



ATTACHMENTS

Ordinary Meeting of Council



Meeting to be held in Council Chambers at
15 Maddock Street, Mukinbudin
Commencing at 2.30pm Tuesday 16th December 2025



**North Eastern Wheatbelt
Regional Organisation of Councils**

Council Meeting

Tuesday 2 December 2025

Mukinbudin Recreation Centre

MEETING

9.30am Morning Tea
10am Council Meeting

www.newroc.com.au

E caroline@newroc.com.au

ANNUAL CALENDAR OF ACTIVITIES

MONTH	ACTIVITY	MEETING
January		Executive
February	<ul style="list-style-type: none"> 🔥 Council refreshes itself on NEWROC Vision, Mission, Values (review Vision and Mission every other year) 🔥 Council reviews NEWROC project priorities / strategic plan 	Council
March	<ul style="list-style-type: none"> 🔥 WDC attendance to respond to NEWROC project priorities 🔥 Submit priority projects to WDC, Regional Development and WA Planning 	Executive
April	<ul style="list-style-type: none"> 🔥 NEWROC Budget Preparation 	Council
May	<ul style="list-style-type: none"> 🔥 NEWROC Draft Budget Presented 🔥 NEWROC Executive Officer Contract/Hourly Rate Review (current contract expires June 2027) 	Executive
June	<ul style="list-style-type: none"> 🔥 NEWROC Budget Adopted 	Council
July		Executive
August	<ul style="list-style-type: none"> 🔥 Information for Councillors pre-election 🔥 NEWROC Audit 	Council
September		Executive
October	<ul style="list-style-type: none"> 🔥 NEWROC CEO and President Handover (every 2yrs) 🔥 NEWROC Dinner 	Council
November	<ul style="list-style-type: none"> 🔥 NEWROC Induction of new Council representatives (every other year) 🔥 Review NEWROC MoU (every other year) 	Executive
December	<ul style="list-style-type: none"> 🔥 NEWROC Christmas / End of Year Drinks 	Council

ONGOING ACTIVITIES

Compliance

Media Releases

NEWROC Rotation

Shire of Mt Marshall
 Shire of Nungarin
 Shire of Wyalkatchem
 Shire of Koorda
 Shire of Mukinbudin
 Shire of Trayning
 Shire of Dowerin (Oct 2025 – Oct 2027)

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NORTH EASTERN WHEATBELT REGIONAL ORGANISATION OF COUNCILS

Minutes of the Council Meeting held on 2 December 2025 at the Mukinbudin Recreation Centre commencing at 10am.

MINUTES

1. OPENING AND ANNOUNCEMENTS

Cr Trepp, NEWROC President welcomed everyone and opened the meeting at 10am.

2. RECORD OF ATTENDANCE AND APOLOGIES

2.1. Attendance

Cr Robert Trepp	NEWROC Chair, Deputy President, Shire of Dowerin
Cr Melanie Brown	President, Shire of Trayning
Cr Gary Shadbolt	President, Shire of Mukinbudin
Cr Jannah Stratford	President, Shire of Koorda
Cr Tony Sachse	President, Shire of Mt Marshall
Cr Chris Loton	Deputy President, Shire of Wyalkatchem
Cr Pippa De Lacy	President, Shire of Nungarin
Manisha Barthakur	NEWROC CEO, CEO Shire of Dowerin
David Nayda	CEO, Shire of Nungarin
Peter Naylor	CEO, Shire of Trayning
Tanika McLennan	CEO Shire of Mukinbudin
Zac Donovan	CEO Shire of Koorda
Ben McKay	CEO, Shire of Mt Marshall
Ian McCabe	A/CEO, Shire of Wyalkatchem
Caroline Robinson	Executive Officer, NEWROC (arrived 10.10am)

2.2. Apologies

Cr Christy Petchell, President, Shire of Wyalkatchem

2.3. Guests

Cr Ashley Walker, Deputy President, Shire of Mukinbudin

2.4. Leave of Absence Approvals / Approved

3. Declarations of Interest and Delegations Register

3.1. Delegation Register

Please find below a delegations register as per the new policy adopted in March 2017:

Description of Delegations	Delegatee	Delegated to	Approval
Records Management	CEO	NEWROC EO	Council
NEWROC Financial Management	CEO	NEWROC EO	Council Dec 2017
Bendigo Bank Signatory (NEWROC)	CEO	NEWROC EO	Council Dec 2017
Bendigo Bank Signatory (Shire of Dowerin)	Council	CEO	Council Nov 2025
NEWROC Website	CEO	NEWROC EO	Council June 2017

4. Presentations

Nil

5. MINUTES OF MEETINGS

Minutes of the Council Meeting held on 4 November 2025 have previously been circulated.

RESOLUTION

That the Minutes of the Council Meeting held on 4 November 2025 be received as a true and correct record of proceedings.

Moved Cr Shadbolt

Seconded Cr Sachse

CARRIED 7/0

5.1. Business Arising

5.1.1 Waste Sorted Grant

NEWROC was unsuccessful for its waste project.

Ask Waste Management has completed their site assessment in the Shire of Mt Marshall. Project will be discussed by the Executive,

5.1.2 Disaster Resilience Grant

Shire of Narembeen (Lead for NEWROC and ROEROC (combined application)) was unsuccessful (generators). Discussed in the late agenda item.

5.1.3 Local Government Rural Health Funding Alliance

Majority of members have passed support motions at their Council meetings.

5.1.4 HR Policies

To be workshopped at the Executive.

6. NEWROC EO KPI Status Report

PROGRAM	KEY PERFORMANCE INDICATORS 2025	STATUS REPORT
INFRASTRUCTURE AND SERVICE DELIVERY	<ol style="list-style-type: none"> 1. Regional shared engineering resource model presented to members 2. Continued advocacy on power, telecommunications and provision of GP services (demonstrated) 3. Community benefit framework (renewable energy) developed for the NEWROC (and individual Shire adoption) 4. Regional subsidiary application completed and submitted for one service in the NEWROC 5. Volunteer first responders (ambulance) report completed with associated action plan and presented to all branches, St Johns and key stakeholders. 	<ol style="list-style-type: none"> 1a. HR resource engaged 2a. Cr Brown meeting with AFF 26 November in Canberra 5a. Volunteer Emergency Service Policy presentation to Nationals WA MPs
TOURISM SECTOR DEVELOPMENT	<ol style="list-style-type: none"> 1. NEWTRAVEL Accommodation Strategy completed, adopted and funding avenues identified, with one application submitted in 2025 2. Continued oversight of the NEWROC Town Team Builder. 	<ol style="list-style-type: none"> 1a Participation in two accommodation strategy meetings
SMALL BUSINESS DEVELOPMENT	<ol style="list-style-type: none"> 1. Wheatbelt Business Network presentation to members with one collaborative low cost project pitched 	
LOCAL COMMUNITY REVITALISATION	<ol style="list-style-type: none"> 1. Continued oversight of the NEWROC Town Team Builder with forward projects presented to Council 2. Regional waste site identified and endorsed by host Council 3. Funding received towards the waste project that assists with implementation 4. Community engagement and education completed across all Shires regarding changes to waste management 	<ol style="list-style-type: none"> 2a. ASK Waste Management quote for site in the Shire of Mt Marshall. Work completed. 4a. Waste Sorted grant application unsuccessful

REGIONAL BRAND ESTABLISHMENT	<ol style="list-style-type: none">1. Brand guidelines adopted2. Website updated and current3. Regular communication across Instagram, Facebook and LinkedIn4. Presentation at Wheatbelt Futures Forum5. Attendance at ALGA.6. Advocacy plan implemented and reported against (during ALGA attendance).7. Demonstrated regular communication with Wheatbelt Development Commission and RDA Wheatbelt. Attendance annually at NEWROC Council (once).	7a Joint Forum planned 16 Feb 2026
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Discussion:

- NEWROC EO attended State Parliament to present the NEWROC Volunteer Ambulance Strategy to the members of the National Party. Well received and will be progressed.
- Cr Brown provided a comprehensive update on meetings in Canberra on live sheep, housing and health.
- NEWROC EO action – review Local Government Guide on Affordable Housing

7. FINANCIAL MATTERS

7.1. Income, Expenditure and Profit and Loss

FILE REFERENCE: 42-2 Finance Audit and Compliance
REPORTING OFFICER: Caroline Robinson
DISCLOSURE OF INTEREST: Nil
DATE: 25 November 2025
ATTACHMENT NUMBER:
CONSULTATION:
STATUTORY ENVIRONMENT: Nil
VOTING REQUIREMENT: Simple Majority

Account transactions for the period 1 October to 30 November 2025

Account Transactions

Date	Description	Reference	Credit	Debit	Running Balance
Opening Balance			153,975.35	0.00	153,975.35
01 Oct 2025	Xero Australia	XERO Subs	0.00	71.25	153,904.10
01 Oct 2025	Bendigo Bank	Bank Fee	0.00	0.80	153,903.30
07 Oct 2025	Payment: JE Planning	Housing Feasibility	0.00	17,952.00	135,951.30
07 Oct 2025	Payment: Alyce Smith	Town Team (Aug - Oct)	0.00	4,356.00	131,595.30
07 Oct 2025	Payment: 150Square	EO Services	0.00	4,446.63	127,148.67
20 Oct 2025	Bendigo Bank	Bank Fee	0.00	30.00	127,118.67
01 Nov 2025	Bendigo Bank	Bank Fee	0.00	1.20	127,117.47
03 Nov 2025	Xero Australia	XERO Subs	0.00	71.25	127,046.22
03 Nov 2025	Payment: 150Square	EO Services	0.00	4,069.23	122,976.99
03 Nov 2025	Payment: Beaumonde Hospitality	Deposit - ROC Day	0.00	1,000.00	121,976.99
Total BB NEWROC Funds-5557			0.00	31,998.36	121,976.99
Closing Balance			121,976.99	0.00	121,976.99
Total			0.00	31,998.36	(31,998.36)

Balance Sheet

North Eastern Wheatbelt Regional Organisation of Councils As at 31 October 2025

31 OCT 2025

Assets	
Bank	
BB NEWROC Funds-5557	127,118.67
BB Term Deposit Account-1388	324,363.98
Total Bank	451,482.65
Total Assets	451,482.65
Liabilities	
Current Liabilities	
ATO Integrated Client Account	3,876.00
GST	(5,589.71)
Rounding	0.21
Sundry Creditors Control	(3,276.63)
Total Current Liabilities	(4,990.13)
Total Liabilities	(4,990.13)
Net Assets	456,472.78
Equity	
Current Year Earnings	(33,733.68)
Retained Earnings	490,206.46
Total Equity	456,472.78

RESOLUTION

That the income and expenditure from 1 October to 30 November 2025 and the balance sheet 31 October 2025 be received.

Moved Cr Stratford

Seconded Cr de Lacy

CARRIED 7/0

8. MATTERS FOR DECISION

8.1. HOUSING

FILE REFERENCE: 091-1 Housing
REPORTING OFFICER: Caroline Robinson
DISCLOSURE OF INTEREST: Nil
DATE: 25 November 2025
ATTACHMENT NUMBER: #1 Minutes of the CEO meeting
CONSULTATION: Grant Arthur, WDC
STATUTORY ENVIRONMENT: Nil
VOTING REQUIREMENT: Simple Majority

COMMENT

The CEO's of NEWROC met to discuss an application to the Regional Housing Fund.

Minutes of the meeting are attached.

Dowerin, Wyalkatchem, Mt Marshall and Mukinbudin will be party to the application under NEWROC.

RESOLUTION

Minutes of the online meeting of CEO's on Monday 24 November 2025 be received.

Shires of Nungarin, Trayning and Koorda write a letter of support to the NEWROC application

Moved Cr Brown

Seconded Cr Shadbolt

CARRIED 7/0

Discussion:

- NEWROC EO to seek advice on both a NEWROC and individual Council application.
- Note terminology of affordable and key worker housing in the grant application

8.2. EASTERN WHEATBELT FORUM

FILE REFERENCE:	130-1 Economic Services General
REPORTING OFFICER:	Caroline Robinson
DISCLOSURE OF INTEREST:	Nil
DATE:	25 November 2025
ATTACHMENT NUMBER:	#2 Correspondence to ROC Presidents and CEOs #3 Invite #4 Invitation List
CONSULTATION:	WEROC and ROEROC Executive Officers
STATUTORY ENVIRONMENT:	Nil
VOTING REQUIREMENT:	Simple Majority

COMMENT

Correspondence has been sent to all ROC Presidents and CEOs (see attached).

Feedback from the NEWROC November Council meeting has been included in the revised agenda.

NEWROC members are requested to review and provide feedback on the draft invitation and proposed invitee list. Additional correspondence was sent to the Wheatbelt Development Commission; however, no response had been received at the time of preparing this agenda.

The three ROC presentations must clearly articulate requests and demonstrate alignment with the [WA Government Priorities 2025–2029](#), which focus on:

- Strong Economy – driving regional economic growth and job creation
- Better Services – improving housing, health, and education outcomes
- Sustainability and Climate Action – supporting renewable energy and resilient communities
- Regional Development – ensuring equitable access to opportunities across WA
- Aboriginal Wellbeing – fostering inclusion and cultural respect

The three ROC's should also consider a [recent presentation by the Premier](#). He addressed about 500 Senior Executive Service (SES) leaders at the "Spotlight: The Vision Edition" event on 5 September 2025. He emphasized the importance of aligning the entire public sector with the Western Australian Government's six priorities for 2025–2029:

- Diversifying the economy
- Improving healthcare access
- Ensuring housing for all Western Australians
- Promoting safe and inclusive communities
- Protecting and restoring the environment
- Delivering quality infrastructure and services.

The Premier stressed four essential success factors for achieving these priorities:

1. Focus – steadfast attention on the priorities
2. Capability – building a skilled and competent workforce
3. Leadership – SES leadership to drive the government's vision
4. Sense of urgency – coordinated and purposeful action across the sector.

Following this, Ministers John Carey, Stephen Dawson, and Meredith Hammat shared insights on leveraging these priorities to clarify minister-agency relationships and encouraged candid, unfiltered advice from SES.

The NEWROC will present on the **last topic of the session: Economic Diversification.**

RESOLUTION

NEWROC Vision and Presentation to include items as discussed.

Moved Cr Stratford	Seconded Cr Sachse	CARRIED 7/0
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Discussion:

- Vision: positive approach, why we are important, what we contribute to the economy and global economy, we provide food security, community spirit, decentralisation opportunity, R4R alignment, we are resilient
- Presentation: we are looking for partnerships, we have solutions, we are entrepreneurial, diversified industry e.g. defence, mining, agriculture etc, we can alleviate metropolitan pressures, sustainable fuel supply and generation locally, alignment with the three ROCs housing piece
- Additional points: volunteer capacity, CESM

8.3. NEWROC MoU

FILE REFERENCE:	041-4 Memorandum of Understanding
REPORTING OFFICER:	Caroline Robinson
DISCLOSURE OF INTEREST:	Nil
DATE:	25 November 2025
ATTACHMENT NUMBER:	#5 Current NEWROC MoU
CONSULTATION:	Nil
STATUTORY ENVIRONMENT:	Nil
VOTING REQUIREMENT:	Simple Majority

COMMENT

The NEWROC MoU has expired.

The current MoU is attached for members review. No amendments are proposed by the NEWROC EO apart from the date amendment.

RESOLUTION

The NEWROC MoU is recommended to each member Council for execution (1 January 2026 – 31 December 2028)

Moved Cr Loton

Cr Shadbolt

CARRIED 7/0

9. MATTERS FOR DISCUSSION

9.1. STAFF AND ELECTED MEMBER TRAINING

FILE REFERENCE:	041-9 Training - Councillors & Staff
REPORTING OFFICER:	Caroline Robinson
DISCLOSURE OF INTEREST:	Nil
DATE:	25 November 2025
ATTACHMENT NUMBER:	
CONSULTATION:	
STATUTORY ENVIRONMENT:	Nil
VOTING REQUIREMENT:	Simple Majority

COMMENT

Members to advise a preferred date for the Staff and Elected Member Training.

Draft agenda below to be held at the Bencubbin Recreation Centre.

9am	Tea and coffee	
9.30am	Elected Members Psychologically safe and inclusive Local Governments Part 1 delivered by Incredible People <ul style="list-style-type: none">• Psychological safety and inclusivity• Why do safety and inclusivity matter in a Local government Context?• The brain science of safety and inclusivity	Staff Essential Supervision Skills delivered by MINT <ul style="list-style-type: none">• Understand the mindset and skills shift essential for leading others• Identify how and when to delegate to others• Consider how to monitor the progress of work in their team through a regular system• Practice giving feedback and planed an approach to giving feedback to a common employee performance / behaviour challenge
10.30am	Morning Tea (All)	
10.50am	Psychologically safe and inclusive Local Governments Part 2 delivered by Incredible People <ul style="list-style-type: none">• Getting the balance right on directness vs. care• Other strategies to enhance safety and inclusivity:• Application: Snakes and ladders – the impact of our everyday actions and interactions• Reflection & commitment to action	Essential Supervision Skills continued
12.30pm	Lunch (All)	

1pm	TBC	<p>Psychologically safe and inclusive Local Governments Part 1 delivered by Incredible People</p> <ul style="list-style-type: none"> • Psychological safety and inclusivity • Why do safety and inclusivity matter in a Local government Context? • The brain science of safety and inclusivity
2pm 2.15pm	Afternoon Tea (All) TBC	<p>Psychologically safe and inclusive Local Governments Part 2 delivered by Incredible People</p> <ul style="list-style-type: none"> • Getting the balance right on directness vs. care • Other strategies to enhance safety and inclusivity: • Application: Snakes and ladders – the impact of our everyday actions and interactions • Reflection & commitment to action
4pm	Close	

RESOLUTION

NEWROC EO to distribute two dates to Councils.

Moved Cr Brown

Seconded Cr de Lacy

CARRIED 7/0

Discussion

- Open to all Councillors
- Opportunity for transferrable skills

10. MATTERS FOR INFORMATION

10.1. BENCUBBIN MICROGRID FEASIBILITY

FILE REFERENCE:	107-1 Power
REPORTING OFFICER:	Caroline Robinson
DISCLOSURE OF INTEREST:	Nil
DATE:	25 November 2025
ATTACHMENT NUMBER:	#6 Correspondence from Western Power
CONSULTATION:	Ben McKay
STATUTORY ENVIRONMENT:	Nil
VOTING REQUIREMENT:	Simple Majority

COMMENT

Correspondence attached and received from Western Power.

RESOLUTION

Information is received.

Moved Cr Stratford

Seconded Cr Shadbolt

CARRIED 7/0

LATE ITEM 10.2 NEWROC Volunteer Ambulance Policy Position

FILE REFERENCE: 041-13 Policy Positions
REPORTING OFFICER: Caroline Robinson
DISCLOSURE OF INTEREST:
DATE: 1 December 2025
ATTACHMENT NUMBER: #1 Updated Policy Position
CONSULTATION: WA Country Health Service
STATUTORY ENVIRONMENT: Nil
VOTING REQUIREMENT: Simple Majority

COMMENT

Updated NEWROC Volunteer Ambulance Policy Position is attached following consultation with WA Country Health Service.

