at work in Norseman Men's Shed

Equal Opportunity

The Shire of Dundas is an Equal Employment Opportunity employer and enjoys a good working relationship with all staff and employees. The Shire has adopted an Equal Employment Opportunity policy to ensure that it meets the legislative requirements.

Disability Access and Inclusion Plan

The Disability Services Act 1993 requires all local government agencies to develop a Disability Access and Inclusion Plan (DAIP). It is reported that the Shire of Dundas Disability Access and Inclusion Plan 2018-2022 has been reviewed by Council and submitted to the Department.

The DAIP, guides the Shire to ensure people living and working in the Shire of Dundas are given the opportunity to feedback on the full range of services the Council provides to the community.

The Shire reviews its processes and facilities to improve access for people with disability as part of an ongoing works and community development programme. A footbridge replacement plan has been commenced with two new footbridges installed to improve accessibility for people using wheelchairs and mobility scooters.

Larger projects such as the new Woodlands Cultural, Community and Visitor Centre and the new Eucla Community Hall will meet mandated access requirements and enhance the capacity for people with varying ability requirements to utilize the spaces.



Employees

Payment to Employees

In accordance with Local Government (Administration) Regulation 1996 19B, set out in bands of \$10,000, is the number of employees of the Shire entitled to an annual salary of \$ 100,000 or more.

Salary Band	2018/19	2017/18	2016/17	2015/16	2014/15
\$100,000 to \$110,00	2	1	1	1	
\$110,000 to \$120,00	2	1	1	1	1
\$120,000 to \$130,00					
\$130,000 to \$140,00	1				
\$140,000 to \$150,00	1			1	
\$150,000 to \$160,00					
\$160,000 to \$ 170,000		1	1		
\$170,000 to \$ 180,000					1

Number of Employees

	2018/19	2017/18	2016/17	2015/16	2014/15
Number of full-time equivalent employees as at end of year	29	26	27	27	27

Financial Review 2018-2019

For 2018/19, the actual net operating surplus before depreciation amounts to \$ 1,520,179 compared to the anticipated (budgeted) deficit before depreciation of \$ 112,648. This turnaround is attributable to increase in revenue, savings in Materials and contracts, and other expenditure against the budget.

Further, for 2018/19, the actual operating deficit after depreciation amounts to \$ 1,297,965 compared to the expected deficit of \$ 2,497,426. However, in short-term, this deficit does not have any impact on the Shire’s financial capacity to deliver services to the community due to continuous funding support from state and Commonwealth governments.

The Shire of Dundas is lobbying with other Councils in its neighbourhood to pledge the government to increase its financial assistance grant to Local government to its original level (which is 1 % of Commonwealth tax revenue) as it would help the shire to improve the financial sustainability in the long-run.

REVENUE INCLUDING OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

The revenue is derived from rates, fees and charges and grants. The Council received operating grants of \$1,933,795 (\$ 1,812,545 in 2017/18) during the year to support service provisions and various projects

