



**Shire of CHRISTMAS ISLAND**

# **PLAN FOR THE FUTURE**

**1 July 2009 to 30 June 2013**

Adopted at an Ordinary Meeting of  
Council held on 27 August 2009



**George Fam Centre**

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## SHIRE PRESIDENT'S MESSAGE

The Shire's Plan for the Future belongs to all of the people of Christmas Island because all of the people of Christmas Island can have a say in this plan. So Christmas Islanders read this plan for the future and tell us what you think about how our Island should look; how our services, economy, culture and social structures can be developed to serve the people who live here and who want to make their lives here in the future. Community comment can be incorporated into future Plans, ensuring that this document remains reflective of community values and aspirations.

It is not easy for us to make our plans our reality because the plans of the people of Christmas Island and the plans of the central government are not currently linked together as one plan that we all agree upon. Our immediate task is to bring the people of the island, the people of the public service and our elected representatives in the Australian parliament in Canberra together with us to make the next Shire plan for the future THE PLAN that Canberra and Christmas Island are equally committed to making reality.

Since 1 October 1958, Christmas Island has been an Australian dependency: officially termed a non-Self-Governing External Territory of the Commonwealth of Australia. Pursuant to the Constitution at s122, all major government administration policies and plans are sourced from the Commonwealth of Australia. There's the problem. The "Islanders" are not equal partners in the policy and planning for the Island.

The ALP policy platform for the last election encouraged us to work with the Labor government to deliver changes in governance so that we will have a meaningful say in the decisions that affect our lives. We have embarked upon that course. The greatest challenge to us in this vital area of planning the future is maintaining the energy and commitment of the many on Christmas Island to that discussion.

As the resources of the mine wither, a future community based on the economies of tourism development, environmental research, education services, and Immigration Detention requires significant and ongoing planning and investment in infrastructure.

The Shire has drafted the Plan in accordance with the *Local Government Act 1995 (WA)(CI)* and will review the document every two years. It provides an overview of the major activities and projects that the Shire plans to undertake during the next four years. Your constructive feedback to the Shire will be welcomed.

Gordon Thomson  
Shire President

## **PART 1 - GENERAL OVERVIEW**

### **1.1 LGA Requirement**

Under the *Local Government Act 1995 (WA) (CI)* s5.56, the Shire is required to prepare a Plan for the Future ('the Plan'). The minimum period of the Plan is two financial years (with review every two years). The plan must be developed in conjunction with the community and, when finalised, will be the basis for the adoption of the annual budget for the Shire.

### **1.2 What is in the Plan for the Future?**

The plan contains:

- A description of the future principal and significant activities proposed to be commenced or continued for a minimum period of two financial years;
- An explanation of why they are being carried out, the expected costs, how they are expected to be funded and how performance will be assessed; and
- An estimated total income and expenditure for each year affected by the plan.

### **1.3 Reference to the Strategic Plan**

The Plan for the Future builds on the Shire of Christmas Island Strategic Plan. The Strategic Plan focuses on four key areas:

- Governance (G)
- the Social Environment (S)
- the Economic Environment (E) and
- the Physical Environment (P).

Activities identified within this Plan for the Future are designed to meet objectives and strategies that are set out in the Strategic Plan. References to the Strategic Plan include reference to its Objectives (designated 'O') and Strategies (S). Hence an Objective related to governance is designated 'GO'. A strategy devised to meet an economic objective is designated 'ES'. A full set of Strategic Plan objectives and strategies is given in Attachment 1.

This Plan for the Future analyses activities using the budget structure. The relationship between the Strategic Plan and the Plan for the Future is given in Attachment 2.

### **1.4 Principal Activities**

The Local Government Act 1995 (WA) (CI) defines a Principal activity as:

- a major capital works project to be undertaken;
- a major service to be provided;
- a program for the replacement of major assets;

- major land transactions; or
- major trading undertakings.

The Shire has determined that an activity or program that satisfies the following criteria will be classified as a Principal Activity and accordingly included in this Plan:

- A service or activity that is likely to cost a significant amount of the Council's total annual expenditure; and
- A service or activity considered to be of value, interest or cultural significance to the community

Based on these criteria, the Shire has included the following services and activities in the Plan:

- Governance & Corporate Development
- Welfare Services
- Community Amenities
- Waste Management
- Town Planning & Development
- Recreation & Culture
- Transport
- Public Health

### **1.5 When is the Plan Prepared?**

The Plan is rewritten every two years and revised annually. The Plan will be made available for public comment and input. This will provide the opportunity to:

- Update income and expenditure estimates;
- Change priorities to reflect changing circumstances including any change to the Strategic Plan (which is to be revised every two years);
- Add, modify or delete activities according to needs; and
- Respond appropriately to changes to community needs and perceptions as expressed through submissions lodged and by approaches to elected members and staff.

### **1.6 Budget Estimates**

Expenditure figures in this Plan are estimates based on the information available at the time of preparation. The current financial year (FY) budget figures have been used as the base year data. They are expressed in dollar values and consequently some revision of estimates can be expected in response to inflation, currency variations and changes to government policies.

Factors affecting expenditure include: high freight and transport costs, amount of financial assistance grant (FAG), population, access to grant funding, economic

activity, availability of labour materials and equipment resources, and the extent of financial reserves. Income estimates are further discussed in Part 3.

Income estimates are further discussed in Part 3.

### **1.7 Shire Contact**

Shire Telephone: 9164 8300

Shire Fax: 9164 8304

Contact: Chief Executive Officer:

mobile - 0439 215 310

telephone - 08 9164 8300 ext 235

## **PART 2 - PROGRAM PLANS**

### **2.1 Governance**

#### **Reference to Strategic Plan**

Provide leadership, and work in partnership with community and key stakeholders, to achieve the overall strategic direction for Christmas Island; and operate effectively as a Local Government organisation for the benefit of the people of Christmas Island.

Relevant Strategic Plan objectives are shown in Attachment 1. relevant strategies are shown in Attachment 2 and include:

- (GS1) Further develop Council's strategic planning processes.
- (GS2) Introduce a program of organisational development, linked to the Strategic Plan.
- (GS3) Continue to enhance Council's local laws, policies and management processes.
- (GS4) Enhance Council's relationships with key stakeholders.
- (GS5) Position Councillors to take on the expanded role of Council as identified in the Strategic Plan.