RESOLUTION

NEWROC adopts the revised NEWROC Volunteer Ambulance Policy Position

Moved Cr Sachse

Seconded Cr Shadbolt

CARRIED 7/0

LATE ITEM 10.3 – Disaster Resilience Grant

FILE REFERENCE: 035-6 Federal Grants
REPORTING OFFICER: Caroline Robinson
DISCLOSURE OF INTEREST:
DATE: 1 December 2025
ATTACHMENT NUMBER:
CONSULTATION:
STATUTORY ENVIRONMENT: Nil
VOTING REQUIREMENT: Simple Majority

BACKGROUND

The Disaster Ready Fund (DRF) is the Australian Government's initiative for disaster resilience and risk reduction. The Australian Government is providing up to one billion dollars through the DRF. The funding runs over five years from 1 July 2023.

The funding supports projects. These projects address the physical and social impacts of disasters in communities. Disasters that can be caused by climate change and other natural hazards.

NEMA administers the DRF. NEMA do this in partnership with state and territory government agencies responsible for emergency management. In WA this is DFES.

NEMA responsibilities include consulting with stakeholders to develop the guidelines for each DRF round, establishing the application process, and supporting the assessment of applications by an expert panel.

COMMENT

The Shire of Narembeen applied for Disaster Ready Funding on behalf of ROERO and NEWROC local governments. The application requested gensets for emergency evacuation sites in each town.

The Shire of Narembeen has been advised that they were unsuccessful.

The projects funded are summarised in this link (see Round Three) - [Disaster Ready Fund | NEMA](#)

Of concern is the significant funding allocation to DFES (and other state agencies such as Main Roads, Department of Health etc). DFES received applications from WA as the lead agency, as well as assessing and prioritising applications which is a clear conflict of interest in the process.

RESOLUTION

NEWROC writes to DFES outlining priorities in the NEWROC communities.

Moved Cr Loton

Seconded Cr Sachse

CARRIED 7/0

GENERAL UPDATES / DISCUSSION

- Tree and Carbon Farming applications. NEWROC EO to develop a draft tree policy for the Shire of Nungarin and Mukinbudin.
- FRRR Drought Funding is available

11. 2026 MEETING SCHEDULE

3 February	Executive and NEWTRAVEL	Shire of Dowerin
16 February	Joint ROC day; Made in the Eastern Wheatbelt (Perth)	
3 March	Council	Shire of Mt Marshall
7 April	Executive	Shire of Koorda
5 May	Council	Shire of Mukinbudin
2 June	Executive and NEWTRAVEL	Shire of Trayning
7 July	Council	Shire of Dowerin
4 August	Executive	Shire of Mt Marshall
1 September	Council	Shire of Koorda
6 October	Executive and NEWTRAVEL	Shire of Nungarin
3 November	Council	Shire of Wyalkatchem

12. CLOSURE

Cr Trepp thanked everyone for attending and closed the meeting at 11.46am



CEACA

Supporting Wheatbelt Communities

MINUTES OF CENTRAL EAST ACCOMMODATION & CARE ALLIANCE INC MANAGEMENT COMMITTEE MEETING HELD AT 10.30AM ON MONDAY, 1 DECEMBER 2025 AT THE MERREDIN REGIONAL COMMUNITY & LEISURE CENTRE, BATES STREET, MERREDIN

1. MEETING OPENING & DECLARATION OF QUORUM

The Chairperson opened the meeting at 10.30am and welcomed those attending for the first time.

2. MATTERS

2.1 Attendance

Terry Waldron – CEACA Chairperson, Richard Marshall – CEACA Executive Officer (EO) Jo Trachy – CEACA Operations Manager (OM) & Minute Taker, Mark Furr & Stephen Strange – Shire of Bruce Rock, Manisha Barthakur and Robert Trepp – Shire of Dowerin, Raymond Griffiths – Shire of Kellerberrin, Tony Sachse – Shire of Mt Marshall, Craig Watts & Peter Madigan – Shire of Merredin, Rebecca McCall & Holly Cusack - Shire of Narembeen, John Merrick, Trevor Stacey, Jo Hayes & Becky Cowcill – Shire of Quairading, Bill Price & Ross Della-Bosca – Shire of Westonia, Mischa Stratford & Ian McCabe - Shire of Wyalkatchem, Bianca Bradford & Cameron Watson – Shire of Yilgarn.

2.1 Apologies

Gary Shadbolt & Tanika McLennan – Shire of Mukinbudin, Nic Warren – Shire of Yilgarn, Monica Gardiner – Shire of Kellerberrin and Ben McKay – Shire of Mt Marshall.

2.2 Declaration of Quorum

The Chairperson advised that the quorum for the meeting was met.

2.3 Conflicts of Interest

There were no conflicts of interest noted.

2.4 Draft Management Committee Meeting Minutes – 13 October 2025 (for approval)

RESOLUTION

It was resolved that the Minutes of the Management Committee meeting held on 13 October 2025 be accepted as a true and accurate record of proceedings.

2.5 Draft Minutes of the Executive Committee meeting held on 10 November 2025 (for noting)

The minutes of the Executive Committee meeting held on 10 November 2025 were noted.

2.6 Action Points

The action points will be covered in the Agenda.

3. MATTERS FOR DECISION

3.1 Election of Chairperson

Stephen Strange asked for nominations for Chairperson until the 2026 Annual General Meeting. Mischa Stratford nominated Terry Waldron and this was seconded by Tony Sachse.

RESOLUTION

The Management Committee agreed to elect Terry Waldron as the CEACA Independent Chairperson until the 2026 Annual General Meeting.

3.2 Executive Committee Members Appointment (Defer to after AGM)

This item was deferred until after the AGM. Refer to the end of these minutes.

3.3 CEACA Expansion Project – Approval of Building Tender

The EO spoke to Item 1 of the EO report and added the following comments:

Building Tender

- The Tender (RFQ) has been drafted and will be a Design and Construct contract. The WALGA Vendor Panel will be used and have flexibility built in as we are asking for pricing for ten shires. This will give CEACA the option of splitting the project between different builders.
- RFQ will be placed in the Modular Home Builders category.
- We will ask for payment schedules so there will be negotiations in February and March.
- If approved today, the RFQ will go live in next 2-3 days with mid-February 2026 return date.
- A RFQ Tender Evaluation Panel will be required.

Further discussion ensued.

RECOMMENDATIONS

- The Management Committee approve the draft tender documents and the proposed tender process.
- A Tender Evaluation Panel be appointed comprising the Chairperson, Deputy Chairperson, EO, Operations Manager, Project Manager (Randal Wells) and at least two other representatives.

RESOLUTIONS

- The Management Committee approved the draft tender documents and the proposed tender process on the understanding that the EO would discuss the non-conforming tender option with the Procurement Manager to ensure the tender process does not exclude builders due to wording.
- The Management Committee resolved for the Tender Evaluation Panel to consist of the CEACA Chairperson, Deputy Chairperson, EO and OM, Project Manager (Randal Wells) and Raymond Griffiths (Shire of Kellerberrin) and Nic Warren (Shire of Yilgarn).

3.4 Special Purpose Vehicle (“SPV”)

The EO spoke to Item 2 of the EO report and added the following comments:

- Jackson McDonald Lawyers have been engaged to establish the SPV, apply to ACNC for charitable status and draft a service agreement between CEACA Inc. and the SPV.
- The proposed SPV name will be CEACA Limited. The company is limited by guarantee and needs one member (CEACA Inc) and at least three Directors. The Management Committee can appoint or remove Directors at any time.

General discussion ensued.

RECOMMENDATION

That the Management Committee approve:

- The proposed Constitution of the SPV.
- The Sole Member of the SPV be CEACA Inc.
- The appointment of Gary Shadbolt, Terry Waldron and Richard Marshall as the initial Directors of CEACA Limited, to be amended as agreed by the Management Committee prior to the signing of any grant agreements with Housing Australia (“HA”) and Department of Housing and Works (“DOHW”).
- The appointment of Richard Marshall as the Company Secretary and Public Officer.
- The name of the SPV is CEACA Limited.
- The registered address of CEACA Limited is Garden Office Park, Level 2, Building C, 355 Scarborough Beach Road, Osborne Park, WA 6017 (the same as CEACA Inc).
- The opening of bank accounts in the name of “CEACA Limited in trust for the Housing Authority” (as required by the draft DOHW grant agreement).
- The application to ACNC for charitable status of CEACA Limited and application to the ATO for Deductible Gift Recipient (“DGR”) status.

RESOLUTIONS

The Management Committee resolved to approve all the above recommendations.

Transfer of Land

Avon Legal (Midland) has provided a plan for transferring the seventeen land parcels included in the expansion project. There are some shires that will be transferring from State Government to CEACA. There are also parcels of land that are already in the name of CEACA Inc that will need to be transferred into the SPV. If all shires aim to have transfers

complete by 1 March 2026, it would work well as Housing Australia must place Memorials on the parcels prior to the grant agreement being signed (approx. April 2026).

Geotech Reports, Site Classification Reports and Feature Surveys are complete for all sites including Quairading, who has since withdrawn the original parcel of land. When the new parcel is identified, the reports will need to be conducted.

To date \$137k has been spent on the project. The EO has been advised that this is project funds and CEACA are entitled to claim it back.

RECOMMENDATION

- The Management committee agree that Member shires will work with CEACA to effect the transfer of relevant land to the SPV (CEACA Limited) by 1 March 2026.

RESOLUTION

- The Management Committee resolved that the Member shires will work with CEACA to effect the transfer of relevant land to the SPV.
- CEACA to obtain confirmation in writing from Housing Australia that the project funds spent will be recoverable.

3.5 Koorda and Nungarin

The EO commented as follows:

CEACA has given the shires two months to submit an offer for the Koorda or Nungarin properties. Nungarin property was priced at offers over \$400k and Koorda offers over \$700k. The Shire of Nungarin are keen, subject to finance and the Shire of Koorda has offered \$700k to settle on the 15 January 2026.

Further discussion ensued.

RECOMMENDATION

- The Management Committee accept the offer from the Shire of Koorda of \$700k with settlement on 15 January 2026 for the property in Koorda.
- Tenants have been given up to 6 months in addition to their current lease expiry to source alternative accommodation if the new owners do not wish to retain them as Lessee.

RESOLUTION

The Management Committee resolved to accept the Shire of Koorda offer of \$700k with a settlement of 15 January 2026 subject to the existing tenant's tenancy agreements being honoured and an additional 6 months if required to source alternative accommodation. The Management Committee also resolved to support the Shire of Nungarin and give them sufficient time to obtain finance.

3.6 CEACA Policies & Guidelines Updates

The EO referred to the covering report, updated policies and new guidelines and added the following comments:

- It is a condition of funding that CEACA Ltd ("SPV") be a registered CHP.
- The SPV, CEACA Ltd, must be created prior to funding approval.
- CEACA must ensure that all policies are compliant with the DOHW Final Determination Report recommendations and the requirements for social housing.

General discussion ensued.

RECOMMENDATION

The Management Committee approve amendments to existing CEACA policies and introduction of new guidelines.

RESOLUTION

The Management Committee approved amendments to existing CEACA policies and introduction of new guidelines.

3.7 New Term Deposit Account

The EO advised that CEACA currently has \$920k in an interest-bearing account which is not attracting interest. Funds could be moved to a term deposit to attract interest.

RECOMMENDATION

The Management Committee approve for \$500k to be placed on term deposit for 5-6 months depending on the rate.

RESOLUTION

The Management Committee approved of the establishment of a Term Deposit account with Westpac Bank in the amount of \$500,000 for a period of 6 months, with the signatories to be the Executive Officer, Richard Marshall, and the Operations Manager, Jo Trachy.

4. MATTERS FOR DISCUSSION

4.1 Executive Officer Report

The EO referred to his report and added the following comments:

Accounting, Audit and Budget

- Accounts for the 3 months to 30 September 2025 have been prepared.
- \$139k profit for the first 3 months which is higher than budget.
- The annual audit of the FY25 Financial Statements was completed and the accounts were signed on 13 October 2025.
- In earlier meetings, CEACA was advised that insurance would increase by 25% in the 2024-5 year and a further 25% in the 2025-6 year. Following recent renewal meeting discussions, CEACA has been advised that the premiums are now likely to come down and that will therefore result in a positive variance.

Management Structure

- A 'Future Organisation Chart' and financial analysis has been prepared to show the estimated impact on the net profit over the next few years.
- The Expansion Project preparation has resulted in a significant increase in workload for the EO and OM. CEACA will need to consider a full-time CEO given the size of the project. Depending on the skillset of the future CEO, there is the option for the current EO to move into the Finance Manager role to provide ongoing financial management support and conduct a handover.
- The OM position, currently full-time, should remain unchanged and the workload will be monitored.
- There is the option of utilising availability payments in the SPV to cover the cost of additional staff. CEACA Inc can charge the SPV for costs.

General discussion ensued.

RECOMMENDATION

The Management Committee approve the change of the EO position from part-time to a full-time and a recruitment process be planned.

RESOLUTION

- The Management Committee approved for the EO position to take the necessary steps to source a full-time CEO by July 2026 and for a recruitment process to be planned to include advertising of the position.
- CEACA Executive Committee to work on the costs associated with these changes and will table draft Position Descriptions at the CEACA February 2026 meeting for review and approval.

4.2 Operations Report

The OM referred to their report and added the following comments:

- Applications received for Koorda unit and are currently being reviewed.
- Applications received for the Kellerberrin unit are currently being reviewed.
- The focus for OM over the next few months will be CHP registration for the SPV and the CEACA expansion project. Work is underway to ensure that the policies, processes and forms will work for the SPV.
- As a registered CHP, CEACA must show evidence of ongoing Staff training and development. The OM has booked *Behaviour Support Training Level One* training for March 2026 via Team Tech. The OM will also enrol in the *TAFE Supporting Tenancies Skill Set* Course commencing 2026 which is for Housing Officers/Property Officers/Property Managers working in the Community Housing Sector.
- Another CHP assessment item relates to Tenant Satisfaction Surveys. CEACA record ongoing complaints and compliments but must also conduct formal feedback surveys. The OM will aim to have another completed by the end of 2025/early 2026 so that we can include it in our assessments.

General business

Tony Sachse asked if the Management Committee can put general members on the SPV as Directors. The Chairperson and EO confirmed that CEACA Inc can change Directors at any time.

5. MEETING CLOSURE

There being no further business, the Management Committee meeting adjourned at 12 noon.

The Management Committee meeting was re-opened at 12.10pm after the Annual General Meeting.

NOMINATION OF EXECUTIVE COMMITTEE MEMBERS

Nominations for the Executive Committee Members until the 2026 Annual General Meeting were as follows:

Terry Waldron – Chairperson, Richard Marshall – Executive Officer, Gary Shadbolt – Shire of Mukinbudin, Raymond Griffiths – Shire of Kellerberrin, Holly Cusack (Treasurer) – Shire of Narembeen, Mischa Stratford (Secretary) – Shire of Wyalkatchem and Nic Warren – Shire of Yilgarn.

RESOLUTION

It was resolved by the Management Committee that the members of the CEACA Executive Committee until the 2026 Annual General Meeting will be Terry Waldron – Chairperson, Richard Marshall - CEACA Executive Officer, Gary Shadbolt - Shire of Mukinbudin, Raymond Griffiths - Shire of Kellerberrin, Holly Cusack (Treasurer) - Shire of Narembeen, Mischa Stratford (Secretary) - Shire of Wyalkatchem and Nic Warren – Shire of Yilgarn.

GENERAL BUSINESS

Rebecca McCall and Holly Cusack (Shire of Narembeen) attended the ALGA 2025 National Roads, Transport and Infrastructure Congress in Victoria and provided information relating to the success of CEACA. Information can be downloaded directly from the ALGA website.

NEXT MEETING

To be determined.

MEETING CLOSURE

There being no further business, the meeting closed at 12.15pm.

DECLARATION

These Minutes were confirmed by the Central East Accommodation & Care Alliance Inc at the Management Committee

Meeting held on _____.

Signed _____ (Person presiding at the meeting at which these minutes were confirmed).