THE REVENUE BY SOURCE IN COMPARISON WITH THE PREVIOUS YEAR

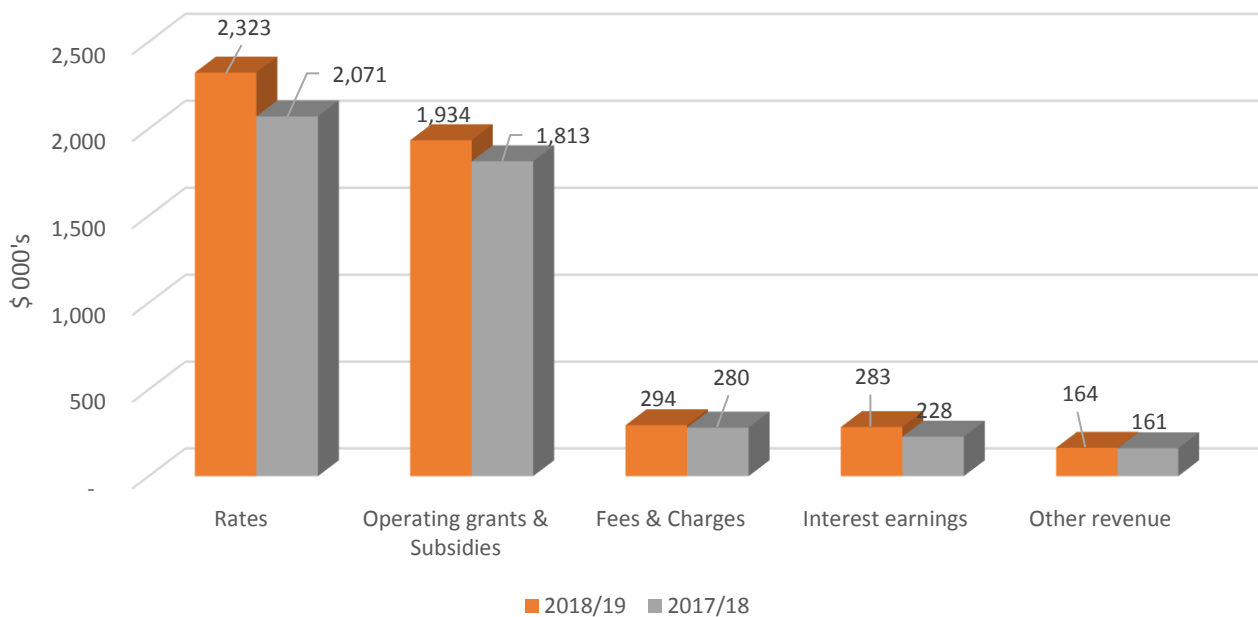
OPERATING REVENUE (\$ 000'S)	2018/19	2017/18
Rates	2,323	2,071
Operating grants & Subsidies	1,934	1,813
Fees & Charges	294	280
Interest earnings	283	228
Other revenue	164	161
Total	4,998	4,553

