



**Forward Capital Works
Plan 2011/12 to 2015/16**

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Opening Statement

Council Approval

The Council of the Shire of Moora adopted the Forward Capital Works Plan 2011/12 to 2015/16 at its meeting on 16 March 2011.

Compliance

This Forward Capital Works Plan has been developed in accordance with the requirements specified by the Department of Regional Development and Lands.

Commitment to Review

This Plan relates to the period 2011/12 to 2015/16. This Plan will be reviewed annually by the Shire to ensure currency.

We hereby commit to an annual review of the Shire's Forward Capital Works Plan.

Councillor Sheryl Bryan

Shire President

16 March 2011

Lynnette O'Reilly

Chief Executive Officer

16 March 2011

Shire Information

History

The township of Moora was gazetted on 12 April 1895. Moora became a separate Road Board on 11 December 1908 and later became the Shire of Moora on 1 July 1961. The floral emblem of the Shire of Moora is the wildflower 'Verticordia Grandis' commonly known as the Scarlet Feather Flower and grows mainly in the western most area of the shire.

Early History

An election was held in January 1909 and the following gentleman constituted the first Moora Road Board under the Chairmanship of the Hon HB Lefroy, KCMG, Messrs MT Padbury, P Dix, JR Hooper, JS Huggin, S Sheridan and PD Ferguson who was also Hon Secretary. At the time the Road Board Office was in a shop adjoining the Moora Hotel. Total revenue in 1909 was 730 pound, made up of rate 506 pound and wheel tax 224 pound.

In 1911 the number of members was increased to 9 and during 1912 a Road Board Hall with offices and library was built. The membership was further increased in 1930 to 11 members. When the Wongan-Mullewa Railway line was built in 1916, a portion of the was transferred to the Dalwallinu Road Board, but was later returned to the Moora Road Board when the railway line to Miling was completed in 1925.

The years 1930 to 1936 saw considerable progress in the district in the bituminisation of some streets in Moora, installation of a water supply and endeavours to control flood waters generally. From 1936 to 1939 efforts were directed to the remarking of roads to carry heavy traffic.

World War II naturally caused curtailment of works through lack of manpower and plant. Numerous army units were stationed in and around Moora and with material provided by the Talkie Trust and Moora Camp Comforts Fund, army units built the Amenities Hall in 1943 (this is now demolished).

During the same year, the Moora Road Board saw fit to link with the Country Free Lending Library Authority and thus a free library was inaugurated in this district. The last 5 years of the Road Board (up to 1961) saw many improvements in the district's facilities including - erection of the Administration Office, Council Chambers and Library, erection of the Miling Hall and Watheroo Hall, erection of the Moora Kindergarten. Bituminisation of many rural roads and town streets continued. The Shire of Moora was constituted in July 1961. The period since 1961 has seen many improvements of the Shire's facilities including the construction of a modern Olympic Swimming Pool, Caravan Park, Grandstand and Pavilion at the Moora Oval and also the Watheroo and Miling Pavilions.

In the town site of Moora there are several areas of public open space and several parks or reserves, including;

- Apex Park
- Centenary Park
- Federation Park
- Pioneer Park
- Rotary Clock Park
- Moora Sportsground

Miling and Watheroo also have a sports oval.

Geography

About the Moora District:

The Moora district includes the communities of Coomberdale, Bindi Bindi, Koojan, Miling, Moora, and Watheroo.

Moora is the largest inland service centre between Perth and Geraldton, providing services to a population catchment of 6,000 residents within a 100km radius. A wide range of services include five commercial banks, Senior High School, Pharmacy, Dentist, Doctors, District Hospital, commerce and retail sectors, and community recreational facilities.

The Moora district is one of the most reliable and productive farming regions in Western Australia. Fresh ground water aquifers west of Moora position the district for increasing intensive agricultural, horticultural and value adding industries.