Date: 05/12/2025
Time: 9:04:21AM

Shire of Mukinbudin

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Cheque /EFT No	Name Date	Invoice Description	INV Amount	Amount
	Absolutely All Electrical			
EFT10845		Inspection, testing and replacement of smoke alarm - ELC, New LED light - Main Street Toilets, Aircon repairs - 8 Lansdell St, Replace powerpoint - 25B Calder St		763.11
EFT10846	Boc Limited	Gas bottles rental & service charge - Depot & Swimming Pool (October 2025)		55.97
	D . I Tomas			
EFT10847		Concrete for headwalls on Koorda-Bullfinch Rd & floodway on Wialki Rd, Concrete works at the HVRA, 50% of crossover at 14 Cruickshank St		6,350.40
EFT10848	Eastern Hills Chainsaws & Mowers	MOWMASTER VERTI 30/3- Fitted with GX390 engine, 8. Tungsten Tipped Blade, 2 piece diff rear roller		11,950.00
EFT10849	Elachbutting Enterprises Pty Ltd T/as Mukinbudin Hotel Motel	October 2025 OCM Lunches, Catering for the Regional Roads Group meeting		560.50
EFT10850	Landgate	UV Interim - Rural Areas (24/6/2025 - 24/10/2025)		48.48
EFT10851	Shire Of Merredin	Share of Damstra License - 31 August 2025 to 31 August 2026		409.20
EFT10852	Snallow Pty Ltd T/AS Wallis Computer Solutions	Windows 11 Upgrade for (4) PCs - CRC		821.70
EFT10853	Bob Waddell Consultant	Assistance with the 2024/25 RTR Annual Report & processing budget amendments (0.75 Hours)		132.00
EFT10854	JM Haulage	Wet hire Roadtrain Sidelipper - 15/09/2025 to 23/10/2025 (Koorda-Bullfinch Rd & Cookinbin Rd), Float roller to site - Quanta Cutting North Rd		55,726.00
EFT10855	Snallow Pty Ltd T/AS Wallis Computer Solutions	Fusion Broadband, Starlink Internet & upgraded NBN Internet - Admin Office (October 2025), NBN Internet - CRC (October 2025)		569.80
EFT10856	Shire Of Mukinbudin RMF	Staff Social Club deduction - payroll ending on 05/11/2025		120.00
EFT10857	Absolutely All Electrical	Replace 3 tube lights in the kitchen and walkway & 1 new powerpoint - Swimming Pool		970.87
EFT10858	Bookeasy Australia Pty Ltd	Caravan Park online booking system monthly fee - October 2025		275.00
EFT10859	Dry Kirkness (Audit) Pty Ltd	Audit of the R2R acquittal report for the period ended 30 June 2025		1,815.00
EFT10860	Kty Electrical Services	Solenoid/hose kit & labour - 1 Salmon Gum Alley		272.80
EFT10861	Mick Sippe Carpentry	Various Works at Aquatic Centre - New entrance fence, travel & labour.		3,993.00
EFT10862	Mukinbudin Basketball Club Inc.	Community Chest Grants 2025/26 - New basketball equipment		864.49
EFT10863	Mukinbudin Building	Old bowling club - Remove & dispose of old fence and repace with colorbond fence.		22,856.00
EFT10864	Mukinbudin Steel Fabricators	Ice machine tray - Depot		176.00
EFT10865	Northam Carpet Court	4 roller blockout blinds - Railway Barracks (Caravan Park), 2 roller blockout blinds - 12 Salmon Gum Alley		1,900.00
EFT10866	Ampac Debt Recovery	Debt Recovery Charges - A365		39.20
EFT10867	Australia Post	Admin Postage - October 2025		551.04
EFT10868	Autopro Northam	Freight - Carpet Court (Blinds)		45.00
EFT10869	Dylan Copeland	Assistance with project management (Nungarin North Rd & Community Hub) - October 2025		12,889.80

Cheque /EFT No	Name Invoice Description	INV Amount	Amount
EFT10870	Fulton Hogan Industries Pty Ltd 20kg Bag EZ Street Pothole Repair - Black. Product Code: 135302		1,900.80
EFT10871	Legacy Glass & Carpentry Lockwood Door Handle Assembly - Singles Unit 3		121.00
EFT10872	Muka Tyre & Autos ATF Mukinbudin Waters Family Trust T/AS Muka Tyre & Autos Fit and balance 2 light vehicle tyres - MBL2 Ute, FFit and balance 2 light vehicle tyres - MBL240 Ute		2,079.75
EFT10873	Northam Carpet Court 15m spotted gum Scotia - 4 Earl Drive		175.00
EFT10874	Piano Magic Piano Tuning - Memorial Hall		375.00
EFT10875	Sherrin Rentals Pty Ltd 15 TONNE SMOOTH DRUM ROLLER - Hire period 01/10/2025 to 31/10/2025, 15 TONNE PADDED DRUM ROLLER - Hire period 01/10/2025 to 17/10/2025		8,547.00
EFT10876	Supagas Pty Ltd Gas bottle rental/service charge - various properties		198.00
EFT10877	Absolutely All Electrical Replace globe in Bain Marie		193.88
EFT10878	Brooks Hire Service Pty Ltd Dry hire excavator, trailer and attachments - Koorda-Bullfinch Rd (October 2025)		5,513.38
EFT10879	Comfort Style Merredin Caravan Park - Top Notch foam mattress topper for double sofa bed		279.00
EFT10880	Eastern Wheatbelt Biosecurity Group EWBG Annual Membership - 2025/26		110.00
EFT10881	JM Haulage 966G Cat Loader Wet hire - 17/09/2025 to 19/09/2025 (Cookinbin Rd Renewal)		4,782.25
EFT10882	Muka Matters Colour Full Page Advert - CRC Glow Up Disco		35.00
EFT10883	Snallow Pty Ltd T/AS Wallis Computer Solutions Catherine Sprigg - Trainee New User/Staff Member Setup		216.70
EFT10884	WA Distributors PTY LTD T/A Harcher Air Fresheners, Coffee & Tea - Caravan Park		211.35
EFT10885	WCP Civil Pty Ltd Wet mix to a depth of 150mm 29,440m ² + Mob & Demob - Nungarin North Rd		35,001.56
EFT10886	Iga Mukinbudin CRC, Depot, Admin, Caravan Park, Council, Pre-Harvest Sundowner & Glow Up Disco purchases - October 2025		1,132.50
EFT10887	Great Southern Fuels Fuel Summary - October 2025		14,343.97
EFT10888	Bob Waddell Consultant Assistance with the October monthly financial statements & setup (15.25 Hours), Assistance with the 2024/25 AFR (0.25 Hours)		2,728.00
EFT10889	Dry Kirkness (Audit) Pty Ltd Audit of the LRCI acquittals report for the year ended on 30th June 2025		1,815.00
EFT10890	Maxus Constructions Pty Ltd T/as Topline Eearthmoving Wet Hire - Water Truck - 15 & 16 Oct 2025		3,630.00
EFT10891	Out West Mechanical Diagnose and repair water in fuel active code - Sherrin Rentals Hire Roller		275.00
EFT10892	Planwest (wa) Pty Ltd Town planning assistance - October 2025		1,391.50
EFT10893	Snallow Pty Ltd T/AS Wallis Computer Solutions Fusion Broadband, NBN & Starlink Internet - Admin Office (November 2025). NBN Internet - CRC & Depot (November 2025)		685.30
EFT10894	Sophie Jane Music Seniors Dinner (14/11/2025) - Sophie Jane Music - 3 hrs entertainment FINAL PAYMENT		1,400.00
EFT10895	Two Dogs Hardware 2 x Spare keys for Disabled Toilets (Near Admin Office)		9.00

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
EFT10896		Wa Contract Ranger Services Pty Ltd Ranger Services 30/10/2025 & 7/11/2025		693.00
EFT10897		Wheatbelt Office & Business Machines Admin Office photocopier costs - 02/10/2025 to 05/11/2025		585.10
EFT10898		Department Of Fire And Emergency Services 2025/26 ESL in accordance with the Fire & Emergency Services Act 1998 Part 6A - ESL - Section 36L & 36M		3,888.00
EFT10899		Bendigo Bank Mastercard Credit Card Purchases - October 2025		5,831.74
EFT10900		Avon Waste Rubbish Service - October 2025		6,040.96
EFT10901		Paterson's Mukinbudin Building, Depot, Swimming Pool, Caravan Park, & Parks & Gardens purchases - October 2025		2,557.30
EFT10902		BCE Surveying Pty Ltd SURVEY SETOUT & ASCONS : NUNGARIN NORTH ROAD, MUKINBUDIN		14,041.50
EFT10903		Bencubbin Bulk Hauliers Pty Ltd Wet hire of side tipper (Koorda-Bullfinch Rd) - 133 Hours		29,260.00
EFT10904		Bf & Jd Atkins Contract work - plant operating & wet hire of water truck (39.5 Hours) - Nungarin North Rd		4,042.50
EFT10905		Merredin French Hot Bread Pre-harvest Sundowner - 220 crusty white hot dog rolls		220.00
EFT10906		Moore Australia (WA) Pty Ltd 2025 Nuts & Bolts Workshop - Finance (21/11/2025) Lucia Scari & Juliet Nixon		2,288.00
EFT10907		Muka Mail & Merchandise Uniform for various staff members (Outside Crew, Auxiliary & Swimming Pool Staff), Admin & CRC Purchases - October 2025		3,917.26
EFT10908		Mukinbudin Steel Fabricators Gate for swimming pool (access to storage shed)		825.00
EFT10909		Royal Life Saving Watch Around Water registration for Mukinbudin Aquatic Centre - 2025, 2026 & 2027		440.00
EFT10910		Shire Of Westonia Earthworks required as part of the Nungarin North Rd Reconstruction (FN ending 19/10/2025)		69,315.00
EFT10911		Team Global Express Pty Ltd Freight - parts from Custom Shade Sails & water sample supplies from Pathwest		147.10
EFT10912		Tony Sarullo & Rhonda Nikola T/as TR Engineering Services WSFN Management - Nungarin North Rd & McGregor Road (Heavy Vehicle Route Options Assessment)		3,565.43
EFT10913		Shire Of Mukinbudin RMF Staff Social Club deduction - payroll ending on 19/11/2025		110.00
EFT10914		Absolutely All Electrical Diagnose problem with satelite dish - 1 Salmon Gum Alley, Exhaust fan - 6 Lansdell St		351.53
EFT10915		Environex International Pty Ltd 10 Pack Photometer Test Tubes & 1x Box 250 DPD1tablets - Swimming Pool		234.08
EFT10916		Kty Electrical Services Supply and install 2 x Fujitsu split system aircons - 12 White Street		4,950.00
EFT10917		LG Consulting Solutions EHO consultancy - October 2025 (21.59 Hours)		3,552.51
EFT10918		Livingston Medical Pty Ltd Employment Medical - EMP 155		330.00
EFT10919		Mick Sippe Carpentry Repairs to damaged seals on roof penetrations - 15 Cruickshank Rd		990.00
EFT10920		Muka Tyre & Autos ATF Mukinbudin Waters Family Trust T/AS Muka Tyre & Autos STRIP & FIT 1 TRUCK TYRE - MBL696 Howard Porter Truck (P279)		463.30

Cheque /EFT No	Name Invoice Description	INV Amount	Amount
Mukinbudin Agencies			
EFT10921	Honda 3" Poly Transfer Pump & Freight (water pump) - used for road projects, Sodium Hypochlorite - Swimming Pool, Safety Boots - Works Crew		2,986.09
Palm Plumbing			
EFT10922	Disconnect plumbing ahead of transport for Campion Villa (Caravan Park), Unblock Drain - 12 White St, Repair leaking tap - 25 Cruckshank (Caravan Park), Adjust flow on water cooler - Swimming Pool		1,735.23
Shire Of Trayning			
EFT10923	Kununoppin Medical Practice Expense, Vehicle Costs & Rent - October 25		6,473.40
Shire Of Westonia			
EFT10924	Earthworks required as part of the Nungarin North Road Reconstruction, SLKs 5.4 to 8.6. (FN Ending 02/11/2025)		73,523.65
Two Dogs Hardware			
EFT10925	1x 54cm Freestanding Gas Oven & Stove top - 8 Lansdell St		899.00
WCP Civil Pty Ltd			
EFT10926	Nungarin Road North - Cement stabilize to a depth of 200mm + Mob & Demob (3rd-7th November 2025) SLK 5.40 - 8.6		160,220.72
Wa Contract Ranger Services Pty Ltd			
EFT10927	Ranger Services - 12/11/2025 & 19/11/2025		693.00
Ashley & Kerry Walker			
EFT10928	Uniform reimbursement - EMP 34		134.25
Bob Waddell Consultant			
EFT10929	Rates Officer assistance - W/E 09/11/2025 (3.75 Hours), Assistance with the WALGA Road Assets and Expenditure Report (1.5 Hours)		924.00
Dimensions Cafe			
EFT10930	Catering - Mukinbudin Seniors Dinner Friday 14th Nov. Main and dessert (114 people)		5,700.00
Echuca Nominees Pty Ltd ATFT Hutton & Northey Unit Trust T/As Hutton & Northey Sales			
EFT10931	Metal Pins & Grease - Various Plant		241.29
Elachbutting Enterprises Pty Ltd T/as Mukinbudin Hotel Motel			
EFT10932	November OMC - 6 x Matsos Ginger Beer		35.00
Great Eastern Freightlines			
EFT10933	Freight - Scarifer Shank from Fortus (P30119 140M Grader)		100.65
Lucia Scari			
EFT10934	Moore Nuts & Bolts Finance Workshop (21/11/2025) - food and transport reimbursement		66.50
Mukinbudin Building			
EFT10935	Repairs to entrance ceiling, cracked and damaged cornices & painting of various ceilings - 12 White Street, Additional works - HVRA		15,586.00
Shire Of Kellerberrin			
EFT10936	LG Professionals Conference 05/11/2025 - Food Reimbursement (Tanika McLennan & Renee Jenkin)		103.26
Shire Of Westonia			
EFT10937	Earthworks required as part of the Nungarin North Road Reconstruction, SLKs 5.4 to 8.6. (FN Ending 16/11/2025)		69,360.00
Team Global Express Pty Ltd			
EFT10938	Freight - Dam water sample to Pathwest		38.75
Two Dogs Hardware			
EFT10939	8.8 litre hot water urn - Sports Complex		149.00
WA Distributors PTY LTD T/A Harcher			
EFT10940	Various cleaning supplies and stock items - Main Street Toilets, Admin, Depot, Caravan Park & Swimming Pool		901.90
Ampac Debt Recovery			
EFT10941	Rates recovery charges - 20 properties		1,980.00
Barbalin Grazing Co Pty Ltd			
EFT10942	Purchase 7,600 m3 Gravel from Barbalin Grazing Co - Koorda Bullfinch Rd Renewal		17,480.00
CORSIGN WA PTY LTD			
EFT10943	Various truck signs, posts, brackets & caps - HVRA		7,596.05
Elachbutting Enterprises Pty Ltd T/as Mukinbudin Hotel Motel			
EFT10944	1 Carton of Emu Export & Strongbow - BBQ for 20 Years of Service		132.00
Harold Shadbolt & Sons			
EFT10945	320 Tonnes of Cracker Dust for Cookinbin Rd		7,040.00

Cheque /EFT No	Name	INV Amount	Amount
Date	Invoice Description		
EFT10946	Landgate UV Interim - Rural Areas (25/10/2025 - 21/11/2025), 2 x Certificate of Title		162.16
EFT10947	Maxus Constructions Pty Ltd T/as Topline Eearthmoving Wet Hire - Water Truck (Nungarin North Rd)		9,075.00
EFT10948	Sherrin Rentals Pty Ltd 15 TONNE SMOOTH DRUM ROLLER - Hire period 03/11/25 to 14/11/25 + Mob, Demob & Fuel		6,279.35
EFT10949	Shire Of Westonia Maintenance grading required as part of the Nungarin North Road Reconstruction (detour routes)		10,820.00
EFT10950	Terence Dunnett T/AS Caricatures by Tel CRC Seniors Dinner (14/11/2025) Live Caricaturist for 4 hours		1,360.00
EFT10951	Uptime Mechanical Diagnose and repair diff lock fault - P461 12M Grader		1,155.00
EFT10952	Walga Council Member Essentials Annual eLearning Subscription (01/11/25 - 31/10/26)		5,766.20
EFT10953	Wetdeck Pty Ltd Remove broken PVC lint pot and fully weld the broken section back into position (Pump 1) - Swimming Pool		2,145.00
DD13911.1	Ioof Payroll deductions		1,367.05
DD13911.2	Macquarie Super Accumulator Superannuation contributions		344.29
DD13911.3	Aware Super Superannuation contributions		6,646.46
DD13911.4	Wealth Personal Superannuation And Pension Fund Superannuation contributions		663.63
DD13911.5	Hesta Superannuation Superannuation contributions		624.24
DD13911.6	Australian Retirement Trust Superannuation contributions		2,597.14
DD13911.7	Prime Super Superannuation contributions		1,507.18
DD13911.8	Retirement Portfolio Service Anz Smart Choice Super Superannuation contributions		522.16
DD13911.9	Australian Super Superannuation contributions		1,450.27
DD13959.1	Ioof Payroll deductions		1,358.01
DD13959.2	Aware Super Superannuation contributions		6,767.24
DD13959.3	Wealth Personal Superannuation And Pension Fund Superannuation contributions		687.45
DD13959.4	Hesta Superannuation Superannuation contributions		624.24
DD13959.5	Australian Retirement Trust Superannuation contributions		2,597.14
DD13959.6	Prime Super Superannuation contributions		1,629.94
DD13959.7	Retirement Portfolio Service Anz Smart Choice Super Superannuation contributions		503.48
DD13959.8	Australian Super Superannuation contributions		1,450.27
DD13959.9	Macquarie Super Accumulator Superannuation contributions		344.29

Date: 05/12/2025
Time: 9:04:21AM

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
DD13911.10	Signature Super	Superannuation contributions		23.72

REPORT TOTALS

Bank Code	Bank Name	TOTAL
1	Muni Bank - 633-000 116456799	812,515.26
TOTAL		812,515.26

Date: 05/12/2025
Time: 9:05:26AM

Shire of Mukinbudin

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
DD13893.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 30/10/2025		4,622.55
DD13897.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 31/10/2025		5,708.70
DD13898.1		Ann Lesley Brandis REFUND OF CANDIDATE DEPOSITS - ANN BRANDIS		100.00
DD13900.1		Sandra Ventris REFUND OF CANDIDATE DEPOSITS - SANDRA VENTRIS		100.00
DD13902.1		Geoffrey Donald Bent REFUND OF CANDIDATE DEPOSITS - GEOFFREY BENT		100.00
DD13904.1		Andreas Dagelet REFUND OF CANDIDATE DEPOSITS - ANDREAS DAGELET		100.00
DD13907.1		Department Of Mines, Industry Regulation And Safety REMITTANCE OF BSL COLLECTED IN OCTOBER 2025		366.34
DD13909.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 3/11/2025		1,295.50
DD13914.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 4/11/2025		150.80
DD13917.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 5/11/2025		237.50
DD13923.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 6/11/2025		1,612.00
DD13925.1		Department Of Mines, Industry Regulation And Safety REMITTANCE OF BSL COLLECTED IN OCTOBER 2025 - CORRECTION OF UNDER CHARGE		198.65
DD13927.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 7/11/2025		1,987.20
DD13930.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 10/11/2025		1,785.65
DD13938.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 11/11/2025		191.15
DD13950.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 12/11/2025		586.50
DD13952.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 13/11/2025		52.50
DD13954.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 14/11/2025		472.20
DD13956.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 17/11/2025		24.10
DD13962.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 19/11/2025		10,300.00
DD13964.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 21/11/2025		680.40
DD13968.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 24/11/2025		5,911.40
DD13972.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 25/11/2025		75.50
DD14014.1		Department Of Transport PAYMENT OF LICENSING FEES COLLECTED 26/11/2025		94.05

Date: 05/12/2025
Time: 9:05:26AM

Shire of Mukinbudin

USER: Juliet Nixon
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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
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REPORT TOTALS

Bank Code	Bank Name	TOTAL
2	Restricted Muni - Trust Bank - 633-000 116457	36,752.69
TOTAL		36,752.69

/5820 009669



SHIRE OF MUKINBUDIN
PO BOX 67
MUKINBUDIN WA 6479

Your details at a glance

BSB number	633-000
Account number	693723967
Customer number	11762408/M201
Account title	SHIRE OF MUKINBUDIN SHIRE OF MUKINBUDIN

Account summary

Statement period	1 Nov 2025 - 30 Nov 2025
Statement number	201
Opening balance on 1 Nov 2025	\$5,831.74
Payments & credits	\$5,831.74
Withdrawals & debits	\$3,619.28
Interest charges & fees	\$8.00
Closing Balance on 30 Nov 2025	\$3,627.28

Account details

Credit limit	\$20,000.00
Available credit	\$16,372.72
Annual purchase rate	13.990%
Annual cash advance rate	13.990%

Payment details

Minimum payment required	\$108.81
Payment due	14 Dec 2025

Any questions?

Contact Tara Chambers at 29 Shadbolt St, Mukinbudin 6479 on **08 9047 1377**, or call **1300 BENDIGO** (1300 236 344).

Business Credit Card

Minimum Payment Warning. If you make only the minimum payment each month, you will pay more interest and it will take you longer to pay off your balance.

If you make no additional charges using this card and each month you pay the minimum payment

You will pay off the Closing Balance shown on this statement in about **14 years and 4 months**

And you will pay an estimated total of interest charges of **\$2,185.06**

If you make no additional charges using this card and each month you pay **\$174.13**

You will pay off the Closing Balance shown on this statement in about **2 years**

And you will pay an estimated total of interest charges of **\$551.84, a saving of \$1,633.22**

Having trouble making payments?