#### **Principal Functions**

Included in the 'Governance' activity are the following functions:

- Conduct of elections
- Community consultation
- Statutory advertising
- Local law preparation
- Policy development
- Budget preparation
- Conduct of meetings
- Statutory compliance
- Strategic planning
- Interaction with community groups

#### **Action Statements**

Action statements relating to the 'Governance' program are given in Attachment 3.

#### **Performance Measures**

Council will measure progress in achieving these initiatives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets;
- the establishment of a comprehensive, workable and transparent suite of policies and procedures;
- the state of Council's relations with other Government bodies and other key stakeholders;
- the level of satisfaction of Shire staff with the working environment; and
- formal community feedback regarding the operation of the Shire.

## **Funding**

This Activity is funded from general-purpose income. This is basically the Financial Assistance Grant, rates and service charges. Budgetary information is included in Attachment 5.

## **2.2 Welfare**

### **Reference to Strategic Plan**

The role of Council is to work with Commonwealth and State Governments, community groups, individual community members and the business sector to ensure the required range of community services is available to meet community needs.

In some instances this will involve the Shire in the direct delivery of services, in others the Shire will act as community advocate.

Relevant Strategic Plan objectives are shown in Attachment 1. Relevant strategies are shown in Attachment 2 and include:

- (SS1) Introduce an enhanced framework for the planning, funding, delivery and evaluation of community services
- (SS3) Improve the delivery of Shire services in order to meet community needs and priorities
- (SS4) Work with other levels of Government to enhance service delivery

### **Principal Functions**

Included in the 'Welfare' activity are the following functions:

- |  |  |
|--|--|
| • Centrelink agency services                                   | • Community Functions / Welfare Services       |
| • Immigration advisory assistance and citizenship              | • Coordination of Australian Federal elections |
| • Senior services  |  |
| • Provision of information and Community Consultation services |  |

### **Action Statements**

Action statements relating to the 'Welfare' program are given in Attachment 3.

### **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets;
- effectiveness of service delivery to meet community needs.

## **Funding**

The major funding source for this Activity comes from the general-purpose income. Some income comes from user fees and charges, contributions and grants from the Commonwealth Government, such as for the Centrelink agency and the provision of Information and Community Consultation Services. Further grants for Community Consultation services funding will be sought for the progressive implementation of legal regime on Christmas Island. Budgetary information is included in Attachment 5.

## **2.3 Waste Management**

### **Reference to Strategic Plan**

The main Strategic Plan objective that drives the 'waste management' activity is:

(PO4) 'work in partnership with the community and key stakeholders to protect and enhance the Island's natural environment'.

A full list of strategic plan objectives is listed in Attachment 1. Relevant strategies are shown in Attachment 2 and include:

- (SS3) Improve the delivery of Shire services in order to meet community needs and priorities
- (PS3) Protect and enhance the natural environment
- (PS4) Work with the Commonwealth Government to be proactive in planning for the impacts of major construction projects (such as the space station, resort, refugee processing facility, and major Shire projects).

### **Principal Functions**

Included in the 'Waste Management' activity are the following functions:

- Residential and commercial refuse collection services.
- Identification of a long-term landfill site.
- Improved landfill site management.
- Community education and promotion of waste minimisation and resource recovery strategies
- Introduction of recycling program with community bins service.

### **Action Statements**

Action statements relating to the 'Waste Management' program are given in Attachment 3.

### **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- reduction of the per capita generation of landfill waste (target 30% by end 2013);
- improve landfill compaction rates;
- percentage of residential homes participating in recycling and other waste minimisation strategies (target 25% within 2 yrs);
- document management strategies for all identified hazardous wastes;
- achievement of identified actions within stated timeframes and budgets.

### **Funding**

Funds for this activity are provided from general-purpose income and collection fees and charges, plus government grants and rebate schemes. Budgetary information is included in Attachment 5.

## **2.4 Town Planning & Development**

### **Reference to Strategic Plan**

The main Strategic Plan objective that drives the 'town planning and development' activity is:

(PO1) 'facilitate the development of facilities and infrastructure to meet the needs of the local community, tourists and visitors, in line with the vision for the Island'.

A full list of strategic plan objectives is listed in Attachment 1. Relevant strategies are shown in Attachment 2 and include:

- (SS1) Introduce an enhanced framework for the planning, funding, delivery and evaluation of community services;
- (SS4) Work with other levels of Government to enhance service delivery;
- (ES1) Gain commitment from the community and key stakeholders for the economic development strategies for the Island;
- (ES2) Create the financial, legal and land base for investment and economic development;
- (ES3) Work with the Commonwealth, local businesses and the community to develop economic development plans appropriate to the specific strengths and competitiveness of the Island;
- (PS1) Position the Council to provide overall leadership and management of the built environment on the Island;
- (PS2) Develop and enhance facilities and infrastructure to meet community needs and priorities and support economic development strategies;
- (PS3) Protect and enhance the natural environment;
- (PS4) Work with the Commonwealth Government to be proactive in planning for the impacts of major construction projects (such as the space station, resort, refugee processing facility, and major Shire projects);
- (GS4) Enhance Council's relationships with key stakeholders.

## **Principal Functions**

Included in the 'Town Planning and Development' activity are the following functions:

- Maintenance of Town Planning Scheme
- Maintenance of Local Planning Strategy
- Review of Planning applications within statutory framework
- Maintenance of a suite of planning policies

## **Action Statements**

Action statements relating to the 'Town Planning & Development' program are given in Attachment 3.

## **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets;
- the degree of statutory compliance;
- community, stakeholder and visitor feedback to determine the extent to which the natural and built environment supports the Island's economic development strategy;
- increasing development activity.

## **Funding**

The major source of funds for this activity is general-purpose income, Commonwealth special grants, and community Benefit Fund grants. Budgetary information is included in Attachment 5.

## **2.5 Recreation & Culture**

### **Reference to Strategic Plan**

The main Strategic Plan objective that drives this activity is:

(SO2) 'ensure the full range of community services are available to meet the needs of the community and that these services are delivered in a way which best meets the cultures and natural environment of Christmas Island';

A full set of strategic plan objectives is given at Attachment 1. Relevant strategies are shown in Attachments 2 and include:

- (SS2) Work closely with community groups to foster cultural activities and the arts on the Island;
- (SS4) Work with other levels of Government to enhance service delivery;
- (PS1) Position the Council to provide overall leadership and management of the built environment on the Island;

- (PS2) Develop and enhance facilities and infrastructure to meet community needs and priorities and support economic development strategies.