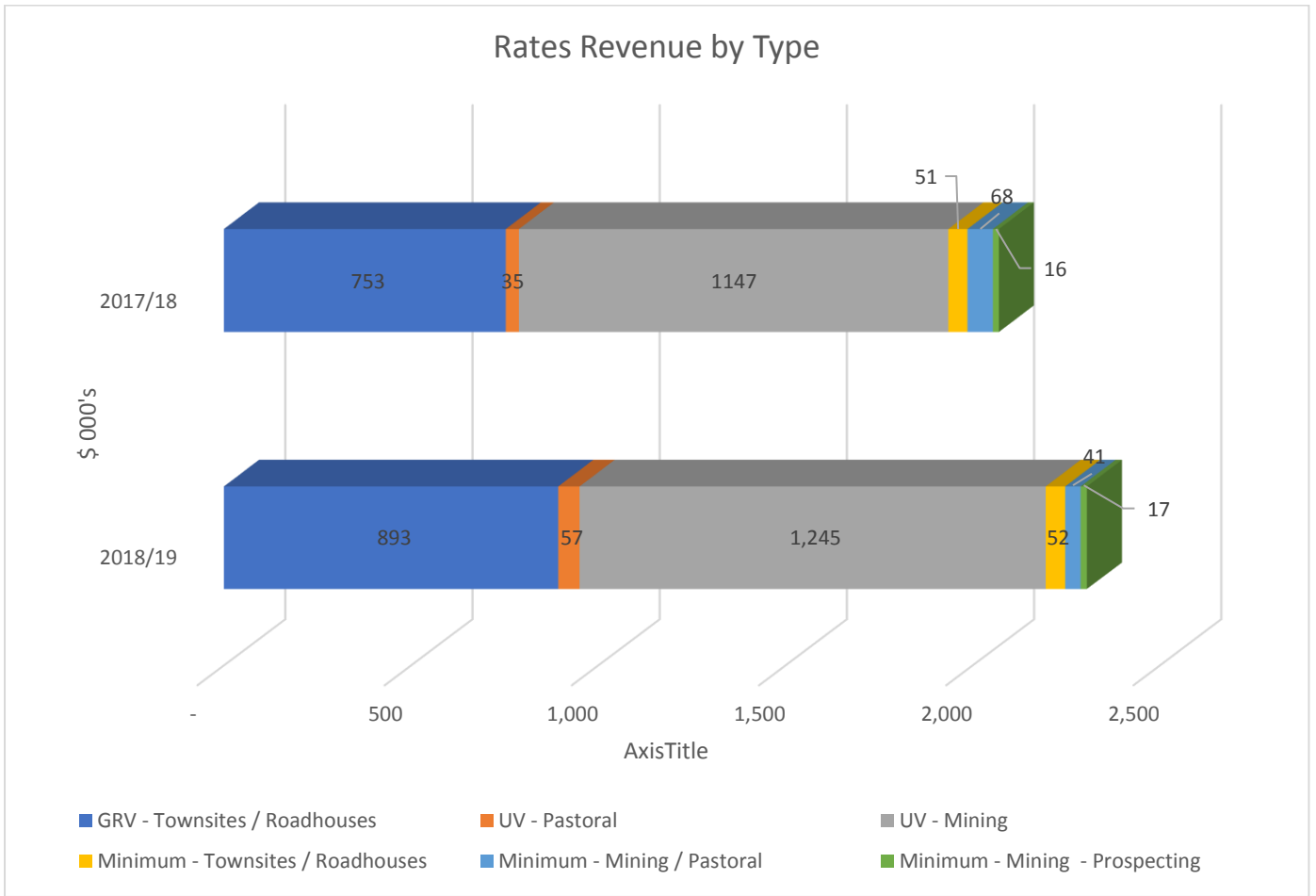
RATES REVENUE

The purpose of the levy of rates is to meet Shire's budget requirements in each financial year in order to deliver services and community infrastructure. Property valuations provided by the Valuer General are used as the basis for the calculation of rates each year. Section 6.33 of the Local Government Act 1995 provides the ability to differentially rate properties based on zoning and/or land use as determined by the Shire of Dundas.

The application of differential rating maintains the status quo in terms of equity in the rating of properties across the Shire, enabling the Council to provide facilities, infrastructure and services to the entire community and visitors.