Fact & Figures

Distance from Perth (km)	172
Area (sq km)	3,788
District Population (2008) *	2,521
Est. Population (2020)	4,200
Length of Road Network (km)	940
Rainfall (mm)	500
Growing Season	Apr – Oct
Soil types	Loams, sandy soils

* ABS National Regional Profile: Moora (Local Government Area)



Local Industries

Broad acre farming and crops including wheat, barley, canola, oats, lupins, hay with increasing opportunities for horticulture. Other industries include cattle, sheep, wool, wildflowers, concrete, mining-granite, silica, timber-pine, sandalwood and brushwood in addition to the many trades and building related industries and retail sector.



Climate

The climate is Mediterranean, featuring mild winters that yield most of the year's rain. Moora's average annual rainfall of more than 500 millilitres over 90 rain days each year has earned it the enviable reputation as the State's most reliable farming district. Moora has never been declared a drought zone, even during the prolonged nationwide drought at the beginning of the 1990's. Summers are warm to hot, with daytime temperatures averaging between 30 to 35 degrees Celsius.

Regional Cooperation

The Moora Shire is an important part of the Midlands and Wheatbelt region and is a key regional centre for surrounding communities, organisations and businesses. It is imperative to develop the region to its full potential by ensuring services such as education, tourism, telecommunications, regional transport links, airport facilities, energy, waste management and aged care are all developed and strengthened. As cost of services increase, fewer providers are available in smaller communities and delivery of many services have become centralised. It is critical to ensure the ongoing access to services, the availability of

needed infrastructure and the support for all our Moora communities. It is imperative to look beyond the boundary of the Shire of Moora.

To enable improved infrastructure and services the Shire of Moora Council is committed to working cooperatively on a regional basis to ensure the strengthening of our tourism, improved telecommunications access and coverage, provide input to power and transport infrastructure planning, plan for the future needs of our aging, Indigenous and youth population, and work with surrounding Shires and other agencies to ensure the business and community needs for the region are met.

The following projects have been identified as key priorities over the next 5 years.

Ongoing Projects and partnerships

- Regional cooperation framework and partnerships (CMVROC)
- Waste Management (Regional)
- Wildflower project (CMVROC project)
- Telecommunications black spots
- Energising the Wheatbelt
- Business/industry development plan
- Standardised IT Services (hardware & software)
- Shared Ranger, Administration, Swimming, Building & Health Services
- Asset Management corporation with Chittering and Victoria Plain Shires

New

- Aged care – high/low care – political lobbying
- Aged Independent living – review as part of investment strategy
- Research for airport / airstrip >20 years

Goal: *Provide leadership and commitment to identifying key regional projects to ensure Moora remains a key regional centre in the Wheatbelt.*



(Celebration of 100 years – looking forward to the next 100)

Shire Planning

Strategic Planning

The Shire will provide strategic leadership to support sustainable growth and continue to build on to the vibrant, healthy, wealthy, diverse and well serviced community we have established. New infrastructure will be planned, developed and maintained as part of the commitment to sound financial management.

Ongoing collaboration and partnering arrangements with government and other service providers will support increased population needs.

Council adopted a five year strategic plan in September 2010 that incorporates the three top priorities listed below:

1. Regional Corporation
2. Planning for growth
3. Existing Asset Renewal

Long Range Financial Planning

The Shire of Moora has prepared a basic five year financial plan as an outcome from developing the Forward Capital Works Plan in 2010. It is expected that this plan will be further refined as part of the Shire's participation in the Western Australian Asset Management Improvement Program (WAAMI), and development of a Human Resources Plan in the future.

Asset Management Planning

The Shire of Moora has chosen to participate in the Western Australian Asset Management Improvement (WAAMI) program to assist in the development of its strategic asset management framework. We are cooperating in regional workshops with the Shires of Victoria Plains and Chittering. Our last regional workshop was held on 23 February 2011.