### **Principal Functions**

Included in the 'Recreation and Culture' activity are the following functions:

- The development and maintenance of parks, reserves and other public open space facilities
- Youth, recreation and arts & culture
- East Coast Beaches Development
- Media Services (*Islander*)
- Public toilets maintenance
- Library Services
- Recreation Centre operation

### **Action Statements**

Action statements relating to the 'Recreation & Culture' program are given in Attachment 3.

### **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets;
- the level of community satisfaction with the range and quality of community facilities and infrastructure; and
- level of use of community facilities.

### **Funding**

Funds for this activity are provided from general-purpose income and Commonwealth contributions (Recreation Centre). Some costs are recovered by way of user fees and charges. Budgetary information is included in Attachment 5.

## **2.6 Transport**

### **Reference to Strategic Plan**

The main Strategic Plan objective driving the 'transport' activity is:

(PO1) 'facilitate the development of facilities and infrastructure to meet the needs of the local community, tourists and visitors, in line with the vision for the Island'.

A full set of strategic plan objectives is given in Attachment 1. Relevant strategies are shown in Attachment 2 and include:

- (SS3) Improve the delivery of Shire services in order to meet community needs and priorities;

- (SS4) Work with other levels of Government to enhance service delivery;
- (PS2) Develop and enhance facilities and infrastructure to meet community needs and priorities and support economic development strategies;
- (PS4) Work with the Commonwealth Government to be proactive in planning for the impacts of major construction projects (such as the space station, resort, refugee processing facility, and major Shire projects).

### **Principal Functions**

Included in the 'Transport' activity are the following functions:

- Management of roads
- Drainage
- Foot and cycle paths
- Stormwater maintenance
- Traffic management
- Traffic signs
- Line marking of various roads
- SOCI vehicle fleet management
- Public transport
- Roadside vegetation
- MVR

### **Action Statements**

Action statements relating to the 'Transport' program are given in Attachment 3.

### **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets;
- response time to community requests for maintenance on roads and related infrastructure;
- patronage of community bus service;
- effectiveness and transparency of tender processes for contracts.

### **Funding**

Some activities are funded from several sources. Main Roads Western Australia administers some funding through its Service Delivery Agreement with the Department of Transport and Regional Services (DOTARS). Budgetary information is included in Attachment 5.

## **2.7 Community Amenity**

### **Reference to Strategic Plan**

The main strategic plan objective driving the 'community amenities' activity is:

(SO2) 'ensure the full range of community services are available to meet the needs of the community and that these services are delivered in a way which best meets the cultures and natural environment of Christmas Island'.

A full set of Strategic Plan objectives is shown in Attachment 1 & 2. Relevant strategies are shown in Attachment 2 and include:

- (SS1) Introduce an enhanced framework for the planning, funding, delivery and evaluation of community services
- (SS2) Work closely with community groups to foster cultural activities and the arts on the Island
- (SS3) Improve the delivery of Shire services in order to meet community needs and priorities

### **Principal Functions**

Included in the 'Community Amenities' activity are the following functions:

- Cemeteries management
- Management and improvement of community amenities

### **Action Statements**

Action statements relating to the 'Community Amenity' program are given in Attachment 3.

### **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets.

### **Funding**

The major funding source for this Activity comes from the general-purpose income. Some income comes from user fees and charges, contributions and grants from the Commonwealth. Budgetary information is included in Attachment 5.

## **2.8 Public Health**

### **Reference to Strategic Plan**

The primary Strategic Plan objective driving public health programs is:

(SO2) 'ensure the full range of community services are available to meet the needs of the community and that these services are delivered in a way which best meets the cultures and natural environment of Christmas Island'.

A full list of Strategic Plan objectives are shown in Attachment 1. Relevant strategies are:

- (SS3) Improve the delivery of Shire services in order to meet community needs and priorities;
- (PS1) Position the Council to provide overall leadership and management of the built environment on the Island.

### **Principal Functions**

Included in the Public Health activity are the following functions:

- Food surveillance
- Food outlet licensing
- Vermin and pest control
- Emergency Management

### **Action Statements**

Action statements relating to the 'Transport' program are given in Attachment 3.

### **Performance Measures**

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- achievement of identified actions within stated timeframes and budgets;
- 100% food premises licenced by end 2009.

### **Funding**

The major funding source for this Activity comes from the general-purpose income. Budgetary information is included in Attachment 5.

## **PART 3 - FINANCIAL MANAGEMENT**

The following financial information is provided to assist the reader in gaining an insight into the overall financial forecast of the Shire and its capacity to fund the proposed activities program.

### **3.1 Estimated Income**

There are various revenue sources available to the Shire as follows:

- **FAG**  
The financial assistance grant which is available to all Local Governments around Australia
- **Rates**  
General rates and community service obligations charged on residential, commercial and industrial properties.
- **Service and Utility Charges**  
These include refuse collection charges, waste management levies, lease of vehicles, hire of halls, recreation centre fees and charges and private works
- **Roads Funding**  
This comprises grants provided for upgrade and maintenance of roads including Roads to Recovery and MRWA state-type funds for local roads
- **Special Grants**  
Capital and operating grants provided for specific purposes
- **Interest**  
This interest is primarily derived from reserve funds. Council's policy is to return interest earned to reserve funds.
- **Donations and Contributions**  
This source of funding includes community donations (eg seniors week), departmental contributions (eg vet shared costs), recreation centre contributions from the Commonwealth, program donations (eg Territory Week), and staff contributions (eg vehicle pool and housing).

Income estimates for the planning period are provided in Attachment 4.

### **3.2 Reserve Funds**

The reserves are maintained to fund activities in future years. A portion of income is set aside annually into the following reserve accounts:

- **Building Reserve** used for the construction and renovation to buildings;
- **Plant and Machinery Reserve** used for the purchase of plant and machinery);
- **Furniture and Equipment** used for the purchase of furniture and equipment;

- **Employee’s Entitlement Reserve** used to fund annual leave, long service leave, relocation expenses and sick leave;
- **Community Welfare Fund Reserve** used to fund the welfare needs of the community;
- **Recreation Centre Reserve** funds set aside for future equipment replacements.

The table below shows the FY closing balance of each reserve fund in \$,000.