If you are having trouble making credit card repayments, please contact our Mortgage Help Centre on 1800 652 146.

Business Credit Card

Date	Transaction	Withdrawals	Payments	Balance
Opening balance				\$5,831.74
1 Nov 25	APPLE.COM/BILL, SYDN EY AUS RETAIL PURCHASE 30/10 CARD NUMBER 552638XXXXXXX506 1	1.49		5,833.23
5 Nov 25	Crown Metropol Perth , Burswood AUS RETAIL PURCHASE 04/11 CARD NUMBER 552638XXXXXXX506 1	708.05		6,541.28
5 Nov 25	Crown Promenade Pert h,Burswood AUS RETAIL PURCHASE 04/11 CARD NUMBER 552638XXXXXXX769 1	637.25		7,178.53
6 Nov 25	APPLE.COM/BILL, SYDN EY AUS RETAIL PURCHASE 04/11 CARD NUMBER 552638XXXXXXX769 1	4.49		7,183.02
6 Nov 25	DAVID GRAY AND CO, O 'CONNOR AUS RETAIL PURCHASE 05/11 CARD NUMBER 552638XXXXXXX506 1	85.00		7,268.02
7 Nov 25	Crown Metropol Perth , Burswood AUS RETAIL PURCHASE 06/11 CARD NUMBER 552638XXXXXXX506 1	68.78		7,336.80
7 Nov 25	BURSWOOD NOMINEES LT D,BURSWOOD AUS RETAIL PURCHASE 06/11 CARD NUMBER 552638XXXXXXX506 1	50.20		7,387.00
8 Nov 25	Crown Promenade Pert h,Burswood AUS RETAIL PURCHASE 07/11 CARD NUMBER 552638XXXXXXX769 1	365.15		7,752.15
8 Nov 25	Intuit Mailchimp, Sy dney AUS RETAIL PURCHASE 07/11 CARD NUMBER 552638XXXXXXX769 1	77.00		7,829.15

Date Paid ____ / ____ / ____ Amount \$ _____

Business Credit Card - Payment options



Pay in person: Visit any **Bendigo Bank** branch to make your payment.



Internet banking: Pay your credit card using ebanking 24 hours a day, 7 days a week.

www.bendigobank.com.au



Register for Internet or Phone Banking call **1300 BENDIGO** (1300 236 344). This service enables you to make payments conveniently between your Bendigo Bank accounts 24/7.



Pay by post: Mail this slip with your cheque to -
PO Box 480
Bendigo VIC 3552.

If paying by cheque please complete the details below.



Biller code: **342949**
Ref: **693723967**

Bank@Post™
Agency Banking

Pay at any Post Office by **Bank@Post^** using your credit card.



Bendigo Bank

Business Credit Card

BSB number 633-000

Account number 693723967

Customer name SHIRE OF MUKINBUDIN

Minimum payment required \$108.81

Closing Balance on 30 Nov 2025 \$3,627.28

Payment due 14 Dec 2025

Date _____ Payment amount _____

Drawer	Chq No	BSB	Account No	\$	¢

[^]Fees will apply for payments made using Bank@Post. Refer to Bendigo Bank Schedule of Fees & Charges and Transaction Account Rebates.

Business Credit Card (continued).

Date	Transaction	Withdrawals	Payments	Balance
11 Nov 25	SQ *MUKINBUDIN HOT1, Mukinbudin AUS RETAIL PURCHASE 10/11 CARD NUMBER 552638XXXXXXX506 1	100.00		7,929.15
12 Nov 25	Aussie Broadband lim it,MORWELL AUS RETAIL PURCHASE 11/11 CARD NUMBER 552638XXXXXXX506 1	79.00		8,008.15
14 Nov 25	PERIODIC TFR 00117624081201 000000000000		5,831.74	2,176.41
14 Nov 25	RLSSWA, MOUNT CLAREM O AUS RETAIL PURCHASE 13/11 CARD NUMBER 552638XXXXXXX506 1	217.35		2,393.76
15 Nov 25	MessageMedia, Melbou rne AUS RETAIL PURCHASE 14/11 CARD NUMBER 552638XXXXXXX506 1	197.84		2,591.60
19 Nov 25	PACVAC PTY LTD, KEWD ALE AUS RETAIL PURCHASE 17/11 CARD NUMBER 552638XXXXXXX506 1	54.97		2,646.57
22 Nov 25	OFFICEWORKS, Bentlej gh Eas AUS RETAIL PURCHASE 21/11 CARD NUMBER 552638XXXXXXX506 1	83.95		2,730.52
25 Nov 25	Trust, MUKINBUDIN AUS RETAIL PURCHASE 24/11 CARD NUMBER 552638XXXXXXX506 1	294.40		3,024.92
25 Nov 25	APEX HOLDINGS WA P, ASCOT AUS RETAIL PURCHASE 21/11 CARD NUMBER 552638XXXXXXX769 1	314.87		3,339.79
26 Nov 25	STARLINK INTERNET, Sydney AUS RETAIL PURCHASE 25/11 CARD NUMBER 552638XXXXXXX506 1	50.00		3,389.79
27 Nov 25	SP FAT SHACK VINTAGE ,MOORABBIN AUS RETAIL PURCHASE 25/11 CARD NUMBER 552638XXXXXXX506 1	228.00		3,617.79
29 Nov 25	APPLE.COM/BILL, SYDN EY AUS RETAIL PURCHASE 27/11 CARD NUMBER 552638XXXXXXX506 1	1.49		3,619.28
29 Nov 25	CARD FEE 2 @ \$4.00	8.00		3,627.28
Transaction totals / Closing balance		\$3,627.28	\$5,831.74	\$3,627.28

AUTOMATIC PAYMENTS HAVE BEEN SPECIFIED
FOR YOUR ACCOUNT.

We suggest you carefully check all entries on your statement. Apparent errors or possible unauthorised transactions should be promptly reported to us.

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- Memorise your PINs and passwords and destroy any communications advising you of new ones. Don't keep a record of your PINs or passwords, in written or electronic form.
- If you choose your own, ensure that it is not something easy to guess like your (or a family member's) birth date, name, phone number, postcode, driver's licence number or numbers that form a pattern.
- Don't tell anyone your PIN, not even friends, family or a bank representative.
- Ensure nobody watches you enter your PIN or password. A good practice is to cover the keypad when you put in your PIN or password.
- Watch out for email, SMS or call scams asking for details relating to your account. If you receive suspicious emails, please contact us immediately.

Please note: These are guidelines only. While following these steps will help you to protect your PIN, your liability for any losses arising from unauthorised transactions is determined in accordance with the ePayments Code. For further details, see <https://asic.gov.au/regulatory-resources/financial-services/epayments-code/> or visit bendigobank.com.au/mycard for all card related information. Business customers visit [/mybusinesscard](#).

An International Transaction Fee of 3% of the transaction amount (in AUD) is payable for each transaction which is conducted in a currency other than Australian dollars (AUD), or conducted in Australian dollars (AUD) but with or using a merchant, payment processor, financial institution or other entity (including an online merchant) who is outside of Australia. (Fee does not apply to Bendigo Ready Credit Card). Note: It may not always be apparent to you that an online merchant is located outside of Australia. Additional charges may apply for cash transactions.

Card Security

For information on how to securely use your card and account please visit bendigobank.com.au/mycard for all card related information. Business customers visit [/mybusinesscard](#).

Resolving Complaints

If you have a complaint, please contact us on 1300 361 911 to speak to a member of our staff. If the matter has not been resolved to your satisfaction, you can lodge a complaint with the Australian Financial Complaints Authority (AFCA). AFCA provides fair and independent financial services complaint resolution that is free to consumers. You can contact AFCA at:

Website: www.afca.org.au

Telephone: 1800 931 678 (free call)

Email: info@afca.org.au

In writing to: Australian Financial Complaints Authority, GPO Box 3, Melbourne VIC 3001

/5820 009669



SHIRE OF MUKINBUDIN
PO BOX 67
MUKINBUDIN WA 6479

Card summary

Account number 693723967
Card number 552638XXXXXX506
Customer number 11762408/M201
Statement period 01/11/2025 to 30/11/2025
Statement number 201 (page 5 of 7)

Any questions?

Contact Tara Chambers at 29 Shadbolt St, Mukinbudin 6479 on **08 9047 1377**, or call **1300 BENDIGO** (1300 236 344).

Business Credit Card *(continued)*

Date	Transaction	Withdrawals	Payments
1 Nov 25	APPLE.COM/BILL, SYDN EY AUS	1.49	
5 Nov 25	Crown Metropol Perth , Burswood AUS	708.05	
6 Nov 25	DAVID GRAY AND CO, O 'CONNOR AUS	85.00	
7 Nov 25	Crown Metropol Perth , Burswood AUS	68.78	
7 Nov 25	BURSWOOD NOMINEES LT D,BURSWOOD AUS	50.20	
11 Nov 25	SQ *MUKINBUDIN HOT1, Mukinbudin AUS	100.00	
12 Nov 25	Aussie Broadband lim it,MORWELL AUS	79.00	
14 Nov 25	RLSSWA, MOUNT CLAREM O AUS	217.35	
15 Nov 25	MessageMedia, Melbou rne AUS	197.84	
19 Nov 25	PACVAC PTY LTD, KEWD ALE AUS	54.97	
22 Nov 25	OFFICEWORKS, Bentlei gh Eas AUS	83.95	
25 Nov 25	Trust, MUKINBUDIN AUS	294.40	
26 Nov 25	STARLINK INTERNET, S ydney AUS	50.00	
27 Nov 25	SP FAT SHACK VINTAGE ,MOORABBIN AUS	228.00	
29 Nov 25	APPLE.COM/BILL, SYDN EY AUS	1.49	
TOTALS		\$2,220.52	\$0.00

Account number	693723967
Card number	552638XXXXXX506
Customer number	11762408/M201
Statement period	01/11/2025 to 30/11/2025
Statement number	201 (page 6 of 7)

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- Don't tell anyone your PIN, not even friends, family or a bank representative.
- Ensure nobody watches you enter your PIN or password. A good practice is to cover the keypad when you put in your PIN or password.
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<https://asic.gov.au/regulatory-resources/financial-services/epayments-code/> or visit bendigobank.com.au/mycard for all card related information. Business customers visit [/mybusinesscard](#).

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/5820 009669



SHIRE OF MUKINBUDIN
PO BOX 67
MUKINBUDIN WA 6479

Card summary

Account number	693723967
Card number	552638XXXXXX769
Customer number	11762408/M201
Statement period	01/11/2025 to 30/11/2025
Statement number	201 (page 7 of 7)

Any questions?

Contact Tara Chambers at 29 Shadbolt St, Mukinbudin 6479 on **08 9047 1377**, or call **1300 BENDIGO** (1300 236 344).

Business Credit Card *(continued)*

Date	Transaction	Withdrawals	Payments
5 Nov 25	Crown Promenade Pert h,Burswood AUS	637.25	
6 Nov 25	APPLE.COM/BILL, SYDN EY AUS	4.49	
8 Nov 25	Crown Promenade Pert h,Burswood AUS	365.15	
8 Nov 25	Intuit Mailchimp, Sydney AUS	77.00	
25 Nov 25	APEX HOLDINGS WA P, ASCOT AUS	314.87	
TOTALS		\$1,398.76	\$0.00

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- If you choose your own, ensure that it is not something easy to guess like your (or a family member's) birth date, name, phone number, postcode, driver's licence number or numbers that form a pattern.
- Don't tell anyone your PIN, not even friends, family or a bank representative.
- Ensure nobody watches you enter your PIN or password. A good practice is to cover the keypad when you put in your PIN or password.
- Watch out for email, SMS or call scams asking for details relating to your account. If you receive suspicious emails, please contact us immediately.

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MASTERCARD SUMMARY

November 2025

	Transaction Description	Amount
1/11/2025	Apple Storage - 50GB phone storage (Maintenance Officer) - November 2025	\$1.49
5/11/2025	Crown Metropol - Accomodation for the LG Pro Annual State Conference 2025 (Renee Jenkin) Check in - 04/11/2025 & Check Out - 06/11/2025	\$708.05
5/11/2025	Crown Promenade - Accomodation for the LG Pro Annual State Conference & CEO Forum 2025 (Tanika McLennan) Check in - 04/11/2025 & Check Out - 07/11/2025	\$637.25
6/11/2025	Apple Storage - 200GB phone storage (CEO phone) - November 2025	\$4.49
6/11/2025	David Gray & Co - 5 x keys for the graphic waste bins + postage	\$85.00
7/11/2025	Crown Metropol - Parking for the LG Pro Annual State Conference 2025 (Renee Jenkin)	\$68.78
7/11/2025	Crown Metropol - Parking for the LG Pro Annual State Conference 2025 (Renee Jenkin)	\$50.20
8/11/2025	Crown Promenade - Parking & breakast for 3 days, dinner for 1 day + service fees. LG Pro Annual State Conference & CEO Forum 2025 (Tanika McLennan) Check in - 04/11/2025 & Check Out - 07/11/2025	\$365.15
8/11/2025	Mailchimp - Monthly Admin Fee (November 2025)	\$77.00
11/11/2025	Mukinbudin Hotel Motel - 4 x \$25 Gift Vouchers - CRC Seniors Dinner Prizes	\$100.00
12/11/2025	Aussie Broadband - Caravan Park WIFI (November 2025)	\$79.00
14/11/2025	Royal Life Saving Society WA - 1 x Rescue Tube (Swimming Pool)	\$217.35
15/11/2025	Message Media - Monthly Admin Fee, Harvest Ban, Fire & other admin messages (November 2025)	\$197.84
19/11/2025	Pacvac - 30 x Disposable paper dust bags 5L (Caravan Park)	\$54.97
22/11/2025	Officeworks - 2 x A3 Snap Frames & Delivery (Heavy Vehicle Rest Area)	\$83.95
25/11/2025	DOT - Vehicle license transfer (Coastmac Boxtop Trailer P013)	\$294.40
25/11/2025	Quest Ascot - Accommodation for Nuts & Bolts Finance Course (L Scari) 20/11/2025 - 21/11/2025	\$314.87
26/11/2025	Starlink - Bonnie Rock Fire Truck internet - 25 November 2025 to 25 December 2025	\$50.00
27/11/2025	Fat Shack Vintage - Sports Complex Events Kit Festoon Lighting - 12 x replacement bulbs	\$228.00
29/11/2025	Apple Storage - 50GB phone storage (Deputy CEO) - November 2025	\$1.49
29/11/2025	Bendigo Bank - Card Fees November 2025	\$8.00
TOTAL		\$3,627.28



Tax Invoice / Statement

A distributor of BP and Castrol products
GREAT SOUTHERN FUEL SUPPLIES
ABN 65 367 095 233

www.gsfuels.com.au

Depot: **MERREDIN DEPOT**
Address: PO Box 221
Merredin WA 6415
Phone: 08 9041 1082

SHIRE OF MUKINBUDIN
PO BOX 67
MUKINBUDIN
WA 6479

Account Number: [REDACTED]
Statement Date: **30/11/2025**
Due Date: **14/12/2025**

Page 1 of 3

Date	Reference No	Description	Location / Reference	Qty	Unit Price	GST	Total
31/10/25		BALANCE CARRIED FORWARD					14,683.24
13/11/25	PY00000541843	PAYMENT - THANK YOU					-14,343.97
18/11/25	Discounts	DISCOUNT APPLIED					-339.27
*** BULK DELIVERIES ***							
18/11/25	31012552	DISTRIBUTOR CARD		1.00	2.7500	0.25	2.75
BULK DELIVERED TOTALS							
*** CARD PURCHASES ***							
CARD: [REDACTED]		VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 1000					
06/11/25	074627	ULSD 10PPM	MUKINBUDIN OPT	70.56	1.8590	11.93	131.17
28/11/25	075797	ULSD 10PPM	MUKINBUDIN OPT	72.54	1.8990	12.52	137.75
TOTALS FOR THIS CARD							
CARD: [REDACTED]		VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 696					
03/11/25	074492	ULSD 10PPM	MUKINBUDIN OPT	125.23	1.8390	20.94	230.30
03/11/25	074517	ULSD 10PPM	MUKINBUDIN OPT	78.54	1.8390	13.13	144.44
04/11/25	074580	ULSD 10PPM	MUKINBUDIN OPT	72.64	1.8390	12.14	133.58
05/11/25	074609	ULSD 10PPM	MUKINBUDIN OPT	54.84	1.8390	9.17	100.85
06/11/25	074636	ULSD 10PPM	MUKINBUDIN OPT	42.15	1.8590	7.12	78.36
07/11/25	074686	ULSD 10PPM	MUKINBUDIN OPT	69.70	1.8590	11.78	129.57
13/11/25	075012	ULSD 10PPM	MUKINBUDIN OPT	138.72	1.8790	23.70	260.65
18/11/25	075236	ULSD 10PPM	MUKINBUDIN OPT	132.24	1.8790	22.59	248.48
TOTALS FOR THIS CARD							
CARD: [REDACTED]		VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 1424					
28/11/25	075770	ULSD 10PPM	MUKINBUDIN OPT	182.22	1.8990	31.46	346.04
TOTALS FOR THIS CARD							
CARD: [REDACTED]		VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 244					

Settlement Discount
Paid By: 14/12/2025
Deduct: 399.88
Amount to Pay: 16,879.31

BALANCE DUE

17,279.19

PLEASE DETACH THIS SECTION AND RETURN WITH YOUR REMITTANCE

Payment Options: BSB: [REDACTED]
ACC No. [REDACTED]
Reference: [REDACTED]

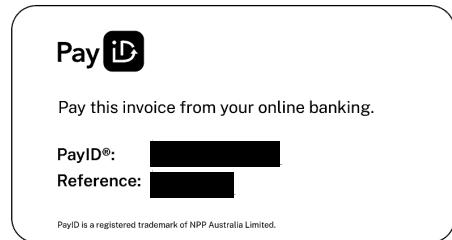
**** PLEASE NOTE NEW ****
EFT BANKING DETAILS

Credit Card Payments - 1.1% Processing fee will apply

Account Number: [REDACTED]

Statement Date: **30/11/2025**

Due Date: **14/12/2025**



Telephone & Internet Banking – BPAY®
Contact your bank or financial institution to make this payment from your cheque, savings, debit, credit card or transaction account. More info: www.bpay.com.au