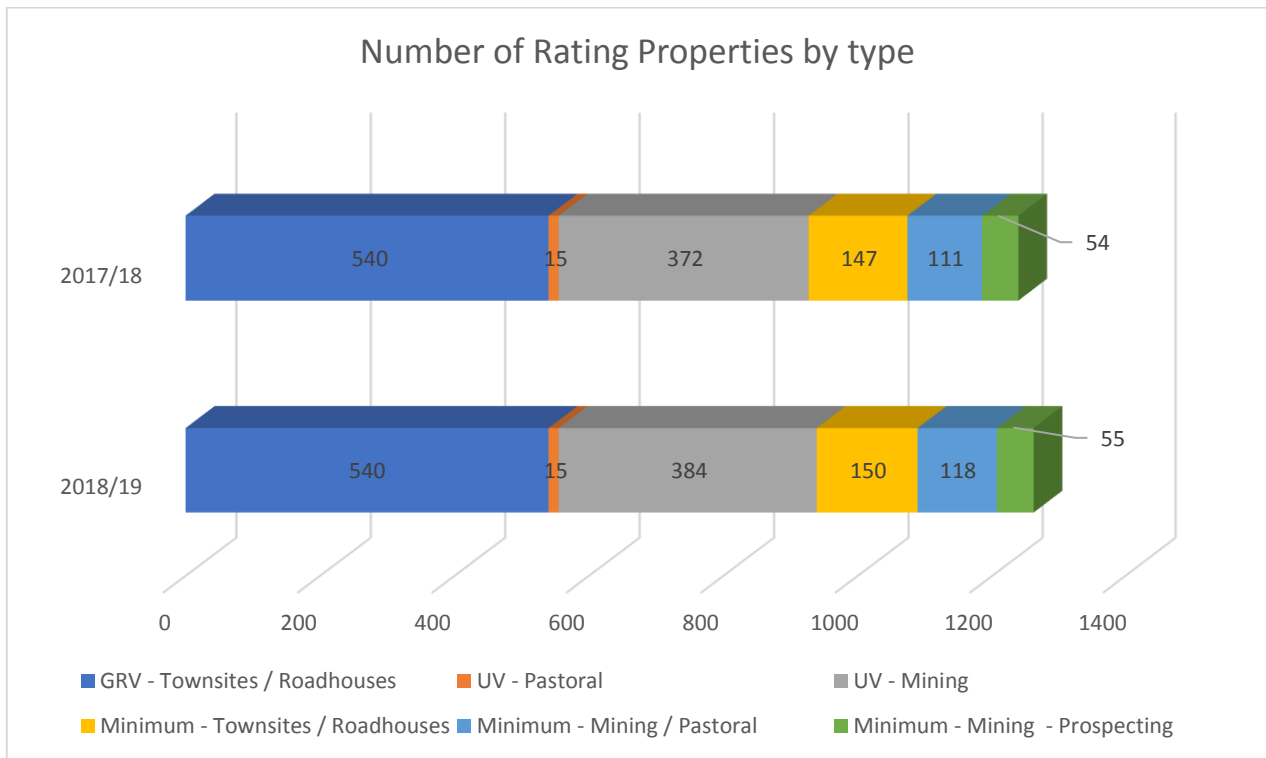
Operating Revenue in Comparison





Rates revenue for the year was \$2,322,838 which is a 12% increase over the previous year (\$ 2,071,460).

PROPERTIES BY TYPE



OPERATING EXPENDITURE BY PROGRAMME

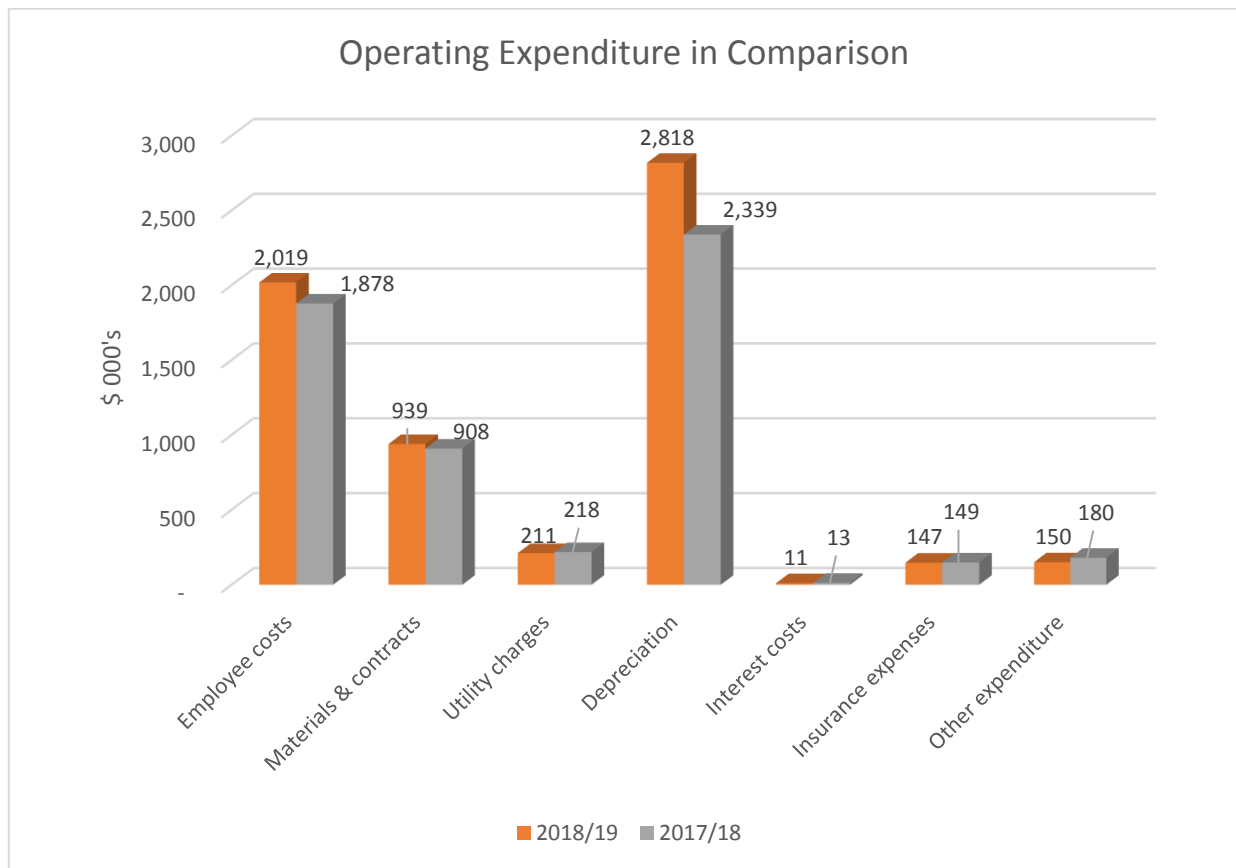
Outstanding rates as at 30th June 2019 is \$943,143 compared to \$ 837,432 in 2017/18. In view of increasing outstanding rates balance, the Council is planning to take more robust recovery measures in order to maintain the Shire's current service delivery levels to the community.