	09/10	10/11	11/12	12/13
Employees Benefits Reserve	875.3	936.6	1,002	1,072
Plant and Machinery Reserve	710.7	550.5	368.5	162.8
Furniture and Equipment Reserve	538.3	301.7	245.6	181.8
Building Reserve	554.1	498.4	434.0	360.2
Community Welfare Fund Reserve	72.8	66.3	67.4	68.7
Recreation Centre Reserve	153.6	92.5	23.4	0
<b>Total Reserves</b>	<b>2,905</b>	<b>2,446</b>	<b>2,141</b>	<b>1,846</b>

### 3.3 Accounting Principles

Accounting issues that need to be taken into account when reviewing this Plan are as follows:

- **Depreciation of Non-Current Assets**  
Depreciation costs are excluded from the activities
- **Loans**  
The Shire has no debts and the Council is currently of the view that this position will continue into the future though it may consider it in the case of the development of the LIA which should show a return on the investment
- **Reserves**  
The Shire sets aside funds each year into reserves to provide for the cost of replacing assets, acquiring new assets and providing funds to meet employment liabilities.

## **PART 4 - PERFORMANCE AGAINST PREVIOUS PLAN**

### **4.1 The Previous Plan**

The previous plan is 'Plan for the Future 2007 – 2011', and was adopted by council August 2007. That Plan referred to the SOCI Strategic Plan 2002 – 2006.

### **4.2 Strategic Plan Vision**

Council's vision as describes in the Strategic Plan and annunciated through the Strategic Plan's objectives remains current. Key aspects of the vision are:

- Cultural harmony and preservation of culture and cultural traditions;
- Preservation of CI's unique natural environment;
- Build a sustainable economy based on culture and environment;
- Enhance infrastructure (port to accommodate cruise ships, communications to promote education services, research and finance services, tourist attractions, boardwalks etc);
- Attract international events

### **4.3 Performance Against Plan**

#### **4.3.1 Governance**

Listed initiatives focused in part on reviewing SOCI policies and management systems and linking officer reporting to the Strategic Plan.

The records management system has improved significantly since the employment of a part time records management officer.

The SOCI Strategic Plan was not reviewed but (as stated above) the Strategic Vision remains current and relevant.

#### **4.3.2 Welfare**

Standard activities within the Welfare program were effectively delivered – the Community Consultation and Information Services Agreement for 2008-09 was renewed. The Seniors Week, an annual event successfully promoted each year, the Immigrations advisory service (provided without financial assistance) was reviewed. The Community Welfare Fund was also active, providing assistance to residents in need.

Progress on the new Seniors Citizen Centre on San Chye Loh was limited. The derelict building was made safe, refurbishment plans drawn up, but poor communication between then DOTARS and SOCI delayed funding and work tenders could not be let. The late discovery of ceiling asbestos in the building delayed the Shire's commitment to remove the asbestos roof and re-roof the building with colourbond steel. The Shire is considering an alternate site to progress this community project. A Seniors Citizen Centre Building Fund was

established in 2002 to build a Seniors Citizen Centre. The building fund continues to grow each year and is currently approximately \$40,000.

### **4.3.3 Waste Management**

Waste collection efficiency was improved through the purchase of a single operator garbage truck. The establishment of a Waste Transfer Facility became one step closer with the finalization of a lease agreement for land near the current tip site. Most recently the Shire has taken possession of a new Front End Loader which shall also serve to greatly improve the current situation at the Waste Site.

### **4.3.4 Town Planning and Community Amenities**

Listed initiatives for this activity focused on review of town planning documents, town planning scheme, local planning strategy and related policies. Significant progress was made on progressing the Local Planning Strategy and it was referred to the Western Australian Planning Commission for comment late 2006. Little formal progress was made in the review of the Town Planning Scheme although the statutes require a formal review by 2009.

### **4.3.5 Recreation & Culture**

Works to upgrade Ethel Beach Boat Ramp was completed. The BBQ facilities upgrade program was completed. Work commenced on the upgrade of Lily Beach facilities. Work commenced on the installation of the Territory Day Park to Smith Point walking trail. The installation of playground softfall continued. Funding for the development of a Dual Use Pathways network was received late in the Plan Period.

The skate park was opened and proved popular but was plagued by vandalism. The management of the Phosphate Hill recreation Centre remains in the hands of SOCI under a Memorandum of Understanding, Council having elected not to proceed with transferring the asset from the Commonwealth. Significant Staff training has taken place to implement a customer service focus. A 17 seater bus has been obtained via Grant and is operated out of the centre on an as required basis. This along with the integration of the centers' Community fitness and sports programs into a broader based service has required additional staffing and equipment.

### **4.3.6 Transport**

Standard activities associated with this program continued to be delivered effectively with coordination of roads maintenance through the Central Roads Authority.

Gravel re-sheet works on North South Baseline Road were completed and a section of North West Point Road was realigned. Stormwater drainage was upgraded on Murray Road adjacent to the National Parks Office. Work to construct Plant Hill Road and an extension of Quarry Road commenced.

Reconstruction of the parking area on Jalan Pantai opposite Block 411 was completed. The construction and sealing of Ethel Beach Road was completed.

The Motor Vehicle Registry continued to be operated by the Shire under a contract arrangement with the Commonwealth however the upgrade by the Commonwealth of the Registry computer system to improve the efficiency of this service was not delivered.

#### **4.3.7 Asset Acquisition, Replacement and Reserve Accumulation**

In the previous Plan (Plan for the Future 2007 – 2011), significant capital works were included within this Activity. In this Plan (ie this Plan), capital items are included within their respective programs rather than listed as a program in itself. Using the convention of the previous Plan it can be reported that:

- The Shires computer system was significantly upgraded;
- Significant vehicle replacement occurred with the purchase of eight new utilities, a new sedan and a Coaster Bus.
- A number of redundant assets were sold by public tender

## Attachment 1 – Strategic Plan Summary

### Objectives

The key objectives from the Strategic Plan broken down into the four Environments are:

#### Social Environment

- (SO1) to ensure service delivery is linked to and supports the vision for Christmas Island
- (SO2) ensure the full range of community services are available to meet the needs of the community and that these services are delivered in a way which best meets the cultures and natural environment of Christmas Island;
- (SO3) ensure appropriate avenues for community consultation in relation to the planning, delivery and evaluation of community services;
- (SO4) foster opportunities for community celebration and the preservation and enhancement of community cultures; and
- (SO5) create opportunities for involvement of community organisations and local businesses in contributing to the social environment

#### Economic Environment

- (EO1) work in partnership with the Commonwealth and WA State Governments, business and community to harness the unique, distinctive and competitive features of Christmas Island, and the ingenuity and resources of the local people, in order to achieve economic growth;
- (EO2) work in partnership with the Commonwealth and WA State Governments, business and community to create opportunities and incentives for business growth, investment and employment;
- (EO3) work in partnership with the Commonwealth and WA State Governments, business and community to encourage a wide range of education, training and development opportunities for local people in order to build the Island's knowledge base, skills and expertise; and
- (EO4) work in partnership with the Commonwealth and WA State Governments, business and community to develop the overall self-sustainability of the Island and the Shire.