Council has adopted an Asset Management Policy and are in the process of developing and implementing an Asset Management Improvement Strategy to incorporate the broad range of community assets the Shire of Moora are custodian to.

Report Information

The purpose of this section is to provide information on the definitions used in this report relating to asset categories, types of expenditure and the funding risk assessment methodology.

Asset Categories

The following asset categories have been used in this report:

Buildings	Structures, and plant such as air-conditioning and electrical fittings etc.
Roads	Roads, pavements, kerbing etc.
Drainage	Pipes, structures etc.
Parks	Parks, gardens, conservation areas etc.
Footpaths	Footpaths separate from roads
Airports	Landing strips and plant such as fuel containment etc.
Sewerage	Pipes, structures etc.
Other	All other infrastructure assets

Expenditure Type

Renewal	Expenditure to maintain the current level of service.
New Services	Expenditure on new services.
Expansion	Expenditure on extending a current service to additional users.
Upgrade	Expenditure on increasing the level of service.

Risk

The following risk assessment methodology and matrix has been used in assessing the CLGF funding risk impact on the Shire's projects:

	Funding Response			
Impact	Project Cancelled	Project Decreased	Project Deferred	Project Shortfall Met from Shire Funds
Critical	Critical	Critical	Critical	Critical
High	Critical	High	Medium	High
Medium	High	Medium	Medium	Medium
Low	Medium	Low	Low	Low
Impact Descriptions				
Critical	Services cancelled or reduced to an unacceptable level in the short term.			
High	Services impacted resulting in a reduction in service over the short to medium term.			
Medium	Services impacted resulting in a reduction in service over the medium term.			
Low	Services impacted resulting in a reduction in service over the medium to long term.			
Risk Rating Descriptions				
Critical	Unacceptable level of risk. Risk must be mitigated appropriately.			
High	High level of risk. Risk must be mitigated appropriately.			
Medium	Medium level of risk. Risk must be managed appropriately.			
Low	Low level of risk. Risk must be managed appropriately.			