A provision for doubtful debt of \$399,574 has been made. This provision is for the possible future write-off of rates outstanding where property owners cannot be traced.

Expenditure by type (\$ 000's)	2018/19	2017/18
Employee costs	2,019	1,878
Materials & contracts	939	908
Utility charges	211	218
Depreciation	2,818	2,339
Interest costs	11	13
Insurance expenses	147	149
Other expenditure	150	180
Total	6,295	5,685

Total operating expenditure for 2018/19 is \$6,295,678 compared to \$ 5,683,926 in the previous year.

The following graph shows how expenditure by type have contributed to this increase over the previous year.



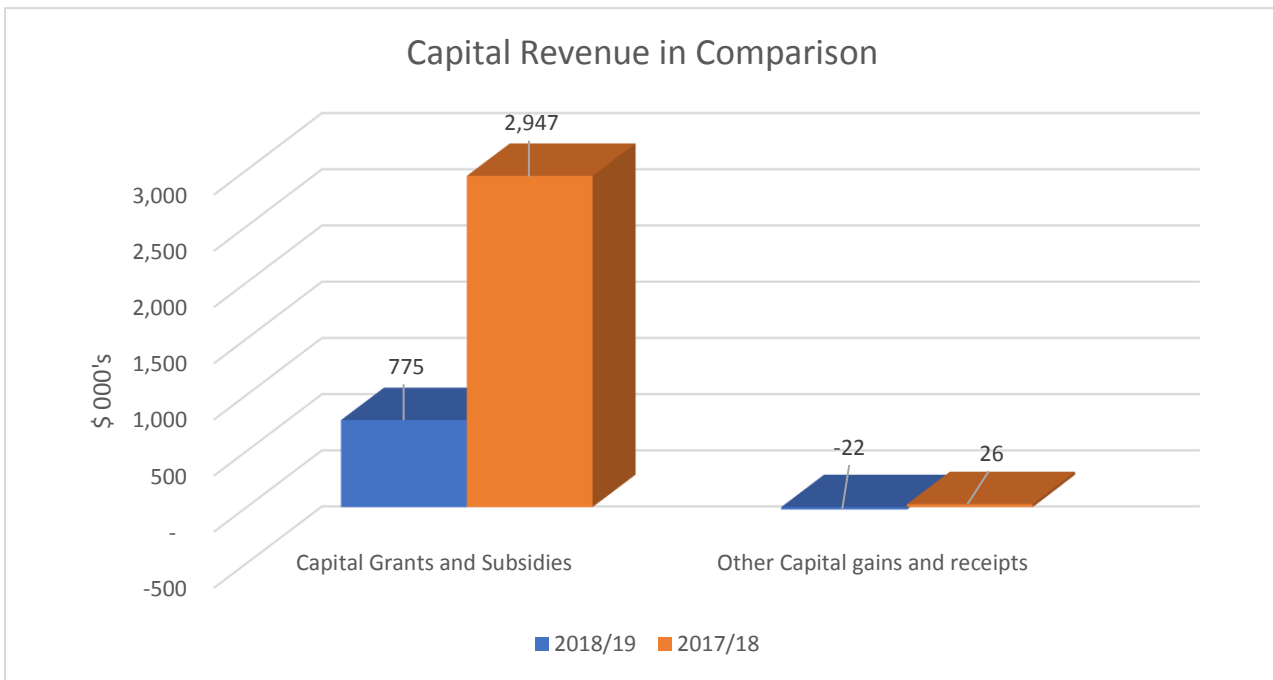
Depreciation expenditure for the year have increased to \$2,818,144 from \$2,338,578 owing to additional depreciation on new assets and increased revaluation of building assets.