## Physical Environment

- (PO1) facilitate the development of facilities and infrastructure to meet the needs of the local community, tourists and visitors, in line with the vision for the Island
- (PO2) guide the overall style and presentation of the Island's built environment in line with the Island's vision, culture and natural environment;
- (PO3) ensure Shire facilities and infrastructure are maintained to an appropriate standard; and
- (PO4) work in partnership with the community and key stakeholders to protect and enhance the Island's natural environment.

## Governance Environment

- (GO1) to provide good governance in line with the requirements of the Local Government Act and the culture of the Island;
- (GO2) to work in partnership with, and represent the interests of, the people of Christmas Island in order to achieve the vision for the Island;
- (GO3) to create effective relationships with the Commonwealth Government, WA State Government and other key stakeholders in order to work together to achieve the vision for the Island, negotiate and agree on the best model of government for the Island, and effectively manage the resources of the Shire in line with the objectives of the Strategic plan.

## Attachment 2 – Relationship between the Strategic Plan and the Plan for the Future

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		Strategic Plan			
		Social	Economic	Physical	Governanc
Plan for the Future	Budget programs / sub-programs				
	03 – General Purpose Funding				
	04 – Governance	SS1	ES1, ES2, ES3	PS1, PS3	GS1, GS2, GS3, GS4, GS5
	041 – Members of Council				
	042 – General Administration				
	05 – Law, order and public Safety				
	051 – Ranger	SS3,	ES2	PS1	GS3
	07 – Health				
	071 – Health admin & inspections	SS3		PS1	
	08 – Welfare				
	082 – Community services	SS1, SS3		PS4	
	083 – CentreLink	SS3, SS4			
	084 – Immigration	SS3, SS4			
	09 – Housing				
	090 – Property				
	10 – Community Amenities				
	101 – Waste management	SS3		PS3, PS4	
	106 – Town planning & development	SS1, SS4	ES1, ES2, ES3	PS1, PS2, PS3, PS4	GS4
	107 – Other community services	SS3			
	11 – Recreation & Culture				
	111 – Public Halls & Civic Centres	SS2		PS1, PS2	
	112 – Recreation & Sport				
	113 – Libraries	SS3, SS4			
	114 – Other culture	SS2			
	115 – Recreation Centre	SS4			
	12 – Transport				
	120 – Roads government funding				
121 – Streets, roads, bridges, depots	SS3		PS2, PS4		
122 – Motor vehicle registry	SS4				
13 – Economic Services					
131 – Other economic services		ES1?, ES3?			
14 – Other Property & Services					
141 – Private works					
142 – Public works overheads			PS2		
143 – Plant operation					
144 – Salaries & wages					

1.

**Strategies** (as detailed in the Strategic Plan – note! ‘strategies’ are the linking concept between the Strategic Plan and the Plan for the Future):

Social

- (SS1) Introduce an enhanced framework for the planning, funding, delivery and evaluation of community services
- (SS2) Work closely with community groups to foster cultural activities and the arts on the Island
- (SS3) Improve the delivery of Shire services in order to meet community needs and priorities
- (SS4) Work with other levels of Government to enhance service delivery

Economic

- (ES1) Gain commitment from the community and key stakeholders for the economic development strategies for the Island
- (ES2) Create the financial, legal and land base for investment and economic development
- (ES3) Work with the Commonwealth, local businesses and the community to develop economic development plans appropriate to the specific strengths and competitiveness of the Island

Physical

- (PS1) Position the Council to provide overall leadership and management of the built environment on the Island
- (PS2) Develop and enhance facilities and infrastructure to meet community needs and priorities and support economic development strategies
- (PS3) Protect and enhance the natural environment
- (PS4) Work with the Commonwealth Government to be proactive in planning for the impacts of major construction projects (such as the space station, resort, refugee processing facility, and major Shire projects).

Governance

- (GS1) Further develop Council’s strategic planning processes
- (GS2) Introduce a program of organisational development, linked to the Strategic Plan
- (GS3) Continue to enhance Council’s local laws, policies and management processes
- (GS4) Enhance Council’s relationships with key stakeholders
- (GS5) Position Councillors to take on the expanded role of Council as identified in the Strategic Plan

### Attachment 3 – Action Statements

Action Statements	Action Year				Funding
	09/10	10/11	11/12	12/13	
<b>Governance &amp; Corporate Development</b>					
1. Pursue assets transfer agreement					FAG / AGD
2. Review / produce policies for asset management					FAG
3. Review / produce policies for OH&S					FAG
4. Review / produce policies for 'working with children'					FAG
5. Review / produce policies for light vehicle fleet management					FAG
6. Review / produce policies for Community Facilities					FAG
7. Develop and implement community research / feedback model. Includes customer service charter and community communication strategy					Funding required by grant
8. Review SOCI Strategic Plan					FAG
9. Incorporate reporting against Plan for the Future into council meetings					FAG
10. Review Standing Orders 2000 Local Law					FAG
11. Review Councillor's code of conduct					FAG
12. Review Employees code of conduct					FAG
13. Develop relationship with China					FAG
14. Develop Shire staff in planning, negotiation and consultation processes					FAG
15. Review local laws (poss put in relevant sections, not governance)					
16. Commonwealth Grants Commission submission					FAG
17. Review the operation of the CCC, including community consultation process and strategy for advocacy to Government					FAG
18. Establish an asset replacement program					\$20k funded
19. Define SOCI role in Economic Development and integrate economic development focus into SOCI business					minor 2008, then apply for grant
20. Review matters arising from the Governance enquiry					FAG
21. Conduct Council elections					FAG with assistance from WALGD