AMOUNT DUE

17,279.19

AMOUNT PAID



Date	Reference No	Description	Location / Reference	Qty	Unit Price	GST	Total
12/11/25	074940	ULSD 10PPM	MUKINBUDIN OPT	26.10	1.8790	4.46	49.04
13/11/25	074990	ULSD 10PPM	MUKINBUDIN OPT	37.24	1.8790	6.36	69.97
14/11/25	075078	ULSD 10PPM	MUKINBUDIN OPT	46.27	1.8790	7.90	86.94
TOTALS FOR THIS CARD				109.61		18.72	205.95
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 150						
06/11/25	074624	ULSD 10PPM	MUKINBUDIN OPT	69.32	1.8390	11.59	127.48
12/11/25	074949	ULSD 10PPM	MUKINBUDIN OPT	60.78	1.8790	10.38	114.21
18/11/25	075252	ULSD 10PPM	MUKINBUDIN OPT	67.13	1.8790	11.47	126.14
25/11/25	075610	ULSD 10PPM	MUKINBUDIN OPT	8.72	1.8990	1.51	16.56
28/11/25	075776	ULSD 10PPM	MUKINBUDIN OPT	71.05	1.8990	12.27	134.92
TOTALS FOR THIS CARD				277.00		47.22	519.31
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 1070						
03/11/25	074496	ULSD 10PPM	MUKINBUDIN OPT	42.53	1.8390	7.11	78.21
17/11/25	075210	ULSD 10PPM	MUKINBUDIN OPT	42.98	1.8790	7.34	80.76
TOTALS FOR THIS CARD				85.51		14.45	158.97
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 180						
12/11/25	074946	ULSD 10PPM	MUKINBUDIN OPT	56.26	1.8790	9.61	105.71
27/11/25	075713	ULSD 10PPM	MUKINBUDIN OPT	54.37	1.8990	9.39	103.25
TOTALS FOR THIS CARD				110.63		19.00	208.96
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL1						
04/11/25	005814	ULT DIESEL	BP BELLEVUE	64.83	1.7740	10.46	115.01
04/11/25	005814	BP Plus Fee	BP BELLEVUE		0.3800	0.04	0.38
26/11/25	075678	ULSD 10PPM	MUKINBUDIN OPT	61.29	1.8990	10.58	116.39
TOTALS FOR THIS CARD				126.12		21.08	231.78
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL280						
16/11/25	075163	UNLEADED PETROL 91	MUKINBUDIN OPT	34.00	1.7990	5.56	61.17
TOTALS FOR THIS CARD				34.00		5.56	61.17
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 02						
04/11/25	074574	ULSD 10PPM	MUKINBUDIN OPT	62.42	1.8390	10.44	114.79
05/11/25	074603	ULSD 10PPM	MUKINBUDIN OPT	15.99	1.8390	2.67	29.41
07/11/25	074671	ULSD 10PPM	MUKINBUDIN OPT	72.30	1.8590	12.22	134.41
13/11/25	074984	ULSD 10PPM	MUKINBUDIN OPT	73.79	1.8790	12.61	138.65
13/11/25	074999	ULSD 10PPM	MUKINBUDIN OPT	8.52	1.8790	1.46	16.01
16/11/25	075157	ULSD 10PPM	MUKINBUDIN OPT	51.27	1.8790	8.76	96.34
18/11/25	075265	ULSD 10PPM	MUKINBUDIN OPT	42.47	1.8790	7.26	79.80
19/11/25	075344	ULSD 10PPM	MUKINBUDIN OPT	47.55	1.8790	8.12	89.35
22/11/25	110507	DIESEL	BP MERREDIN	70.38	1.8370	11.75	129.29
22/11/25	110507	BP Plus Fee	BP MERREDIN		0.3800	0.04	0.38
27/11/25	075722	ULSD 10PPM	MUKINBUDIN OPT	71.05	1.8990	12.27	134.92
28/11/25	075794	ULSD 10PPM	MUKINBUDIN OPT	37.78	1.8990	6.52	71.74
TOTALS FOR THIS CARD				553.52		94.12	1,035.09
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL240						
08/11/25	074725	ULSD 10PPM	MUKINBUDIN OPT	60.91	1.8590	10.29	113.23
09/11/25	074761	ULSD 10PPM	MUKINBUDIN OPT	57.36	1.8590	9.69	106.63
13/11/25	074978	ULSD 10PPM	MUKINBUDIN OPT	67.87	1.8790	11.59	127.53
20/11/25	075364	ULSD 10PPM	MUKINBUDIN OPT	67.89	1.8790	11.60	127.57
22/11/25	075484	ULSD 10PPM	MUKINBUDIN OPT	45.80	1.8990	7.91	86.97
25/11/25	075604	ULSD 10PPM	MUKINBUDIN OPT	70.05	1.8990	12.09	133.02
TOTALS FOR THIS CARD				369.88		63.17	694.95
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: 1 F						
03/11/25	074490	ULSD 10PPM	MUKINBUDIN OPT	400.40	1.8390	66.94	736.34
05/11/25	074597	ULSD 10PPM	MUKINBUDIN OPT	927.75	1.8390	155.10	1,706.13
11/11/25	074851	ULSD 10PPM	MUKINBUDIN OPT	206.79	1.8790	35.32	388.56
11/11/25	074853	ULSD 10PPM	MUKINBUDIN OPT	701.50	1.8790	119.83	1,318.12
14/11/25	075061	ULSD 10PPM	MUKINBUDIN OPT	354.37	1.8790	60.53	665.86
14/11/25	075063	ULSD 10PPM	MUKINBUDIN OPT	715.31	1.8790	122.19	1,344.07
20/11/25	075367	ULSD 10PPM	MUKINBUDIN OPT	544.58	1.8790	93.03	1,023.27
21/11/25	075458	ULSD 10PPM	MUKINBUDIN OPT	948.99	1.8990	163.83	1,802.13
TOTALS FOR THIS CARD				4,799.69		816.77	8,984.48
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL405						
28/11/25	075785	ULSD 10PPM	MUKINBUDIN OPT	51.90	1.8990	8.96	98.56
TOTALS FOR THIS CARD				51.90		8.96	98.56
CARD: [REDACTED]	VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 496						
21/11/25	075443	ULSD 10PPM	MUKINBUDIN OPT	45.06	1.8990	7.78	85.57
TOTALS FOR THIS CARD				45.06		7.78	85.57

Date	Reference No	Description	Location / Reference	Qty	Unit Price	GST	Total
CARD: [REDACTED] VEHICLE REGISTRATION: VEHICLE REGISTRATION: 1IDJK212							
21/11/25	075434	ULSD 10PPM	MUKINBUDIN OPT	357.52	1.8790	61.07	671.78
26/11/25	075687	ULSD 10PPM	MUKINBUDIN OPT	396.95	1.8990	68.53	753.81
TOTALS FOR THIS CARD				754.47		129.60	1,425.59
CARD: [REDACTED] VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL 251							
17/11/25	075201	ULSD 10PPM	MUKINBUDIN OPT	290.34	1.8790	49.60	545.55
TOTALS FOR THIS CARD				290.34		49.60	545.55
CARD: [REDACTED] VEHICLE REGISTRATION: VEHICLE REGISTRATION: 1MBL							
04/11/25	074561	ULSD 10PPM	MUKINBUDIN OPT	39.52	1.8390	6.61	72.68
08/11/25	074734	ULSD 10PPM	MUKINBUDIN OPT	67.86	1.8590	11.47	126.15
13/11/25	075028	ULSD 10PPM	MUKINBUDIN OPT	48.10	1.8790	8.22	90.38
18/11/25	075262	ULSD 10PPM	MUKINBUDIN OPT	44.78	1.8790	7.65	84.14
24/11/25	075556	ULSD 10PPM	MUKINBUDIN OPT	51.22	1.8990	8.84	97.27
28/11/25	075782	ULSD 10PPM	MUKINBUDIN OPT	43.81	1.8990	7.56	83.20
TOTALS FOR THIS CARD				295.29		50.35	553.82
CARD: [REDACTED] VEHICLE REGISTRATION: VEHICLE REGISTRATION: MBL1071							
01/11/25	074415	ULSD 10PPM	MUKINBUDIN OPT	66.97	1.8390	11.20	123.16
12/11/25	074925	ULSD 10PPM	MUKINBUDIN OPT	73.82	1.8790	12.61	138.71
17/11/25	075181	ULSD 10PPM	MUKINBUDIN OPT	40.60	1.8790	6.94	76.29
21/11/25	075431	ULSD 10PPM	MUKINBUDIN OPT	56.41	1.8790	9.64	105.99
26/11/25	075657	ULSD 10PPM	MUKINBUDIN OPT	42.84	1.8990	7.40	81.35
TOTALS FOR THIS CARD				280.64		47.79	525.50
CARD TOTALS						1,570.65	17,276.44
TOTAL OF NEW INVOICES THIS BILLING PERIOD						1,570.90	17,279.19



SHIRE OF MUKINBUDIN

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) FOR THE PERIOD ENDED 30 NOVEMBER 2025

*LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*

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MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2025

SUMMARY INFORMATION - GRAPHS



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2025

EXECUTIVE SUMMARY

Funding surplus / (deficit) Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$0.80 M	\$0.80 M	\$1.00 M	\$0.20 M
Closing	(\$0.00 M)	\$0.67 M	\$2.03 M	\$1.36 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$3.56 M	% of total
Unrestricted Cash	\$1.52 M	42.8%
Restricted Cash	\$2.03 M	57.2%

Refer to Note 3 - Cash and Financial Assets

Payables		
	\$0.16 M	% Outstanding
Trade Payables	\$0.06 M	
0 to 30 Days		100.0%
Over 30 Days		0.0%
Over 90 Days		0%

Refer to Note 6 - Payables

Receivables		
	\$0.70 M	% Collected
Rates Receivable	\$0.20 M	88.35%
Trade Receivable	\$0.70 M	% Outstanding
Over 30 Days		0.2%
Over 90 Days		0.2%

Refer to Note 4 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$0.32 M	\$1.29 M	\$1.55 M	\$0.26 M

Refer to Statement of Financial Activity

Rates Revenue		
YTD Actual	\$1.71 M	% Variance
YTD Budget	\$1.71 M	0.0%

Refer to Statement of Financial Activity

Operating Grants and Contributions		
YTD Actual	\$0.83 M	% Variance
YTD Budget	\$0.82 M	0.9%

Refer to Note 14 - Operating Grants and Contributions

Fees and Charges		
YTD Actual	\$0.45 M	% Variance
YTD Budget	\$0.44 M	1.1%

Refer to Statement of Financial Activity

Amount attributable to investing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$2.46 M)	(\$1.51 M)	(\$0.44 M)	\$1.07 M

Refer to Statement of Financial Activity

Proceeds on sale		
YTD Actual	\$0.17 M	%
Adopted Budget	\$0.28 M	(39.8%)

Refer to Note 8 - Disposal of Assets

Asset Acquisition		
YTD Actual	\$1.49 M	% Spent
Adopted Budget	\$6.82 M	(78.2%)

Refer to Note 9 - Capital Acquisitions

Capital Grants		
YTD Actual	\$0.88 M	% Received
Adopted Budget	\$4.08 M	(78.4%)

Refer to Note 9 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$1.34 M	\$0.09 M	(\$0.08 M)	(\$0.17 M)

Refer to Statement of Financial Activity

Borrowings		
Principal repayments	\$0.03 M	
Interest expense	\$0.01 M	
Principal due	\$0.96 M	

Refer to Note 10 - Borrowings

Reserves		
Reserves balance	\$2.01 M	
Interest earned	\$0.02 M	0.0%

Refer to Note 12 - Cash Reserves

Lease Liability		
Principal repayments	\$0.00 M	
Interest expense	\$0.00 M	
Principal due	\$0.00 M	

Refer to Note 11 - Lease Liabilities

This information is to be read in conjunction with the accompanying Financial Statements and notes.

**KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

NATURE DESCRIPTIONS

REVENUE

RATES

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

GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, and other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges.

INTEREST REVENUE

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates, reimbursements etc.

PROFIT ON ASSET DISPOSAL

Excess of assets received over the net book value for assets on their disposal.

EXPENSES

EMPLOYEE COSTS

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION

Depreciation expense raised on all classes of assets. Excluding Land.

FINANCE COSTS

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

BY NATURE

Ref	Note	Adopted	Amended	YTD	YTD	Variance	Variance	Var.
		Annual Budget	Annual Budget	Budget	Actual	\$	%	
		(a)	(d)	(b)	(c)	(c) - (b)	((c) - (b))/(b)	▲▼
OPERATING ACTIVITIES								
Revenue from operating activities								
Rates		1,713,871	1,713,871	1,712,706	1,713,085	379	0.02%	
Operating grants, subsidies and contributions	14	1,504,673	1,504,673	822,612	829,623	7,011	0.85%	
Fees and charges		926,885	926,885	444,390	449,427	5,036	1.13%	
Service charges		0	0	0	(108)	(108)	0.00%	
Interest revenue		117,130	117,130	48,930	30,632	(18,299)	(37.40%)	▼
Other revenue		59,490	59,490	27,285	46,740	19,455	71.30%	▲
Profit on disposal of assets	8	0	0	0	8,180	8,180	0.00%	
		4,322,049	4,322,049	3,055,923	3,077,578	21,655	0.71%	
Expenditure from operating activities								
Employee costs		(1,886,242)	(1,886,242)	(791,251)	(692,003)	99,249	12.54%	▲
Materials and contracts		(1,582,383)	(1,518,152)	(678,872)	(557,995)	120,877	17.81%	▲
Utility charges		(251,893)	(251,893)	(108,939)	(81,677)	27,262	25.02%	▲
Depreciation on non-current assets		(2,353,240)	(2,353,240)	(953,622)	(1,283,025)	(329,403)	(34.54%)	▼
Finance costs		(31,294)	(31,294)	(6,211)	(6,210)	1	0.01%	
Insurance expenses		(177,831)	(177,831)	(177,871)	(171,603)	6,268	3.52%	
Other expenditure		(79,103)	(79,103)	(10,889)	(11,808)	(919)	(8.44%)	
Loss on disposal of assets	8	0	0	0	(157,942)	(157,942)	0.00%	▼
		(6,361,986)	(6,297,755)	(2,727,655)	(2,962,263)	(234,607)	8.60%	
Non-cash amounts excluded from operating activities	1(a)	2,359,724	2,359,724	960,106	1,434,027	473,921	49.36%	▲
Amount attributable to operating activities		319,787	384,018	1,288,374	1,549,343	260,969	20.26%	
INVESTING ACTIVITIES								
Inflows from investing activities								
Proceeds from capital grants, subsidies and contributions	15	4,079,104	4,207,567	1,009,308	882,301	(127,007)	(12.58%)	▼
Proceeds from disposal of assets	8	280,000	280,000	110,000	168,544	58,544	53.22%	▲
		4,359,104	4,487,567	1,119,308	1,050,845	(68,463)	(6.12%)	
Outflows from investing activities								
Payments for inventories, property, plant and equipment and infrastructure	9	(6,821,623)	(7,164,317)	(2,628,569)	(1,489,118)	1,139,451	43.35%	▲
		(6,821,623)	(7,164,317)	(2,628,569)	(1,489,118)	1,139,451	(43.35%)	
Amount attributable to investing activities		(2,462,519)	(2,676,750)	(1,509,261)	(438,273)	1,070,988	(70.96%)	
FINANCING ACTIVITIES								
Inflows from financing activities								
Proceeds from new debentures	10	925,528	925,528	0	0	0	0.00%	
Transfer from reserves	12	654,672	804,672	150,000	0	(150,000)	(100.00%)	▼
		1,580,200	1,730,200	150,000	0	(150,000)	(100.00%)	▼
Outflows from financing activities								
Repayment of borrowings	10	(121,633)	(121,633)	(28,538)	(29,581)	(1,043)	(3.65%)	
Transfer to reserves	12	(114,948)	(114,948)	(33,335)	(50,241)	(16,906)	(50.72%)	▼
		(236,581)	(236,581)	(61,873)	(79,822)	(17,949)	29.01%	
Amount attributable to financing activities		1,343,619	1,493,619	88,127	(79,822)	(167,949)	(190.58%)	▼
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year	1(c)	799,111	799,111	799,111	995,468	196,357	24.57%	▲
Amount attributable to operating activities		319,787	384,018	1,288,374	1,549,343	260,969	20.26%	
Amount attributable to investing activities		(2,462,519)	(2,676,750)	(1,509,261)	(438,273)	1,070,988	(70.96%)	
Amount attributable to financing activities		1,343,619	1,493,619	88,127	(79,822)	(167,949)	(190.58%)	
Surplus or deficit at the end of the financial year	1(c)	(2)	(2)	666,351	2,026,715	1,360,364	204.15%	▲

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

Refer to Note 2 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

Shire operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME AND OBJECTIVES	ACTIVITIES
GOVERNANCE To provide a decision making process for the efficient allocation of scarce resources.	Administration and operation of facilities and services to members of Council; other costs that relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.
GENERAL PURPOSE FUNDING To provide a decision making process for the efficient allocation of scarce resources.	Rates, general purpose government grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY To provide services to ensure a safer community.	Supervision of various by-laws, fire prevention, emergency services and animal control.
HEALTH To provide an operational framework for good community health.	Food quality and pest control, immunisation services, inspection of abattoir and operation of child health clinic.
EDUCATION AND WELFARE To provide appropriate care to the aged and disabled.	Provision of Home and Community Care, maintenance to playgroup and community resource centre buildings.
HOUSING To provide adequate staff and community housing.	Maintenance of Staff and community housing, collection of various rents.
COMMUNITY AMENITIES Provide services required by the Community.	Rubbish collection services, operation of tips, noise control, administration of the town planning scheme, maintenance of cemeteries, storm water drainage maintenance.
RECREATION AND CULTURE To establish and manage efficiently infrastructure and resources which will help the social well being of the community.	Maintenance of halls, the aquatic centre, recreation centres and various reserves; operation of library.
TRANSPORT To provide effective and efficient transport services to the Community.	Construction and maintenance of streets, roads, bridges, cleaning and lighting of streets, depot maintenance and airstrip maintenance.
ECONOMIC SERVICES To help promote the shire and improve its economic wellbeing.	The regulation and provision of tourism, area promotion, building control, noxious weeds, vermin control and standpipes.
OTHER PROPERTY AND SERVICES The provision of private works to the public and the maintenance of cost pools for plant, operating, public works overheads and administration costs.	Private Works Operations, plant repairs and operation costs.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