CAPITAL REVENUE

In 2018/19, Non-operating grants received amount to \$ 775k compared to \$ 4.94 million budgeted. The adverse variance results from the early receipt of Woodland Centre capital grant (\$ 1.2m received in 2017/18 against the 2018/19 budget) and Airport Upgrade grant of \$ 3 million not claimed by the Shire.

However, with the asset revaluation surplus of \$ 348 k (not budgeted), the overall net result has been \$196,144 deficit compared to \$ 2.44 million budgeted surplus (which include the above noted non-operating grants that were not received) during 2018/19.

Taking in to account \$1.2 million Woodland Centre capital grant that was received in 2017/18 for 2018/19, the overall net result for 2018/19 could be \$ 1,003,856.



As noted, included in previous year's (2017/18) capital grants and subsidies (\$2.94 million) is the \$ 1.2 million grant received in advance for the Woodland Centre project that was commenced in 2019/20.

CAPITAL EXPENDITURE

The Shire's total capital expenditure for the year was \$ 2,778,080 compared to \$ 4,230,072 in 2017/18. A detailed analysis of capital expenditure in comparison with the previous year is given in the following table.

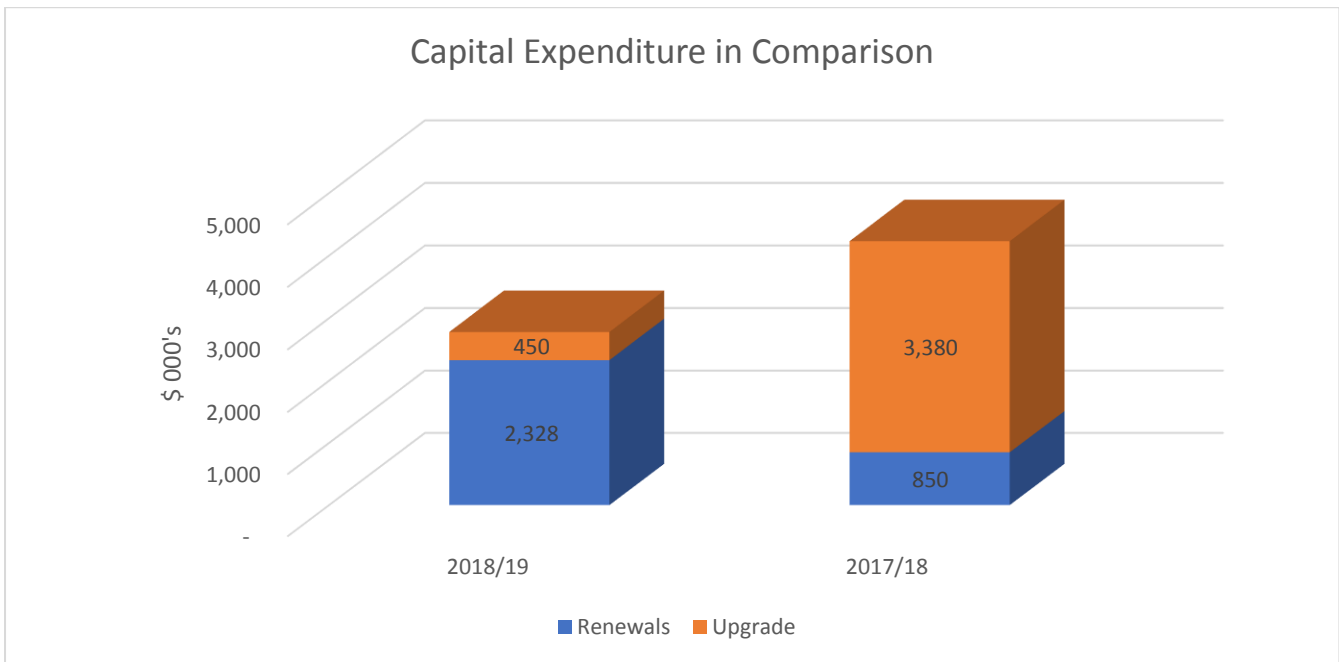
Capital Expenditure (\$ 000's)	2018/19	2017/18
Renewals	2,328	850
Upgrade (New)	450	3,380
Total	2,778	4,230