Action Statements	Action Year				Funding
	09/10	10/11	11/12	12/13	
22. Develop on-Island record archive					AGD - unfunded
<b>Welfare</b>					
23. Develop and implement Disability Services plan					funding required by grant through DSC for plan; funding for implementation required from AGD
24. Establishment of Seniors Citizen Centre					Funding of \$302k required by grant through state-equivalent FIFP
25. Develop Seniors' Services policies and procedures					FAG
26. Develop Youth Services policies and procedures					FAG
27. Review the consultation deed					FAG
28. Develop and document the role of Council in the area of community development & services provision					FAG
29. Development and implementation of Heritage Management Plan - Cemeteries					FAG / Funding for implementation required by grant \$40k
30. Work with the Commonwealth to improve the affordability and accessibility of air and sea transport					FAG
<b>Waste Management</b>					
31. Development and implementation of a comprehensive waste management strategy including sub-plans for scrap metal, asbestos and other waste types					FAG
32. Establishment of a waste transfer facility for the processing of domestic and recyclable waste.					\$200k - \$30k = \$17k funded, more may be required to fully develop
33. Establish community recycling stations					Funding required by or grant
34. Develop and implement an education campaign relating to recycling programs					FAG
35. Develop a new tip site					AGD unfunded, \$3M
36. Rehabilitation of Phosphate Hill tip site					AGD unfunded \$1M

Action Statements	Action Year				Funding
	09/10	10/11	11/12	12/13	
<b>Town Planning &amp; Development</b>					
37. Review of TPS # 1 and adoption of Town Planning Scheme # 2					FAG
38. Adoption of the Local Planning Strategy.					FAG
39. Development of planning policies to complement the Town Planning Scheme					Apply for grant
40. Development of precinct plans – Settlement (including foreshore) and Kampong. Includes longer term rehabilitation / redevelopment of mine infrastructure at wharf					Apply for grant
41. Development of precinct plans – Silver City and Poon Saan					Apply for grant
42. Development of precinct plans – Drumsite and Phosphate Hill					
43. Pedestrian Trails / Tree planting and vegetation management program, including 'incline' safety and coastal reserves pathways					Apply for grant
44. Develop public toilet amenity					Apply for grant
45. Development of LIA Stage 2					\$110k funded, \$750k unfunded
46. Redevelopment of the Cocos Padang.					
<b>Recreation &amp; Culture</b>					
47. Complete construction of Smith Point Trail.					\$98K AGD funding available for works .
48. Pursue museum / heritage report recommendations					AGD unfunded, est \$3M
49. Cultural banner project					\$9k funded
50. Continue implementation of streetscape beautification plan					\$70K funding available 09/10 for entry statement gardens.
51. Sports Hall Redevelopment					Funding required by grant; est \$50k for concrete works
52. Redevelop facilities at Lily Beach					\$30K Funding received under RLCIP program.

Action Statements	Action Year				Funding
	09/10	10/11	11/12	12/13	
53. Dual Use Pathways Project					\$345K funding available 09/10 for project planning and establishment cost. Total of \$3M funding over 3 years promised by Commonwealth.
<b>Transport</b>					
54. Jalan Pantai Roundabout					\$89K Funded R2R and AGD
55. Construct passing Lane Murray Road hill					Funding required
56. Resealing works Irvine Hill Road					\$78K funding required. \$13K available. Remainder through AGD roads funding likely.
57. Resealing works Murray Road					\$330K funding required. \$60K available. Remainder through AGD roads funding likely.
58. Reconstruct Linkwater Road					\$2.03M Commonwealth funding likely
59. Reconstruct Flying Fish Cove parking area					Funding required
60. Reconstruct Gaze Road parking area					\$30K AGD Roads funding likely
61. Plant Hill Road construction completion					\$55K for remainder is funded.
62. Quarry Road construction completion.					\$218K funded through R2R and AGD
63. Last section Irvine Hill Road construction					Funding required
64. Murray Rd realignment (nr Kiat)					Funding required
65. Seal Murray Road from school to IDC					
<b>Public Health</b>					
66. Construct new pound					\$10k funded
67. implement feral cat eradication program					\$40k grant
68. implement food surveillance program					FAG
69. Implement and promote public health policy and programs					FAG
70. Review Health Local Laws					FAG
71. Review Dog Local Law					FAG

## Attachment 4 – Income Estimates

### ESTIMATED GENERAL PURPOSE FUNDING

This income consists of rates levied on properties within the Shire of Christmas Island, grants issued by the Western Australia Local Government Grants Commission and interest on investments

This table illustrates the anticipated amounts to be obtained from those sources.

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Administration costs allocation	88,356	91,890	95,566	99,388
<b>Total Estimated Expenditure</b>	<b>(88,356)</b>	<b>(91,890)</b>	<b>(95,566)</b>	<b>(99,388)</b>
<b>Estimated General Purpose Income</b>				
Financial Assistance Grant				
General Purpose Grant	2,515,643	2,641,425	2,773,496	2,912,171
Road Grant	314,277	329,991	346,490	363,815
<b>Estimated Interest on Investments</b>				
Community Services Obligations	282,888	297,032	311,884	327,478
Interest on Investments	278,178	292,086	306,691	322,025
<b>Estimated Rates Income</b>				
General Rates	817,006	857,856	900,749	945,787
Rates Penalty and Administration Fees	3,000	3,150	3,308	3,473
<b>Estimated Total General Income</b>	<b>4,210,992</b>	<b>4,421,541</b>	<b>4,642,618</b>	<b>4,874,749</b>

## TOTAL ESTIMATED INCOME & EXPENDITURE

This table includes the expenditure, income and funding details for each of the principal and non-principal activities over the four years of the principal activity plan

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Principal Activities	12,177,478	8,930,895	10,401,583	8,263,305
General Purpose Funding	88,356	91,890	95,566	99,388
Non-Principal Activities:				
Law, Order and Public Safety	196,791	204,663	212,849	221,363
Health	100,374	104,389	108,565	112,907
Housing	92,298	95,990	99,830	103,823
Other Economic Services	23,615	24,559	25,542	26,563
Other Property and Services	(150,000)	(156,000)	(162,240)	(168,730)
<b>Total Estimated Expenditure</b>	<b>(12,528,912)</b>	<b>(9,296,386)</b>	<b>(10,781,694)</b>	<b>(8,658,621)</b>
<b>Estimated Funding From:</b>				
Principal Activity Income	6,976,964	3,925,446	3,664,758	3,794,209
General Purpose Funding	4,210,992	4,421,541	4,642,618	4,874,749
Provided by Non-Principal Activities:				
Law, Order and Public Safety	9,300	9,765	10,253	10,766
Health	20,100	21,105	22,160	23,268
Housing	65,220	68,481	71,905	75,500
Other Economic Services	16,720	17,556	18,434	19,355
Other Property and Services	8,055	8,458	8,881	9,325
<b>Total Estimated Income</b>	<b>11,307,351</b>	<b>8,472,352</b>	<b>8,439,009</b>	<b>8,807,172</b>
Plus Estimated Balance B/Fwd 1 July	1,447,389	1,156,315	2,653,315	137,397
Non-cash items	72,350	75,967	79,765	83,754
<b>Estimated Total Fund Available</b>	<b>12,827,090</b>	<b>9,704,634</b>	<b>11,172,090</b>	<b>9,028,323</b>
<b>Transfer to Reserves</b>	<b>(170,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>
<b>Less Reserve Fund Interests</b>	<b>(128,178)</b>	<b>(188,084)</b>	<b>(169,696)</b>	<b>(148,443)</b>
<b>Estimated Funds Required</b>	<b>(12,528,912)</b>	<b>(9,296,386)</b>	<b>(10,781,694)</b>	<b>(8,658,621)</b>
<b>Surplus/Deficit</b>	<b>0</b>	<b>70,165</b>	<b>70,701</b>	<b>71,260</b>