BY PROGRAM

Note	Adopted Annual Budget	Amended Annual Budget (d)	YTD Budget (a)	YTD Actual (b)			Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.							
					\$	\$										
OPERATING ACTIVITIES																
Revenue from operating activities																
Governance	500	500	500	0	(500)	(100.00%)										
General Purpose Funding - Rates	6 1,713,871	1,713,871	1,712,706	1,713,085	379	0.02%										
General Purpose Funding - Other	1,199,500	1,199,500	589,990	582,247	(7,743)	(1.31%)										
Law, Order and Public Safety	23,910	23,910	14,442	8,002	(6,440)	(44.59%)										
Health	0	0	0	0	0	0.00%										
Education and Welfare	255,112	255,112	96,560	100,260	3,700	3.83%										
Housing	353,641	353,641	147,103	140,002	(7,102)	(4.83%)										
Community Amenities	87,900	87,900	87,436	96,532	9,096	10.40%										
Recreation and Culture	37,888	37,888	15,880	14,534	(1,346)	(8.47%)										
Transport	215,681	215,681	204,946	205,914	968	0.47%										
Economic Services	373,238	373,238	161,025	177,547	16,522	10.26%	▲									
Other Property and Services	60,808	60,808	25,335	39,456	14,121	55.74%	▲									
	4,322,049	4,322,049	3,055,923	3,077,578	21,655	0.71%										
Expenditure from operating activities																
Governance	(581,205)	(581,205)	(242,587)	(220,065)	22,522	9.28%										
General Purpose Funding	(136,362)	(136,362)	(56,850)	(60,575)	(3,725)	(6.55%)										
Law, Order and Public Safety	(96,234)	(96,234)	(46,089)	(38,554)	7,535	16.35%										
Health	(147,192)	(147,192)	(46,135)	(51,167)	(5,032)	(10.91%)										
Education and Welfare	(417,444)	(417,444)	(173,900)	(177,941)	(4,041)	(2.32%)										
Housing	(514,458)	(514,458)	(217,964)	(215,355)	2,609	1.20%										
Community Amenities	(285,085)	(285,085)	(119,952)	(79,558)	40,394	33.68%	▲									
Recreation and Culture	(1,079,188)	(1,079,188)	(502,786)	(458,419)	44,367	8.82%										
Transport	(2,465,004)	(2,400,773)	(997,634)	(1,197,083)	(199,449)	(19.99%)	▼									
Economic Services	(522,548)	(522,548)	(226,105)	(402,550)	(176,445)	(78.04%)	▼									
Other Property and Services	(117,266)	(117,266)	(97,653)	(60,996)	36,657	37.54%	▲									
	(6,361,986)	(6,297,755)	(2,727,655)	(2,962,263)	(234,607)	(8.60%)										
Non-cash amounts excluded from operating activities	1(a) 2,359,724	2,359,724	960,106	1,434,027	473,921	49.36%	▲									
Amount attributable to operating activities	319,787	384,018	1,288,374	1,549,343	260,969	20.26%	▲									
INVESTING ACTIVITIES																
Inflows from investing activities																
Proceeds from capital grants, subsidies and contributions	15 4,079,104	4,207,567	1,009,308	882,301	(127,007)	(12.58%)	▼									
Proceeds from Disposal of Assets	8 280,000	280,000	110,000	168,544	58,544	53.22%	▲									
Proceeds from financial assets at amortised cost - self supporting loans	10 0	0	0	0	0	0.00%										
	4,359,104	4,487,567	1,119,308	1,050,845	(68,463)	(6.12%)										
Outflows from investing activities																
Payments for financial assets at amortised cost - self supporting loans	10 0	0	0	0	0	0.00%										
Payments for inventories, property, plant and equipment and infrastructure	9 (6,821,623)	(7,164,317)	(2,628,569)	(1,489,118)	1,139,451	43.35%	▲									
	(6,821,623)	(7,164,317)	(2,628,569)	(1,489,118)	1,139,451	43.35%	▲									
Amount attributable to investing activities	(2,462,519)	(2,676,750)	(1,509,261)	(438,273)	1,070,988	(70.96%)										
FINANCING ACTIVITIES																
Inflows from financing activities																
Proceeds from New Debentures	10 925,528	925,528	0	0	0	0.00%										
Transfer from Reserves	12 654,672	804,672	150,000	0	(150,000)	(100.00%)	▼									
Transfer from Restricted Cash - Other	0 0	0	0	0	0	0.00%										
	1,580,200	1,730,200	150,000	0	(150,000)	(100.00%)	▼									
Outflows from financing activities																
Payments for principal portion of lease liabilities	11 0	0	0	0	0	0.00%										
Repayment of Debentures	10 (121,633)	(121,633)	(28,538)	(29,581)	(1,043)	(3.65%)										
Transfer to Reserves	12 (114,948)	(114,948)	(33,335)	(50,241)	(16,906)	(50.72%)	▼									
Transfer to Restricted Cash - Other	0 0	0	0	0	0	0.00%										
	(236,581)	(236,581)	(61,873)	(79,822)	(17,949)	(29.01%)	▼									
Amount attributable to financing activities	1,343,619	1,493,619	88,127	(79,822)	(167,949)	(190.58%)										
MOVEMENT IN SURPLUS OR DEFICIT																
Surplus or deficit at the start of the financial year	1 799,111	799,111	799,111	995,468	196,357	24.57%	▲									
Amount attributable to operating activities	319,787	384,018	1,288,374	1,549,343	260,969	20.26%										
Amount attributable to investing activities	(2,462,519)	(2,676,750)	(1,509,261)	(438,273)	1,070,988	(70.96%)										
Amount attributable to financing activities	1,343,619	1,493,619	88,127	(79,822)	(167,949)	(190.58%)										
Surplus or deficit at the end of the financial year	1 (2)	(2)	666,351	2,026,715	1,360,364	204.15%	▲									

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

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

SHIRE OF MUKINBUDIN
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 30 NOVEMBER 2025

	30 June 2025	30 November 2025
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	3,011,627	3,559,307
Trade and other receivables	63,810	987,823
Inventories	51,767	52,160
Contract assets	229,560	229,560
Other assets	56,495	2,077
TOTAL CURRENT ASSETS	3,413,259	4,830,927
NON-CURRENT ASSETS		
Trade and other receivables	3,375	3,375
Other financial assets	59,715	59,715
Inventories	243,937	189,937
Property, plant and equipment	16,208,301	16,122,943
Infrastructure	74,282,105	74,309,250
TOTAL NON-CURRENT ASSETS	90,797,433	90,685,220
TOTAL ASSETS	94,210,692	95,516,147
CURRENT LIABILITIES		
Trade and other payables	363,330	233,543
Other liabilities	73,069	540,275
Borrowings	121,633	92,052
Employee related provisions	183,068	183,068
TOTAL CURRENT LIABILITIES	741,099	1,048,937
NON-CURRENT LIABILITIES		
Borrowings	871,544	871,544
Employee related provisions	11,612	11,612
TOTAL NON-CURRENT LIABILITIES	883,155	883,155
TOTAL LIABILITIES	1,624,254	1,932,093
NET ASSETS	92,586,438	93,584,055
EQUITY		
Retained surplus	48,475,345	49,422,721
Reserve accounts	1,956,976	2,007,217
Revaluation surplus	42,154,116	42,154,116
TOTAL EQUITY	92,586,438	93,584,055

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

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

BASIS OF PREPARATION

BASIS OF PREPARATION

The financial report has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying Regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

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

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

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 16 to these financial statements.

SIGNIFICANT ACCOUNTING POLICIES

CRITICAL ACCOUNTING ESTIMATES

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

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

Actual results may differ from these estimates.

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

- estimation of fair values of certain financial assets
- estimation of fair values of fixed assets shown at fair value
- impairment of financial assets

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

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

ROUNDING OFF FIGURES

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

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

NOTE 1
STATEMENT OF FINANCIAL ACTIVITY INFORMATION

(a) Non-cash items excluded from operating activities

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

	Notes	Adopted Budget	Amended Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities					
		\$	\$	\$	\$
Adjustments to operating activities					
Less: Profit on asset disposals	8	0	0	0	(8,180)
Less: Movement in liabilities associated with restricted cash		6,484	6,484	6,484	1,240
Add: Loss on asset disposals	8	0	0	0	157,942
Add: Depreciation on assets		2,353,240	2,353,240	953,622	1,283,025
Total non-cash items excluded from operating activities		2,359,724	2,359,724	960,106	1,434,027

(b) Adjustments to net current assets in the Statement of Financial Activity

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

	Adopted Budget Opening 30 June 2025	Amended Budget Opening 30 June 2025	Last Year Closing 30 June 2025	Year to Date 30 November 2025
Adjustments to net current assets				
Less: Reserves - restricted cash	12	(1,956,976)	(1,956,976)	(1,956,976)
Add: Borrowings	10	121,633	121,633	121,633
Add: Current portion of employee benefit provisions held in reserve		158,652	158,652	158,650
Total adjustments to net current assets		(1,676,691)	(1,676,691)	(1,676,693)
				(1,755,275)

(c) Net current assets used in the Statement of Financial Activity

	3	1,054,650	1,054,650	3,011,626	1,552,089
Cash and cash equivalents	3	1,054,650	1,054,650	3,011,626	1,552,089
Financial assets at amortised cost	3	1,956,976	1,956,976	0	2,007,217
Rates receivables	4	20,568	20,568	20,568	208,852
Receivables	4	938	938	(2,186)	704,788
Other current assets	5	167,512	167,512	337,822	283,797
Less: Current liabilities					
Payables	6	(327,008)	(327,008)	(317,900)	(159,359)
Borrowings	10	(121,633)	(121,633)	(121,633)	(92,052)
Contract and Capital Grant/Contribution liabilities	13	(60,668)	(60,668)	(73,069)	(540,275)
Provisions	13	(215,533)	(215,533)	(183,068)	(183,068)
Less: Total adjustments to net current assets	1(b)	(1,676,691)	(1,676,691)	(1,676,693)	(1,755,275)
Closing funding surplus / (deficit)		799,111	799,111	995,468	2,026,715

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 30 NOVEMBER 2025

NOTE 1

STATEMENT OF FINANCIAL ACTIVITY INFORMATION (ALTERNATE PRESENTATION)

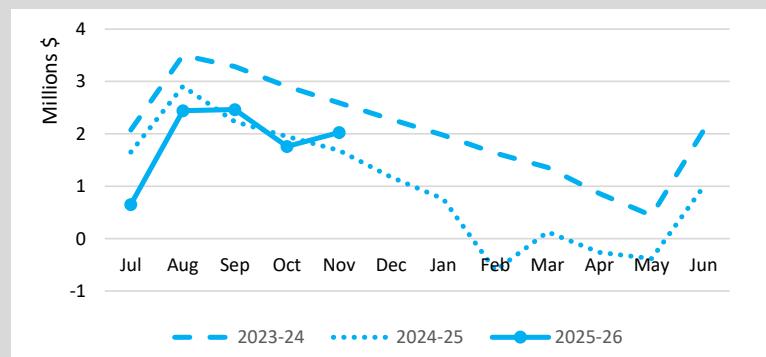
Adjusted Net Current Assets	Note	Last Years Closing 30/06/2025	This Time Last Year 30/11/2024	Year to Date Actual 30/11/2025
		\$	\$	\$
Current Assets				
Cash Unrestricted	3	1,027,826	2,595,275	1,524,417
Cash Restricted - Reserves	3	1,956,976	1,889,177	2,007,217
Cash Restricted - Bonds & Deposits	3	26,824	15,273	27,672
Other Financial Assets	5	0	0	0
Receivables - Rates	4	20,568	287,415	208,852
Receivables - Other	4	43,243	41,149	778,971
Other Assets	5	56,495	18,016	2,077
Contract Assets	5	229,560	0	229,560
Inventories	5	51,767	3,796	52,160
		3,413,258	4,850,101	4,830,926
Less: Current Liabilities				
Payables	6	(336,506)	(207,621)	(205,935)
Contract and Capital Grant/Contribution Liabilities	13	(73,069)	(949,957)	(540,275)
Bonds & Deposits	6	(26,822)	(15,272)	(27,607)
Loan Liability	10	(121,633)	(89,793)	(92,052)
Lease Liability	11	0	0	0
Provisions	13	(183,068)	(258,083)	(183,068)
		(741,098)	(1,520,726)	(1,048,936)
Less: Cash Reserves	12	(1,956,976)	(1,889,177)	(2,007,217)
Add Back: Component of Leave Liability not Required to be funded		158,650	153,152	159,890
Add Back: Loan Liability		121,633	89,793	92,052
Add Back: Lease Liability		0	0	0
Less : Loan Receivable - clubs/institutions		0	0	0
Less : Trust Transactions Within Muni		0	0	0
Net Current Funding Position		995,468	1,683,143	2,026,715

SIGNIFICANT ACCOUNTING POLICIES

Please see Note 1(a) for information on significant accounting policies relating to Net Current Assets.

KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.



This Year YTD
Surplus(Deficit)
\$2.03 M

Last Year YTD
Surplus(Deficit)
\$1.68 M

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2025-26 year is \$11,000 or 10.00% whichever is the greater.

**NOTE 2
EXPLANATION OF MATERIAL VARIANCES**

Nature or type	Var. \$	Var. %	Explanation of positive variances		Explanation of negative variances	
			Timing	Permanent	Timing	Permanent
Surplus or deficit at the start of the financial year	\$ 196,357	24.57%	▲	The actual surplus carried forward is currently larger than budgeted. The variance will be taken into account when preparing the annual budget review.		
Revenue from operating activities						
Interest revenue	(18,299)	(37.40%)	▼		Interest earnings on term deposits budgeted to be received monthly and the interest on the term deposits is actually going to be received at maturity.	
Other revenue	19,455	71.30%	▲	Other revenue items coming in ahead of budget. Credit received for engine repairs carried out on backhoe in prior years.		
Expenditure from operating activities						
Employee costs	99,249	12.54%	▲	Various other employee costs running behind budget phasing.		
Materials and contracts	120,877	17.81%	▲	Various material and contract costs running behind budget phasing.		
Utility charges	27,262	25.02%	▲	Actual expenditure of utility charges currently behind budget phasing.		
Depreciation on non-current assets	(329,403)	(34.54%)	▼		Budgeted depreciation for 2025/26 is less than actuals YTD. Depreciation will be adjusted at mid-year budget review.	
Loss on disposal of assets	(157,942)	0.00%	▼		Demolition of café and bookshop and subsequent disposal from asset register.	
Non-cash amounts excluded from operating activities	473,921	49.36%	▲	Budgeted depreciation for 2025/26 is less than actuals YTD. Depreciation will be adjusted at mid-year budget review.		
Investing activities						
Proceeds from capital grants, subsidies and contributions	(127,007)	(12.58%)	▼		Funding associated with capital projects will be recognised as project expenditure is incurred.	
Proceeds from disposal of assets	58,544	53.22%	▲	Two lots of vacant land sold which were not budgeted for.		
Payments for inventories, property, plant and equipment and infrastructure	1,139,451	43.35%	▲	Refer to Note 9 for details of variances.		
Financing activities						
Transfer from reserves	(150,000)	(100.00%)	▼		Transfer from reserve will be completed when the Reserve Term Deposit matures	
Transfer to reserves	(16,906)	(50.72%)	▼		Reserve transfers associated with interest earnings on term deposits are budgeted to be transferred to reserves monthly and the interest on the term deposits is actually going to be received at maturity.	
Surplus or deficit at the end of the financial year	1,360,364	204.15%	▲	Current position is favourable compared to budgeted position.		

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES
NOTE 3
CASH AND FINANCIAL ASSETS

Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
Cash on hand								
Municipal Fund Bank	Cash and cash equivalents	256,801	0	256,801	0	Bendigo	NIL	At Call
Restricted Muni Funds Bank	Cash and cash equivalents	0	27,672	27,672	0	Bendigo	NIL	At Call
Trust Fund Bank (New 18-19)	Cash and cash equivalents	0	0	0	1	Bendigo	NIL	At Call
Cash on Hand	Cash and cash equivalents	860	0	860	0	Cash Floats	NIL	On hand
At Call Deposits								
Municipal Fund Savings Bank	Cash and cash equivalents	1,266,756	0	1,266,756	0	Bendigo	0.65%	At Call
Term Deposits								
Reserve Fund Bank	Financial assets at amortised cost	0	2,007,217	2,007,217	0	Bendigo	3.75%	30/01/2026
Total		1,524,417	2,034,889	3,559,306	1			
Comprising								
Cash and cash equivalents		1,524,417	27,672	1,552,089	1			
Financial assets at amortised cost		0	2,007,217	2,007,217	0			
		1,524,417	2,034,889	3,559,306	1			

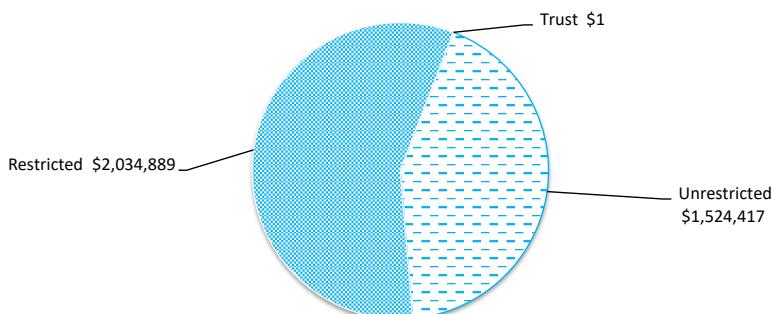
KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

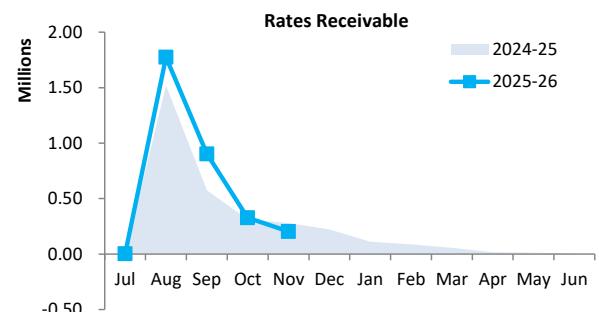
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES

NOTE 4

RECEIVABLES

Rates receivable	30 Jun 2025	30 Nov 2025
Opening arrears previous years	\$ 21,794	\$ 5,852
Levied this year	1,711,142	1,741,259
Less - collections to date	(1,727,084)	(1,543,641)
Gross rates collectable	5,852	203,469
Net rates collectable	5,852	203,469
% Collected	99.66%	88.35%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(30,312)	764,847	344	80	1,296	736,256
Percentage	(4.1%)	103.9%	0%	0%	0.2%	
Balance per trial balance						
Sundry receivable						736,256
GST receivable						(31,943)
Allowance for impairment of receivables from contracts with customers						(1,083)
Other Receivables						1,557
Total receivables general outstanding						704,788

Amounts shown above include GST (where applicable)

KEY INFORMATION

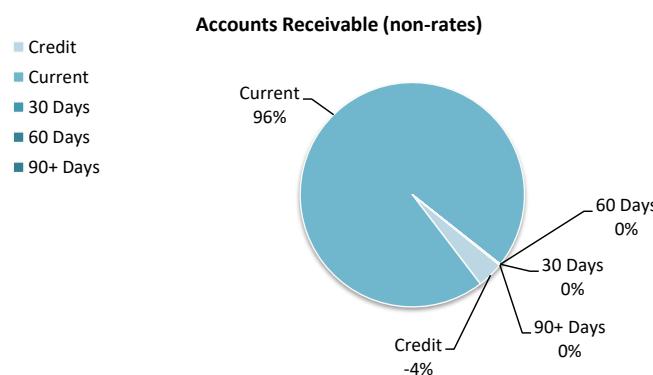
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES
NOTE 5
OTHER CURRENT ASSETS