Five Year Rate Setting Statement

	2011/12	2012/13	2013/14	2014/15	2015/16
	\$	\$	\$	\$	\$
REVENUES					
Governance	33,928	34,946	35,994	37,074	38,186
General Purpose Funding	1,659,916	1,486,986	1,534,396	1,572,928	1,612,615
Law, Order, Public Safety	135,023	139,073	143,246	147,543	151,969
Health	14,997	15,447	15,910	16,387	16,879
Education and Welfare	331,363	811,304	351,543	362,090	372,952
Housing	46,453	47,847	49,282	50,760	52,283
Community Amenities	1,010,044	1,024,895	1,055,642	1,087,311	1,119,931
Recreation and Culture	304,499	4,249,499	226,084	252,866	239,852
Transport	877,425	849,252	868,421	776,107	839,562
Economic Services	515,408	571,851	300,007	565,907	682,284
Other Property and Services	137,237	141,354	145,595	149,963	154,462
	<u>5,066,294</u>	<u>9,372,455</u>	<u>4,726,120</u>	<u>5,018,937</u>	<u>5,280,977</u>
EXPENSES					
Governance	-874,324	-901,813	-928,868	-956,734	-985,436
General Purpose Funding	-134,411	-138,443	-142,597	-146,874	-151,281
Law, Order, Public Safety	-258,105	-265,848	-273,823	-282,038	-290,499
Health	-85,455	-88,019	-90,659	-93,379	-96,180
Education and Welfare	-473,692	-487,903	-502,540	-517,616	-533,145
Housing	-69,568	-71,655	-73,805	-76,019	-78,300
Community Amenities	-776,259	-905,847	-836,322	-867,712	-893,743
Recreation & Culture	-1,574,256	-1,631,821	-1,695,532	-1,761,558	-1,822,405
Transport	-2,267,111	-2,394,410	-2,429,909	-2,572,193	-2,703,463
Economic Services	-725,194	-753,213	-776,290	-878,893	-905,260
Other Property and Services	-83,878	-86,394	-88,986	-91,656	-94,405
	<u>-7,322,252</u>	<u>-7,725,366</u>	<u>-7,839,331</u>	<u>-8,244,673</u>	<u>-8,554,117</u>
Adjustments for Cash Budget Requirements:					
Non-Cash Expenditure and Revenue					
(Profit)/Loss on Asset Disposals	-15,410	-15,410	-15,988	-265,988	-115,988
Depreciation on Assets	2,034,901	2,134,420	2,250,127	2,365,214	2,378,934
Capital Expenditure and Revenue					
Purchase Land Held for Resale	-500,725	-300,000	-50,000	-250,000	-400,000
Purchase Land and Buildings	-402,000	-4,935,000	-430,000	-600,000	-360,000
Purchase Infrastructure Assets - Roads	-1,207,006	-1,226,972	-1,235,074	-1,235,217	-1,435,033
Purchase Infrastructure Assets - Parks	-45,000	-65,000	-45,000	-65,000	-160,000
Purchase Plant and Equipment	-640,000	-610,000	-600,000	-600,000	-610,000
Purchase Furniture and Equipment	-86,000	-86,000	-86,000	-86,000	-86,000
Proceeds from Disposal of Assets	276,000	276,000	286,350	586,350	586,350
Repayment of Debentures	-357,560	-329,197	-331,006	-288,069	-297,509
Proceeds from New Debentures	0	0	0	0	0
Self-Supporting Loan Principal Income	10,699	11,522	0	0	0
Transfers to Reserves	-30,153	-31,359	-176,613	-63,678	-226,225
Transfers from Reserves	0	150,000	0	0	85,000
Transfers from Restricted Cash	0	0	0	0	0
Estimated Surplus/(Deficit) July 1 B/F	0	-634	-2,083	-1,118	-4,492
Estimated Surplus/(Deficit) June 30 C/F	-634	-2,083	-1,118	-4,492	-7,116
	<u>-3,217,578</u>	<u>-3,378,457</u>	<u>-3,547,380</u>	<u>-3,724,749</u>	<u>-3,910,986</u>
Rates to be Raised					

Five Year Capital Projects Plan										
	2011/12	2012/13	2013/14	2014/15	2015/16	Grants	CLGF	Projects not Included	Possible Grants	Funding Gap
Purchase Land Held for Resale										
Industrial Subdivision	500,725					251,475	239,250			-
Lee Steere Street		300,000				300,000				-
West End Development			50,000	250,000	400,000	-				
	500,725	300,000	50,000	250,000	400,000	300,000	-			-
Purchase Land and Buildings										
Waste Facility	50,000					-		150,000		150,000
Aged Care - Independent Living		470,000				470,000		50,000		50,000
Child Care Centre Renewal	30,000						30,000			
Renewal of Buildings	5,000	175,000	250,000	180,000	180,000		610,000			-
Paint pools		100,000				50,000	50,000			
Storage Shed		10,000					10,000			
Renovate Council toilets	60,000						60,000			-
Caravan Park Upgrade				200,000			200,000			
Upgrade Sewer System/Ponds	197,000	180,000	180,000	180,000	180,000					
Power to refuse site	20,000						20,000			-
Chalet								90,000	30,000	60,000
Staff Housing								800,000	200,000	600,000
Depot Fencing				40,000						-
New Depot								1,810,000	750,000	1,060,000
Cultural Centre		4,000,000				4,000,000				
Security Upgrade of Rec Centre								30,000		30,000
Bindi Bindi Community Centre	40,000					40,000				-
	402,000	4,935,000	430,000	600,000	360,000	4,560,000	980,000	2,930,000	980,000	1,950,000
Purchase Infrastructure Assets - Roads										
Woolawa Street – Drainage	107,922									-
Melbourne Street	120,292						25,000			-
Woolawa Street - construct pavement				295,000						
Bindi Ballidu - Reseal	667,000					444,667				
Dandaragan Road - repair		300,000				200,000				
Padbury Street – pavement			195,436							
Tootra Street - River crossing			643,000			428,667				