## Attachment 5 – Program Budgets

### SUMMARY OF PRINCIPAL ACTIVITIES

The financial tables related to the principal activities are summarised below:

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Governance	507,039	523,921	541,478	559,737
Welfare	581,620	604,885	629,080	654,243
Waste Management	664,696	167,047	175,399	184,169
Other Communities Amenties	410,937	427,375	444,470	462,249
Recreation and Culture	2,191,805	2,279,477	2,370,657	2,465,483
Transport	3,883,411	2,246,190	2,358,500	2,476,424
Asset Acquisition & Replacement	3,937,969	2,682,000	3,882,000	1,461,000
<b>Total Estimated Expenditure</b>	<b>(12,177,478)</b>	<b>(8,930,895)</b>	<b>(10,401,583)</b>	<b>(8,263,305)</b>
<b>Estimated Income:</b>				
Governance	65,794	68,426	71,163	74,009
Welfare	245,700	253,128	260,853	268,887
Sanitation	513,754	539,442	566,414	594,734
Other Communities Amenties	9,300	9,765	10,253	10,766
Recreation and Culture	1,052,522	1,094,623	1,138,408	1,183,944
Transport	2,753,894	771,638	768,071	788,975
Asset Acquisition & Replacement	2,336,000	1,188,425	849,596	872,893
<b>Total Estimated Income</b>	<b>6,976,964</b>	<b>3,925,446</b>	<b>3,664,758</b>	<b>3,794,209</b>

## GOVERNANCE

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Members' allowances	85,000	85,000	85,000	85,000
Other expenses	58,748	61,098	63,542	66,083
Administration costs allocation	363,291	377,823	392,936	408,653
<b>Total Estimated Cash Expenditure</b>	<b>(507,039)</b>	<b>(523,921)</b>	<b>(541,478)</b>	<b>(559,737)</b>
<b>Estimated Income</b>				
Contributions		500	1,000	1,000
Reimbursement	5,000	5,200	5,408	5,624
Fees & charges	60,794	63,226	65,755	68,385
<b>Total Estimated Income</b>	<b>65,794</b>	<b>68,426</b>	<b>71,163</b>	<b>74,009</b>
<b>Required from General Purpose Income</b>	<b>441,245</b>	<b>455,495</b>	<b>470,315</b>	<b>485,727</b>

## WELFARE

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Community Services	432,064	449,346	467,320	486,013
Centrelink	74,910	77,906	81,023	84,264
Immigration	74,646	77,632	80,737	83,967
<b>Total Estimated Expenditure</b>	<b>(581,620)</b>	<b>(604,885)</b>	<b>(629,080)</b>	<b>(654,243)</b>
<b>Estimated Funding From:</b>				
Informatn & Comm Consultatn Svs Grant	60,000	60,000	60,000	60,000
Reimbursements	151,500	157,560	163,862	170,417
Centrelink Agency Fees	34,000	35,360	36,774	38,245
Immigration	200	208	216	225
<b>Total Estimated Income</b>	<b>245,700</b>	<b>253,128</b>	<b>260,853</b>	<b>268,887</b>
<b>Required from General Purpose Income</b>	<b>335,920</b>	<b>351,757</b>	<b>368,227</b>	<b>385,356</b>

## WASTE MANAGEMENT

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Employees costs	330,224	51,468	54,041	56,743
Operations costs	246,175	40,238	42,250	44,362
Administration costs allocation	88,297	75,341	79,108	83,063
<b>Total Estimated Expenditure</b>	<b>(664,696)</b>	<b>(167,047)</b>	<b>(175,399)</b>	<b>(184,169)</b>
<b>Estimated Funding From:</b>				
Fees & charges	513,754	539,442	566,414	594,734
<b>Total Estimated Income</b>	<b>513,754</b>	<b>539,442</b>	<b>566,414</b>	<b>594,734</b>
<b>Required from General Purpose Income</b>	<b>150,942</b>	<b>(372,395)</b>	<b>(391,014)</b>	<b>(410,565)</b>

## OTHER COMMUNITY AMENITIES

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Town Planning	206,121	214,366	222,941	231,859
Other Community Amenities	204,816	213,008	221,529	230,390
<b>Total Estimated Expenditure</b>	<b>(410,937)</b>	<b>(427,375)</b>	<b>(444,470)</b>	<b>(462,249)</b>
<b>Estimated Income</b>				
Fees & charges	9,300	9,765	10,253	10,766
<b>Total Estimated Income</b>	<b>9,300</b>	<b>9,765</b>	<b>10,253</b>	<b>10,766</b>
<b>Required from General Purpose Income</b>	<b>401,637</b>	<b>417,610</b>	<b>434,216</b>	<b>451,483</b>

## RECREATION & CULTURE

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Public Halls and Civic Centre	114,188	118,755	123,506	128,446
Parks & Gardens	799,147	831,113	864,358	898,932
Library	105,860	110,095	114,499	119,079
Culture & Activities	262,888	273,403	284,339	295,713
New Recreation Centre	909,722	946,111	983,956	1,023,314
<b>Total Estimated Expenditure</b>	<b>(2,191,805)</b>	<b>(2,279,477)</b>	<b>(2,370,657)</b>	<b>(2,465,483)</b>
<b>Estimated Funding From:</b>				
Fees & charges	257,522	267,823	278,536	289,677
Contributions	780,000	811,200	843,648	877,394
Reimbursements	15,000	15,600	16,224	16,873
<b>Total Estimated Income</b>	<b>1,052,522</b>	<b>1,094,623</b>	<b>1,138,408</b>	<b>1,183,944</b>
<b>Required from General Purpose Income</b>	<b>1,139,283</b>	<b>1,184,855</b>	<b>1,232,249</b>	<b>1,281,539</b>