During the year, the Shire has spent \$1.32 million on upgrade and renewal of roads (Hyden-Norseman road and Mort Harslet drive) under Regional Road Group, Black Spot and Road-to-Recovery funding programs. Further, the Shire also spent \$872,000 on upgrade of Eucla Community hall and \$450,000 on Woodlands Centre Project which will be completed in 2019/20 at the full cost of around \$ 2.6 million.

Among other significant capital projects, the Shire has completed successfully in 2018/19 are renovation of Bromus Dam Toilets (\$73,288) and improvement works on the Tip (\$43,000).

The above data table and the graph overleaf clearly shows that, this year, the Shire has shifted its focus from new capital expenditure to capital renewal from the previous year, thus improving its financial sustainability ratios.

This is to ensure that the Shire’s current operating assets base is in good condition and able to deliver services with high standards of quality. They include, roads network, bridges, footpaths, buildings, sporting facilities, parks, utilities and other amenities.



Ratio	Standard	2018/19	2017/18	2016/17	2015/16
Operating surplus ratio	≥ 0.01	(0.43)	(0.40)	0.01	(0.60)
Asset Sustainability Ratio	≥ 0.90	0.82	0.35	0.74	1.72
Asset Consumption Ratio	≥ 0.50	0.96	0.73	0.80	0.81
Asset Renewal Funding Ratio	≥ 0.75	0.68	0.64	0.78	0.96
Debt Service Cover Ratio	≥ 2.00	26.29	21.7	72.96	N/A
Own Source Revenue Coverage Ratio	≥ 0.40	0.49	0.49	0.52	0.51
Current Ratio	>1.10	4.17	3.16	4.15	2.41

FINANCIAL RATIOS

Financial ratios play an important role in analysis of the Shire's financial performance and financial position with a view to identifying areas for further improvement as well as critical issues that need to be addressed.

In adherence with WA Local Government Act 1995 and sec. 50 of WA Local Government (Financial Management) Regulations 1996, the Shire reports its financial performance and position on seven ratios that evaluate the Shire's ability to sustain its operations (i.e. make ends meet), maintain its asset base, service its debt portfolio and provide adequate liquidity to meet its day-to-day financial commitments.

However, these ratios, in the context of local government, may not provide an accurate picture of the Shire's operations due to distinctive nature of the local government business/operational model that includes multiple revenue streams (such as rates, grants and fees-for-services), lack of control over factors that undermine these ratios and multiple roles it has to engage in (e.g. as a regulatory body, service organisation and/or an enterprise).

The Council is currently lobbying the State and Commonwealth Governments on these issues in order to secure their increased support to achieve financial sustainability and better prospects for the community.

The operating surplus ratio continues to remain below the standard due to the Shire's inability to generate adequate revenue to cover all depreciation costs. However, being a typical issue for many small to medium local government organisations in the country, the low operating surplus ratio will not have a detrimental effect on Financial operations of the Shire in short term as many of the Shire's assets are replaced with grants and subsidies.

The significant increase in capital renewal expenditure from 2017/18 to 2018/19 has had a favourable effect on all asset related ratios, namely

- a) Asset sustainability ratio: Implying that the Shire has improved its ability to replace/renew assets as they wear out due to usage.
- b) Asset consumption ratio: implying that the Shire has improved aged condition of assets by investing adequate funds in upgrades, renewals and replacements; currently beyond required standard levels.
- c) Asset renewal funding ratio: implying that the Shire has improved its financial capacity to fund asset renewals as required.

In addition to the aforesaid comments on operating surplus ratio and asset related ratios, all the other ratios namely Debt service cover, Own source revenue and Current ratios have reported well above benchmarks.