Other current assets	Opening Balance	Asset Increase	Asset Reduction	Closing Balance
	1 July 2025	30 November 2025		
Inventory	\$	\$	\$	\$
Fuel and materials (including gravel)	51,767	392	0	52,160
Other Assets				
Prepayments	55,136	0	(53,059)	2,077
Accrued income	1,359	0	(1,359)	0
Contract assets				
Contract assets	229,560	0	0	229,560
Total other current assets	337,822	392	(54,418)	283,797

Amounts shown above include GST (where applicable)

KEY INFORMATION

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Contract assets

A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES

NOTE 6

PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
Payables - general	\$ 0	\$ 40,272	\$ 0	\$ 0	\$ 0	\$ 40,272
Percentage	0%	100%	0%	0%	0%	
Balance per trial balance						
Sundry creditors						55,479
Other creditors						1,432
ATO liabilities						31,979
Accrued interest on borrowings						3,180
Income received in advance						16,535
Bonds and deposits held						27,607
Prepaid (Excess) Rates						7,265
Other Payables						15,882
Total payables general outstanding						159,359

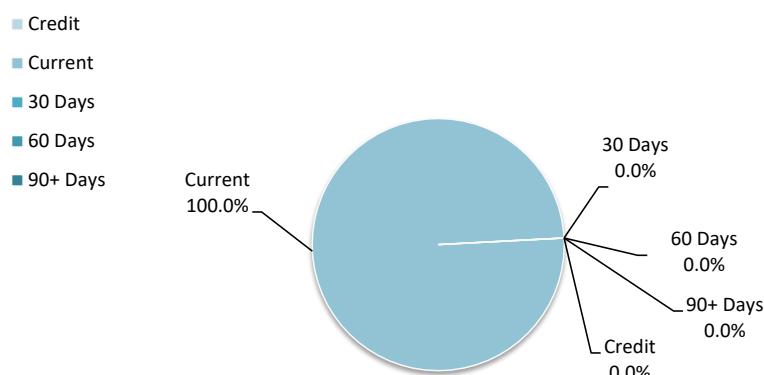
Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Aged Payables



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES
NOTE 7
RATE REVENUE

General rate revenue	Budget							YTD Actual			
	Rate in \$ (cents)	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE				\$	\$	\$	\$	\$	\$	\$	\$
Gross rental value											
GRV Residential	0.163849	156	1,432,080	234,645	2,000	0	236,645	234,645	0	0	234,645
GRV Vacant	0.163849	1	15,600	2,556	0	0	2,556	2,556	709	0	3,265
Unimproved value											
UV Rural	0.016837	221	83,206,000	1,400,939	0	0	1,400,939	1,400,940	210	149	1,401,299
UV Mining	0.016837	0	0	0				0	0	0	0
Non Rateable											
Sub-Total		378	84,653,680	1,638,140	2,000	0	1,640,140	1,638,140	919	149	1,639,209
Minimum payment											
Gross rental value											
GRV Residential	488	18	18,474	8,784	0	0	8,784	8,784	0	0	8,784
GRV Vacant	488	9	5,192	4,392	0	0	4,392	4,392	0	0	4,392
Unimproved value											
UV Rural	681	31	418,000	21,111	0	0	21,111	21,111	0	0	21,111
UV Mining	681	14	128,202	9,534	0	0	9,534	9,534	0	0	9,534
Sub-total		72	569,868	43,821	0	0	43,821	43,821	0	0	43,821
		450	85,223,548	1,681,961	2,000	0	1,683,961	1,681,961	919	149	1,683,030
Discount											
Amount from general rates											
Rates Written Off	0	0	0	0	0	0	0	0	0	0	0
Ex-gratia rates	1	319,950	29,910	0	0	29,910	30,055	0	0	0	30,055
Total general rates							1,713,871				1,713,085

KEY INFORMATION

Prepaid rates are, until the taxable event for the rates has occurred, refundable at the request of the ratepayer. Rates received in advance give rise to a financial liability. On 1 July 2021 the prepaid rates were recognised as a financial asset and a related amount was recognised as a financial liability and no income was recognised. When the taxable event occurs the financial liability is extinguished and income recognised for the prepaid rates that have not been refunded.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

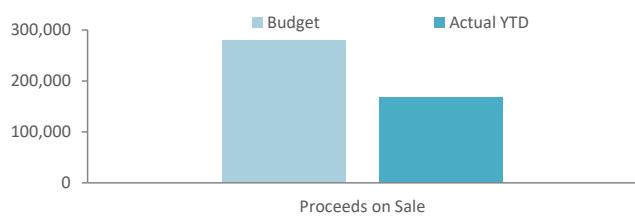
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES

NOTE 8

DISPOSAL OF ASSETS

Asset Ref.	Asset description	Budget				YTD Actual				
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)	
Land Held for Resale										
Other Property and Services										
445	Land Resale - Lot 204 (10) Gimlett Way - Subdivision	0	0	0	0	27,000	30,068	3,068	0	
450	Land Resale - Lot 209 (14) Salmon Gum Alley - Subdivision	0	0	0	0	27,000	32,113	5,113	0	
Buildings										
Economic Services										
169	Building - Lot 35 (7) Shadbolt Street , Mukinbudin - Bookshop Business Purchase	0	0	0	0	32,018	0	0	(32,018)	
421	Building - Lot 35 (7) Shadbolt Street, Mukinbudin - CAFÉ Business	0	0	0	0	123,400	0	0	(123,400)	
Plant and equipment										
Transport										
420	Roller 2008 CAT Vibrating MBL1677	60,000	60,000	0	0	0	0	0	0	
Other property and services										
30009	FORD DSL Ranger 10 SPD 2025.25 AUTO 4 DOUBLE CAB PICKUP WILDTRAK . 2.0L BiT 1MBL	55,000	55,000	0	0	54,134	53,182	0	(952)	
30010	FORD Ranger 2025.25 DOUBLE CAB PICKUP WILDTRAK 2.0L BIT DSL 10 SPD AUTO 4 MBL1	55,000	55,000	0	0	54,754	53,182	0	(1,572)	
30009	FORD DSL Ranger 10 SPD 2025.25 AUTO 4 DOUBLE CAB PICKUP WILDTRAK . 2.0L BiT 1MBL	55,000	55,000	0	0	0	0	0	0	
30010	FORD Ranger 2025.25 DOUBLE CAB PICKUP WILDTRAK 2.0L BIT DSL 10 SPD AUTO 4 MBL1	55,000	55,000	0	0	0	0	0	0	
		280,000	280,000	0	0	318,306	168,544	8,180	(157,942)	



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

INVESTING ACTIVITIES
NOTE 9
CAPITAL ACQUISITIONS

Capital acquisitions	Adopted Budget	Amended Budget	YTD Budget	YTD Actual	YTD Actual Variance
Buildings	\$ 204,195	\$ 354,195	\$ 333,020	\$ 206,796	\$ (126,224)
Plant and equipment	486,000	486,000	124,000	145,203	21,203
PPE - Work in Progress	3,340,000	3,340,000	37,500	20,424	(17,076)
Infrastructure - roads	2,557,758	2,750,452	2,051,049	1,008,652	(1,042,397)
Infrastructure - footpaths	100,000	100,000	0	0	0
Infrastructure - other	83,000	83,000	83,000	103,501	20,501
Infrastructure - roads - Work in Progress	50,670	50,670	0	4,543	4,543
Payments for Capital Acquisitions	6,821,623	7,164,317	2,628,569	1,489,118	(1,139,451)
Capital Acquisitions Funded By:					
Capital grants and contributions	4,079,104	4,207,567	1,009,308	\$ 882,301	\$ (127,007)
Borrowings	925,528	925,528	0	0	0
Other (disposals & C/Fwd)	280,000	280,000	110,000	168,544	58,544
Cash backed reserves					
Plant Reserve	80,000	80,000	0	0	0
Community Hub Reserve	574,672	574,672	0	0	0
Building & Residential Land Reserve	150,000	150,000	0	0	0
Contribution - operations	732,319	946,550	1,509,261	438,273	(1,070,988)
Capital funding total	6,821,623	7,164,317	2,628,569	1,489,118	(1,139,451)

SIGNIFICANT ACCOUNTING POLICIES

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Initial recognition and measurement for assets held at cost

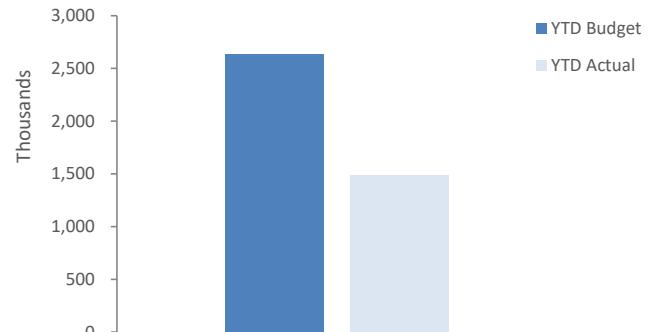
Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognise at fair value. Assets held at cost are depreciated and assessed for impairment annually.

Initial recognition and measurement between

mandatory revaluation dates for assets held at fair value

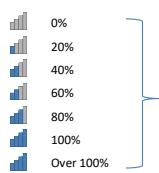
In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Payments for Capital Acquisitions



Capital expenditure total

Level of completion indicators



Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

Level of completion indicator, please see table at the end of this note for further detail.

Account Number	Job Number	Balance Sheet Category	Account/Job Description	Adopted Budget	Amended Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over
				\$	\$	\$	\$	\$
Buildings								
Housing								
4090150	BC036	9231	11 Cruickshank Rd Building Capital	0	0	0	(8,360)	(8,360)
4090150	BC039	9231	1 Salmon Gum Alley Building Capital	(17,425)	(17,425)	0	0	0
4090350	BC103	9231	JV Singles Unit 3 - Capital	(85,000)	(85,000)	(85,000)	0	85,000
4090350	BC121	9231	JV Family - 12 White St - Capital	0	0	0	(8,726)	(8,726)
Total - Housing				(102,425)	(102,425)	(85,000)	(17,086)	67,914
Recreation And Culture								
4110150	BC200	9231	Memorial Hall Building Capital Exp	(35,000)	(35,000)	(31,250)	(21,983)	9,267
4110150	BC204	9231	Railway Station Building Capital	(11,770)	(11,770)	(11,770)	0	11,770
Total - Recreation And Culture				(46,770)	(46,770)	(43,020)	(21,983)	21,037
Economic Services								
4130250	BC331	9231	Caravan Park House "Wattoning Villa" 22 Earl Drive - Cap Exp 1	(15,000)	(15,000)	(15,000)	(2,614)	12,386
4130250	BC332	9231	Caravan Park Villa "Karloning" Capital Exp.	(25,000)	(25,000)	(25,000)	(13,165)	11,835
4130250	BC333	9231	Caravan Park Villa "Beringboodring" Capital Expense	(15,000)	(15,000)	(15,000)	(9,762)	5,238
4130250	BC334	9231	Caravan Park Villa "Campion" Capital Exp.	0	(150,000)	(150,000)	(142,186)	7,814
4130682	BWIP340	9237	Other Economic Serv Building Works in Progress (Community Hub 23-25)-Cap Exp	(3,340,000)	(3,340,000)	(37,500)	(20,424)	17,076
Total - Economic Services				(3,395,000)	(3,545,000)	(242,500)	(188,150)	54,350
Total - Buildings				(3,544,195)	(3,694,195)	(370,520)	(227,219)	143,301
Plant & Equipment								
Recreation & Culture								
4110350		9235	Plant & Equipment (Capital) - Other Recreation/Sport	0	0	0	(23,264)	(23,264)
Total - Recreation & Culture				0	0	0	(23,264)	(23,264)
Transport								
4120250		9235	Plant & Equipment (Capital) - Road Plant Purchases	(262,000)	(262,000)	(12,000)	(9,573)	2,427
Total - Transport				(262,000)	(262,000)	(12,000)	(9,573)	2,427
Other Property & Services								
4140555		9235	Plant & Equipment (Capital) - Administration	(224,000)	(224,000)	(112,000)	(112,366)	(366)
Total - Other Property & Services				(224,000)	(224,000)	(112,000)	(112,366)	(366)
Total - Plant & Equipment				(486,000)	(486,000)	(124,000)	(145,203)	(21,203)
Infrastructure - Roads								
Transport								
4120164	RWIP007	9264	Nungarin North Road (WSFN 2023-2024) WIP - Cap Exp	(12,668)	(12,668)	0	(4,214)	(4,214)
4120164	RWIP022	9264	McGregor Road (South WSFN 2023-2024) WIP - Capital Exp	(25,334)	(25,334)	0	(329)	(329)
4120164	RWIP107	9264	Koorda-Bulfinch Road WIP (West of Town Section WSFN2023-	(12,668)	(12,668)	0	0	0
4120166	RR006	9250	Bonnie Rock - Lake Brown Road - Cap Exp	(108,500)	(108,500)	0	0	0
4120166	RR007	9250	Nungarin North Road Renewal - Cap Exp	(1,195,543)	(1,195,543)	(1,195,544)	(556,635)	638,909
4120166	RR021	9250	Cookinbin Rd Renewal - Cap Exp	(70,000)	(70,000)	(70,000)	(65,433)	4,567
4120166	RR029	9250	Davis Road Renewal - Cap Exp	(30,000)	(30,000)	0	(6,602)	(6,602)
4120166	RR031	9250	Harry Road Renewal - Cap Exp	(30,000)	(30,000)	0	0	0
4120166	RR032	9250	Comerford Road Renewal - Cap Exp	(9,000)	(9,000)	0	(5,305)	(5,305)
4120166	RR040	9250	Wyoming Road Renewal Capital Expenditure	(32,000)	(32,000)	0	0	0
4120166	RR049	9250	Manuel Road Capital Expenditure	(40,000)	(40,000)	0	(1,455)	(1,455)
4120166	RR077	9250	Wymond Road Renewal - Cap Exp	(230,788)	(230,788)	0	0	0
4120166	RR097	9250	Borlas Road Renewal Capital Expenditure	(62,000)	(62,000)	0	0	0
4120166	RR107	9250	Koorda-Bulfinch Road Renewal - Cap Exp	(749,927)	(942,621)	(785,505)	(373,223)	412,282
Total - Transport				(2,608,428)	(2,801,122)	(2,051,049)	(1,013,195)	1,037,854
Total - Infrastructure - Roads				(2,608,428)	(2,801,122)	(2,051,049)	(1,013,195)	1,037,854
Infrastructure - Other								
Transport								
4120140	IO126	9256	Heavy Vehicle Rest Area HVRA	(83,000)	(83,000)	(83,000)	(103,501)	(20,501)
Total - Transport				(83,000)	(83,000)	(83,000)	(103,501)	(20,501)
Total - Infrastructure - Other				(83,000)	(83,000)	(83,000)	(103,501)	(20,501)
Infrastructure - Footpaths								
Transport								
4120170	FPC9999	9252	Unallocated Footpath Capital Expense - Budget Only	(100,000)	(100,000)	0	0	0
Total - Transport				(100,000)	(100,000)	0	0	0
Total - Infrastructure - Footpaths				(100,000)	(100,000)	0	0	0
Grand Total				(6,821,623)	(7,164,317)	(2,628,569)	(1,489,118)	1,139,451

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

FINANCING ACTIVITIES
NOTE 10
BORROWINGS

Repayments - borrowings

Information on borrowings			New Loans		Principal Repayments			Principal Outstanding			Interest Repayments			
Particulars	Loan No.	1 July 2025	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget
Education and welfare														
Early Learning Centre	125	133,361	0	0	0	0	(12,903)	(12,903)	133,361	120,458	120,458	0	(3,531)	(3,531)
Housing														
8 Gimlet Way	124	99,982	0	0	0	(13,649)	(27,504)	(27,504)	86,333	72,478	72,478	(1,510)	(17,142)	(17,142)
2 Houses, 8 Gimlet Way & 4 Earl Drive	126	506,773	0	0	0	0	(49,031)	(49,031)	506,773	457,742	457,742	0	0	0
Economic services														
Mukinbudin Café	119	23,609	0	0	0	(5,677)	(11,502)	(11,502)	17,932	12,107	12,107	(613)	(1,268)	(1,268)
Caravan Park House, 22 Earl Drive	127	86,860	0	0	0	(3,826)	(7,681)	(7,681)	83,034	79,179	79,179	(671)	(1,852)	(1,852)
Caravan Park Villa "Karloning"	128	142,591	0	0	0	(6,429)	(13,012)	(13,012)	136,162	129,579	129,579	(3,417)	(7,501)	(7,501)
Community Hub	129	0	0	925,528	925,528	0	0	0	0	925,528	925,528	0	0	0
Total		993,177	0	925,528	925,528	(29,581)	(121,633)	(121,633)	963,596	1,797,072	1,797,072	(6,210)	(31,294)	(31,294)
Current borrowings		121,633					92,052							
Non-current borrowings		871,544					871,544							
		993,177					963,596							

All debenture repayments were financed by general purpose revenue.

New borrowings 2025-26

Particulars	Amount Borrowed	Amount Borrowed	Institution	Loan Type	Term Years	Total Interest & Charges	Interest Rate	Amount (Used)		Balance Unspent
	Actual	Budget						Actual	Budget	
	\$	\$						\$	\$	
Community Hub	0	925,528	WATC	Debenture	15	0	4.00	0	925,528	0
	0	925,528				0		0	925,528	0

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

**FINANCING ACTIVITIES
NOTE 11
LEASE LIABILITIES**

The Shire does not have any lease liabilities to report.