## TRANSPORT

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
Government Funding	547,000	545,395	572,665	601,298
Road maintenance	981,986	68,380	71,799	75,389
Private works	1,736,053	581,587	610,666	641,200
Other operations costs	177,185	679,279	713,243	748,905
Motor Registry	195,657	166,783	175,122	183,878
Administration costs allocation	245,529	204,766	215,004	225,755
<b>Total Estimated Expenditure</b>	<b>(3,883,411)</b>	<b>(2,246,190)</b>	<b>(2,358,500)</b>	<b>(2,476,424)</b>
<b>Estimated Funding From:</b>				
AGD Grant	220,000	133,475	110,000	110,000
Central Road Authority Grant	260,000	240,000	240,000	240,000
Recoup from C'wealth-Motor Registry	195,657	166,783	175,122	183,878
Private Works	2,030,904	100,000	105,000	110,250
Fees & charges	32,333	129,380	135,849	142,641
Other revenue	15,000	2,000	2,100	2,205
<b>Total Estimated Income</b>	<b>2,753,894</b>	<b>771,638</b>	<b>768,071</b>	<b>788,975</b>
<b>Required from General Purpose Income</b>	<b>1,129,516</b>	<b>1,474,552</b>	<b>1,590,428</b>	<b>1,687,450</b>

## ASSET ACQUISITION & REPLACEMENT

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
<b>Housing</b>				
Flat 138 Upgrade			5,000	5,000
12 Guano Close (MWS)	15,000			5,000
30 Seaview Drive (MP)	5,000			5,000
23 Seaview Drive-new drive way (AGD)	15,000			5,000
28 Seavaiew Drive (MPBH)		5,000	5,000	5,000
5 Jalan Perak (AGD Lease)	1,000	5,000	5,000	5,000
New House on Lot 356				
<b>Ranger</b>				
Pound Upgrade	10,000	10,000		
<b>Welfare</b>				
Senior Citizen Buiding		302,000		
<b>Waste Management</b>				
Recycling Station	39,415			
Vertical compost	170,370			
Tipsite		1,000,000	2,000,000	
<b>Recreation</b>				
LIA Purchase of Land	110,000	200,000	250,000	300,000
George Fam Centre Upgrade	50,000	10,000		
Territory Day Park to Smith Point Track(Gnt)	48,297			
Sport Hall	10,000	50,000		
Rubber Softfall	15,000	10,000		
Etherl Beach Boar Ramp (Grant)	24,903			
Lily Beach Upgrade (Grant)	70,000			
Pool pump/landscaping area	20,000			

## ASSET ACQUISITION & REPLACEMENT

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
<b>Roads</b>				
<b>Main Road WA Grants:</b>				
Construct Plant Hill Road	83,332			
Construct Quarry Road	119,422			
Reseal Program	340,002			
Jalan Pantai Round-a-bout	78,812	60,000		
Irvine Hill Road	78,000			
North West Point Road Resheet	261,000	80,000		
Gaze road carpark reconstruction	30,000			
<b>Commonwealth Special Project Grant:</b>				
Dual use pathways project	345,000	655,000	1,000,000	1,000,000
<b>Road to Recovery Grant:</b>				
Road to Recovery	131,000			
Construct Quarry Road	96,211			
Construct Plant Hill Road	55,955			
Murray Road overtaking lane			120,000	
Phosphate Hill Road			20,000	
Poon Saan/Murray Road intersection			24,000	
Blowholes Road			40,000	
Irvine Hill Road		120,000		
Greta Beach Road			106,000	
<b>Total Estimated Expenditure</b>	<b>(2,222,719)</b>	<b>(2,507,000)</b>	<b>(3,575,000)</b>	<b>(1,330,000)</b>
<b>Estimated Funding From:</b>				
Building Reserve	100,000			
Special Grant-plant	635,000	705,000	1,000,000	1,000,000
Special Grant	345,000	302,000		
AGD Grant	626,500	250,000	300,000	350,000
Roads to recovery	131,000	113,000		
<b>Total Estimated Income</b>	<b>1,837,500</b>	<b>665,000</b>	<b>300,000</b>	<b>350,000</b>
<b>Required from General Purpose Income</b>	<b>385,219</b>	<b>1,842,000</b>	<b>3,275,000</b>	<b>980,000</b>

## ASSET ACQUISITION & REPLACEMENT

	Year Ended 30 June			
	2010	2011	2012	2013
<b>Estimated Expenditure</b>				
<b>Furniture and Equipment</b>	117,250	70,000	50,000	50,000
Computer Upgrade	60,000	50,000	30,000	30,000
Recycle equipment	28,000			
Staging equipment	20,000			
<b>Plant &amp; Machinery</b>				
4 WD Utility (R 0530)			45,000	
4 WD Utility (P&G 0377)				45,000
4 WD Utility (MWS 5031)		45,000		
4 WD Utility (MPBH 0330)	45,000			
Rav 4 (RC 0333)			40,000	
Rav 4 (CEO 0010)			40,000	
Waste Management - plant	270,000			
<b>Works &amp; Services Plant &amp; Equipment</b>				
Ride on mower	15,000	10,000		
Dyna truck-transport/P&G (2)	130,000		70,000	
Multi tyre roller/Road broom	200,000		25,000	
Bobcat with profiler/Tandem Axle Tag Trailer	110,000		4,000	
Tractor with side mower/Chainsaw	160,000			3,000
Truck & dog trailer	275,000			
Street sweeper/Hi pruner	200,000		3,000	
Emulsion Sprayer/Mower push	25,000			3,000
Linemarker	60,000			
<b>Total Estimated Expenditure</b>	<b>(1,715,250)</b>	<b>(175,000)</b>	<b>(307,000)</b>	<b>(131,000)</b>
<b>Estimated Funding From:</b>				
Plant & Machinery Reserve	350,000	367,500	385,875	405,169
Furniture & Equipment Reserve	80,000	84,000	88,200	92,610
Rec Centre	68,500	71,925	75,521	25,114
<b>Total Estimated Income</b>	<b>498,500</b>	<b>523,425</b>	<b>549,596</b>	<b>522,893</b>
<b>Required from General Purpose Income</b>	<b>1,216,750</b>	<b>(348,425)</b>	<b>(242,596)</b>	<b>(391,893)</b>