	2011/12	2012/13	2013/14	2014/15	2015/16	Grants	CLGF	Projects not Included	Possible Grants	Funding Gap
Regravelling various rural roads				200,000	100,000					
Slurry seal - various streets				223,425						
Dandaragan Street - drainage			84,846							
McKeever Street - drainage					83,780					
McPherson Street - drainage					89,122					
Moore Street – drainage					67,784					
Padbury Street – drainage					78,809					
Townscape - Dandaragan Street					100,722					
Townscape - Gardiner Street								232,564		232,564
Streetscape Projects								990,000		990,000
Rural bitumen seals	311,792					311,792				
Miling North Road - pavement		320,000				213,333				
Old Geraldton Road - 4 km		311,972				311,972				
Barber Street - seals								87,673		87,673
Barberton East Road - bitumen			311,792			311,792				
Bewsher Street – footpath					39,240					
Dalwallinu West - pavement				311,792		311,792				
RRG Group Funded Project 14/15				300,000		200,000				
Blackspot Project 14/15				200,000		133,000				
Drummond Street - Bitumen								56,291		56,291
Roads to Recovery 15/16					311,792	311,792				
RRG Group Funded Project 15/16					300,000	200,000				
Blackspot Project 15/16					200,000	133,000				
Roberts Street – upgrade					63,784					
Dix Street – footpath								34,880		34,880
Ferguson Street - upgrade								125,432		125,432
George Street Watheroo – Footpaths										131,088
Glasfurd Street – Bitumen								106,348		106,348
Lefroy Street - widen, seal & kerb								105,839		105,839
Ranfurly Street – construct pavement										330,000
Blimp Tiles to Council Buildings								50,000	25,000	25,000
Stafford Street – Footpaths								83,769		83,769
	1,207,006	1,226,972	1,235,074	1,235,217	1,435,033	3,511,807		2,333,884	25,000	2,308,884

	2011/12	2012/13	2013/14	2014/15	2015/16	Grants	CLGF	Projects not Included	Possible Grants	Funding Gap
Purchase Infrastructure Assets – Parks										
Skate Park	40,000					15,000				
Moora Sculptural Park		60,000	40,000			60,000	20,000	100,000	20,000	80,000
Tourism trails				60,000	60,000	60,000		70,000	20,000	50,000
Entry Statements - Moora	5,000	5,000	5,000	5,000			10,000			
Street Light Upgrade					100,000	60,000		100,000	60,000	40,000
Swimming Pool Redevelopment										-
Apex Park Staged Area								32,000	22,000	10,000
Moora Rec Centre Upgrade								3,120,000	2,120,000	1,000,000
Light for ovals								300,000	200,000	100,000
Moora Community Park								20,000		20,000
	45,000	65,000	45,000	65,000	160,000	195,000	30,000	3,742,000	2,442,000	1,300,000
TOTALS	2,154,731	6,526,972	1,760,074	2,150,217	2,355,033	8,566,807	1,010,000	9,005,884	3,447,000	5,558,884
Less Grant Income										
Education and Welfare		470,000								
Housing										
Community Amenities	15,000									
Recreation and Culture	55,000	4,000,000		20,000						
Transport	756,639	725,305	740,639	644,972	704,972					
Economic Services	251,475	300,000	20,000	20,000	20,000					
Other Property and Services										
CLGF	449,250	240,000	250,000	250,000	250,000					
	1,527,364	5,735,305	1,010,639	934,972	974,972					
TOTAL	627,367	791,667	749,435	1,215,245	1,380,061					

Five Year Capital Expenditure Graph