KEY INFORMATION

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is or contains a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

**OPERATING ACTIVITIES
NOTE 12
RESERVE ACCOUNTS**

Reserve accounts

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
\$ \$ \$ \$ \$ \$ \$ \$ \$ \$									
Restricted by Council									
Leave Reserve	158,650.12	6,486.00	1,240.12	0.00	0.00	0.00	0.00	165,136.12	159,890.24
Plant Reserve	504,889.29	20,640.00	3,945.12	0.00	0.00	(80,000.00)	0.00	445,529.29	508,834.41
Community Hub Reserve	582,606.19	23,816.00	4,552.20	0.00	0.00	(574,672.00)	0.00	31,750.19	587,158.39
Building & Residential Land Reserve	266,134.07	10,879.00	2,079.61	0.00	0.00	(150,000.00)	0.00	127,013.07	268,213.68
Seniors Housing Reserve	36,643.87	1,498.00	285.95	0.00	0.00	0.00	0.00	38,141.87	36,929.82
IT Upgrades Reserve	0.00	0.00	0.00	14,948.00	14,950.00	0.00	0.00	14,948.00	14,950.00
CRC Reserve	176,491	7,215.00	1,379.27	0.00	0.00	0.00	0.00	183,706	177,870
Transport Infrastructure Reserve	26,327	1,076.00	206.43	0.00	0.00	0.00	0.00	27,403	26,534
Pool Reserve	196,733	8,042.00	1,536.77	20,000.00	20,000.00	0.00	0.00	224,775	218,269
White St & Lansdell St JV Reserve	8,501.57	348.00	65.75	0.00	0.00	0.00	0.00	8,850	8,567
	1,956,976.01	80,000.00	15,291.22	34,948.00	34,950.00	(804,672.00)	0.00	1,267,252.01	2,007,217.23

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES

NOTE 13

OTHER CURRENT LIABILITIES

			Opening Balance	Liability Increase	Liability Reduction	Closing Balance
Other current liabilities	Note	1 July 2025				30 November 2025
Other liabilities			\$	\$	\$	\$
- Contract liabilities		19,439	63,807	(78,245)		5,000
- Capital grant/contribution liabilities		53,630	1,363,946	(882,301)		535,275
Total other liabilities		73,069	1,427,753	(960,546)		540,275
Employee Related Provisions						
Annual leave		86,284	0	0		86,284
Long service leave		52,974	0	0		52,974
Provision For Annual Leave On-Costs (Current)		11,993	0	0		11,993
Provision For LSL On-Costs (Current)		31,817	0	0		31,817
Total Employee Related Provisions		183,068	0	0		183,068
Total other current assets		256,136	1,427,753	(960,546)		723,342

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 14 and 15

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

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

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

NOTE 14
OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability				Grants, subsidies and contributions revenue			
	Liability 1 July 2025	Increase in Liability	Liability (As revenue)	Current Liability 30 Nov 2025	Adopted Budget	Amended YTD Budget	Amended Annual Budget	YTD Revenue Actual
		\$	\$	\$	\$	\$	\$	\$
Operating grants and subsidies								
General purpose funding								
Grants Commission - General (WALGGC)	0	0	0	0	690,000	345,000	690,000	367,791
Grants Commission - Roads (WALGGC)	0	0	0	0	380,000	190,000	380,000	178,252
Law, order, public safety								
DFES Grant - Operating Bush Fire Brigade	0	0	0	0	17,180	8,590	17,180	2,597
Education and welfare								
CRC - Grant Funding - General Untied	0	0	0	0	0	0	0	1,000
CRC - DPIRD Service Agreement Income	0	58,807	(58,807)	0	120,746	68,826	120,746	58,807
CRC - Dept of Human Services Service Agreement Income	0	0	0	0	9,166	3,820	9,166	3,934
CRC - Linkwest Staying in Place Grant Income	0	5,000	0	5,000	10,000	4,170	10,000	0
CRC - DPIRD Trainee Grant	19,439	0	(19,439)	0	80,000	4,800	80,000	19,439
Transport								
Direct Grant (MRWA)	0	0	0	0	197,281	197,281	197,281	197,281
	19,439	63,807	(78,245)	5,000	1,504,373	822,487	1,504,373	829,099
Operating contributions								
Recreation and culture								
Mukinbudin District Club - Bar Distribution	0	0	0	0	0	0	0	171
Economic services								
Donations to the Shire	0	0	0	0	300	125	300	353
	0	0	0	0	300	125	300	524
TOTALS	19,439	63,807	(78,245)	5,000	1,504,673	822,612	1,504,673	829,623

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

NOTE 15
CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities				Capital grants, subsidies and contributions revenue			
	Liability 1 July 2025	Increase in Liability	Liability (As revenue)	Current Liability 30 Nov 2025	Adopted Budget	Amended YTD Budget	Amended Annual Budget	YTD Revenue Actual
		\$	\$	\$	\$	\$	\$	\$
Capital grants and subsidies								
Recreation and culture								
Mukinbudin Community Financial Services Sponsrship - Walk-Behind Floor Scrubber	12,400	0	(12,400)	0	0	0	0	12,400
Transport								
RRG - Koorda-Bullfich Road Renewal - Income	0	199,978	(199,978)	0	499,939	419,950	628,402	199,978
R2R - Bonnie Rock - Lake Brown Road - Income	0	0	0	0	108,500	16,275	108,500	0
R2R - Cookinbin Road Renewal - Income	0	0	0	0	70,000	10,500	70,000	0
R2R - Davis Road Renewal - Income	0	0	0	0	30,000	4,500	30,000	0
R2R - Comerford Road Renewal - Income	0	0	0	0	9,000	1,350	9,000	0
R2R - Wyoming Road Renewal - Income	0	0	0	0	32,000	4,800	32,000	0
R2R - Wymond Road Renewal - Income	0	0	0	0	230,788	34,618	230,788	0
R2R - Borlase Road Renewal - Income	0	0	0	0	62,000	9,300	62,000	0
WSFN - Nungarin North Rd Renewal - Income	0	892,672	(556,635)	336,037	1,115,840	464,940	1,115,840	556,635
WSFN - Nungarin North Rd (23-24 WIP) - Income	0	0	0	0	9,335	3,895	9,335	0
WSFN - McGregor Rd (South 23-24 WIP) - Income	26,699	0	(329)	26,370	18,667	7,785	18,667	329
WSFN - Koorda-Bullfinch Rd (West of Town 23-24 WIP) - Income	14,531	0	0	14,531	9,335	3,895	9,335	0
Heavy Vehicle Rest Area (HVRA) Grant	0	66,400	(66,400)	0	66,400	0	66,400	66,400
Economic services								
MRWA Growing Regions Program - Community Hub Grant Income	0	178,760	(20,424)	158,336	1,787,600	0	1,787,600	20,424
	53,630	1,337,810	(856,165)	535,275	4,049,404	981,808	4,177,867	856,165
Capital contributions								
Recreation and culture								
Mukinbudin Planning & Development Group - Memorial Hall Sunshine Room Contribution Income	0	26,136	(26,136)	0	27,500	27,500	27,500	26,136
Community Hub Community Contribution Income	0	0	0	0	2,200	0	2,200	0
	0	26,136	(26,136)	0	29,700	27,500	29,700	26,136
TOTALS	53,630	1,363,946	(882,301)	535,275	4,079,104	1,009,308	4,207,567	882,301

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

NOTE 16

BONDS & DEPOSITS HELD AND TRUST FUNDS

In previous years, bonds and deposits were held as trust monies. They are still reported in this Note but also included in Restricted Cash - Bonds and Deposits and as a current liability in the books of Council.

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

Description	Opening Balance	Amount Received	Amount Paid	Closing Balance
	1 July 2025			30 Nov 2025
Restricted Cash - Bonds and Deposits				
Department of Transport Licensing	11,523	109,028	(108,853)	11,699
Building Service Levy	148	795	(886)	57
Other Restricted Funds	5	0	0	5
Staff Social Club	0	700	0	700
Council Nomination Deposit	0	400	(400)	0
Housing Tenancy Bonds	0	3,180	(3,180)	0
Gym Bonds	1,980	0	0	1,980
Soil Conservation	13,166	0	0	13,166
Sub-Total	26,822	114,103	(113,318)	27,607
Trust Funds				
Other Trust Funds	1	0	0	1
Sub-Total	1	0	0	1
	26,823	114,103	(113,318)	27,608

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

**NOTE 17
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL/JOB Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
					\$	\$	
	Budget adoption		Opening Surplus(Deficit)				0
	As per the audited 2024/25 Annual Financial Statements		Opening Surplus(Deficit)		0	0	0
					0	0	0
BC334 5130252	Caravan Park Villa "Campion" Capital Exp. Transfers From Reserve - Tourism & Area Promo	OCM 04 09 2025 OCM 04 09 2025	Capital Expenses Capital Revenue		(150,000)	150,000	(150,000) 0
RR107 RRI107 RM998	Koorda-Bullfinch Road Renewal - Cap Exp Koorda-Bullfinch Road Renewal RRG Income Road Maintenance - General Rural Exp (Non road specific costs only)	OCM 13 11 2025 OCM 13 11 2025 OCM 13 11 2025	Capital Expenses Operating Revenue Operating Expenses		(192,694)	128,463 64,231	(192,694) (64,231) 0
					0	342,694	(342,694) 0

SHIRE OF MUKINBUDIN



Application for development approval

Owner details		
Apache Investments Australia Pty Ltd		
Name: AG Implements Merridin Pty Ltd		
ABN (if applicable): 22 133 109 583		
Address: Level 1, 2-4 Harper Terrace, South..... Perth, WA Postcode: 6151		
Phone:	Fax:	Email:
Work:	dianne.langridge@apacheinvestments.com.au
Home:	dianne.langridge@apacheinvestments.com.au
Mobile:	0400 115 580	
Contact person for correspondence: Dianne <u>Langridge</u> Langridge Assistant to Mr. John Nicoletti		
Signature:	Date: 26/09/2025	
Signature:	Date:	
<p><i>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 clause 62(2).</i></p>		

Applicant details (if different from owner)		
Name: Carbon Neutral Pty Ltd		
Address, 197 St. Georges Terrace Perth, WA Postcode: 6000		
Phone:	Fax:	Email:
Work: 08) 9200 4424	contactus@carbonneutral.com.au
Home:	
Mobile:	
Contact person for correspondence: Nevin Wittber, Chief Operating Officer		
The information and plans provided with this application may be made available by the local government for public viewing in connection with the application. <input type="checkbox"/> Yes <input type="checkbox"/> No		
Signature:	Date: 26 / 9 / 2025	

Property details		
Lot No: Refer to Attachment A - Properties	House/Street No:	Location No:
Plan No: Diagram:	Certificate of Title Vol. No:	Folio:
Title encumbrances (e.g. easements, restrictive covenants): Street name: Suburb: Nearest street intersection:		

Proposed development		
Nature of development:	<input type="checkbox"/> Works <input checked="" type="checkbox"/> Use <input type="checkbox"/> Works and use	
Is an exemption from development claimed for part of the development?		
	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, is the exemption for:	<input type="checkbox"/> Works <input type="checkbox"/> Use	
Description of proposed works and/or land use: A use not specifically listed - Tree farm		
Description of exemption claimed (if relevant): N/A		
Nature of any existing buildings and/or land use: N/A		
Approximate cost of proposed development: \$250,000		
Estimated time of completion: December 2027		

OFFICE USE ONLY	
Acceptance Officer's initials:	Date received:
Local government reference No:	

Lot No	Landgate ID	Deposited Plan	Certificate of Title Volume / Folio	Ownership
14324	1833410	P225448	2224 / 293	Apache Investments Australia Pty Ltd
15953	1834752	P225520	1531 / 826	Apache Investments Australia Pty Ltd
21424	1839525	P225448	1564 / 18	Apache Investments Australia Pty Ltd
24080	1841412	P148346	2224 / 293	Apache Investments Australia Pty Ltd
24606	1841781	225520	1531 / 825	Apache Investments Australia Pty Ltd
25325	1842308	P154156	1670 / 293	Apache Investments Australia Pty Ltd
25482	1842428	P154881	1229 / 204	Apache Investments Australia Pty Ltd
315	1972255	225520	1531 / 824	Apache Investments Australia Pty Ltd
803	1972644	P225520	1312 / 224	Apache Investments Australia Pty Ltd
810	1972651	P225520	1531 / 823	Apache Investments Australia Pty Ltd
200	3395669	P300394	1310 / 579	Ag Implements Merredin Pty Ltd
22	3916956	P065468	2745 / 585	Ag Implements Merredin Pty Ltd

SHIRE OF MUKINBUDIN



Application for development approval

Owner details		
Name: SHIRE OF MUKINBUDIN		
ABN (if applicable): 65 627 391 050		
Address:15 MADDOCK STREET, MUKINBUDIN		
Postcode: 6479		
Phone: Work: 08 9047 2100 Home: Mobile:	Fax:	Email: CEO@MUKINBUDIN.WA.GOV.AU
Contact person for correspondence: TANIKA MCLENNAN		
Signature: <i>Tanika</i>	Date: 02/12/2025	
Signature:	Date:	
<p><i>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 clause 62(2).</i></p>		

Applicant details (if different from owner)		
Name: EVOKE LIVING HOMES		
Address, 32 IRWIN STREET, BELLEVUE Postcode: 6056		
Phone: Work: Home: Mobile: 0408 079 188	Fax:	Email: KHYRSTYNE.CORDI@AKRON.COM.AU
Contact person for correspondence: KHYRSTYNE CORDI		
The information and plans provided with this application may be made available by the local government for public viewing in connection with the application. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Signature: <i>Khyrstyne Cordi</i>	Date: 02/12/2025	

Property details		
Lot No: 35 & 36	House/Street No: 5 & 7	Location No:
Plan No: Diagram: P202021 36 AND 35	Certificate of Title Vol. No: 1376/214 AND 1660/393	Folio: 214 and 393
Title encumbrances (e.g. easements, restrictive covenants): Street name: Suburb: Nearest street intersection: BENT STREET		

Proposed development		
Nature of development:	<input checked="" type="checkbox"/> Works <input type="checkbox"/> Use <input type="checkbox"/> Works and use	
Is an exemption from development claimed for part of the development?		
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
If yes, is the exemption for:	<input type="checkbox"/> Works <input type="checkbox"/> Use	
Description of proposed works and/or land use: Community Cultural Hub comprising of cafe with commercial kitchen, community resource centre, multi-purpose community area, covered playground, public amenities and landscaping/ external works.		
Description of exemption claimed (if relevant):		
Nature of any existing buildings and/or land use:		
Approximate cost of proposed development: \$3,299,712.55		
Estimated time of completion: February 2027		

OFFICE USE ONLY	
Acceptance Officer's initials:	Date received:
Local government reference No:	

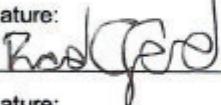
Appendix A

Shire of Mukinbudin Development Application Form

SHIRE OF MUKINBUDIN



Application for development approval

Owner details		
Name: Rodney James Comerford		
ABN (if applicable):		
Address: P.O. Box 63, Mukinbudin, WA..... Postcode: 6479		
Phone: Work:	Fax:	Email: stormrose@wn.com.au
Home:
Mobile: 0427 487 063
Contact person for correspondence: Rodney Comerford		
Signature: 	Date: 23 OCTOBER 2025	
Signature: 	Date:	
<p><i>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 clause 62(2).</i></p>		

Applicant details (if different from owner)		
Name: Mark Robertson		
Address: L22 100 St Georges Tce Perth, WA..... Postcode: 6000		
Phone: Work:	Fax:	Email: mark.robertson@inpex.com.au
Home:
Mobile: 0407 089 731
Contact person for correspondence: Mark Robertson		
<p>The information and plans provided with this application may be made available by the local government for public viewing in connection with the application. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>		
Signature: 	Date: 29/08/2025	

Property details See attached below		
Lot No:	House/Street No:	Location No:
Plan No: Diagram:	Certificate of Title Vol. No:	Folio:
Title encumbrances (e.g. easements, restrictive covenants): 907407 Street name: 1489 Harry Road Suburb: Wilgoyne Nearest street intersection: Wymond Road		

Proposed development		
Nature of development:	<input type="checkbox"/> Works <input checked="" type="checkbox"/> Use <input type="checkbox"/> Works and use	
Is an exemption from development claimed for part of the development?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
If yes, is the exemption for:	<input type="checkbox"/> Works <input type="checkbox"/> Use	
Description of proposed works and/or land use:	Agroforestry for Carbon Credits	
Description of exemption claimed (if relevant):	N/A	
Nature of any existing buildings and/or land use:	Land will be used to plant native trees to generate Australian Carbon Credit Units	
Approximate cost of proposed development:	\$820,000	
Estimated time of completion:	Planting activities will be completed by October 2026	

OFFICE USE ONLY		
Acceptance Officer's initials:	Date received:	
Local government reference No:		

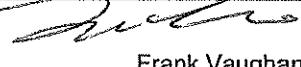
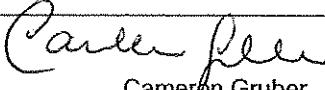
Land title Information

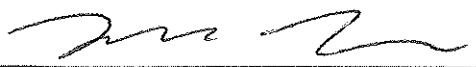
Lot	Plan	Volume	Folio
3170	203943	2075	381
3171 2835	203943 204489	2075	380

SHIRE OF MUKINBUDIN



Application for development approval

Owner details		
Name: Red Fox Ag Pty Ltd		
ABN (if applicable): 92 615 781 694		
Address: 5/2 Gemstone Blvd Carine WA Postcode: 6020		
Phone: Work: 08) 9203 7796	Fax:	Email: frank@redfoxgroup.com.au
Home:		
Mobile: 0431 689 912		
Contact person for correspondence: Frank Vaughan		
Signature:  Frank Vaughan	Date: 19/11/2025	
Signature:  Cameron Gruber	Date: 19/11/2025	
<i>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 clause 62(2).</i>		

Applicant details (if different from owner)		
Name: As Above		
Address, Postcode:		
Phone: Work: Home: Mobile:	Fax:	Email:
Contact person for correspondence:		
The information and plans provided with this application may be made available by the local government for public viewing in connection with the application. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Signature: 	Date: 19/11/2025	

Property details		
Lot No: 22720	House/Street No:	Location No:
PlanNo: 202060	Diagram: Certificate of Title Vol.No: 1170	Folio: 830
Title encumbrances (e.g. easements, restrictive covenants): Street name: Suburb: Nearest street intersection: Copeland Road and Lavery Road		

Proposed development	
Nature of development:	<input type="checkbox"/> Works <input type="checkbox"/> Use <input checked="" type="checkbox"/> Works and use
Is an exemption from development claimed for part of the development?	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, is the exemption for:	<input type="checkbox"/> Works <input type="checkbox"/> Use
Description of proposed works and/or land use: (6) Six Short Term Accommodation cabins/ one shed (see cover letter for details)	
Description of exemption claimed (if relevant):	
Nature of any existing buildings and/or land use: The land is currently used for extensive agricultural purposes (ie. cropping & grazing) with no built form improvements.	
Approximate cost of proposed development: \$1,000,000	
Estimated time of completion: September 2027	

OFFICE USE ONLY	
Acceptance Officer's initials:	Date received:
Local government reference No:	



LOCAL GOVERNMENT RURAL HEALTH FUNDING ALLIANCE

Commuque to Local Governments

SEPTEMBER 2025 | www.ruralhealthfundingalliance.au

We are pleased to share the activities of the **Local Government Rural Health Funding Alliance**, a collaboration of six local governments in rural WA—Lake Grace, Kojonup, Gnowangerup, Jerramungup, Narembeen, and Ravensthorpe—working together to address the challenge of attracting and retaining general practitioners in remote and very remote communities.

Why the Alliance Was Formed

Local governments in remote and very remote areas (traditionally classified as Monash Model 5, 6 and 7) are increasingly stepping in to fund and manage primary healthcare services—an area under the purview of State and Commonwealth governments. Collectively, the six Shires contribute over **\$1.475 million annually** in cash. These cash contributions are directly from rates – for some in the Alliance it accounts for 16% of their rate income. Housing, vehicles, fuel cards, facilities, and telecommunications are also provided to attract and retain GPs.

The National Rural Health Alliance recently released a report detailing the comparative Government health spend between major city residents and rural and remote Australia. It showed a gap of \$6.55 billion, which is a health spend shortfall of \$848 per person in rural and remote Australia. Given the challenges, those that live in rural and remote Australia should be seeing a greater investment in health service expenditure by the State and Commonwealth governments, instead the third tier of government is paying the gap.

The Alliance was formed because the provision of a GP is not their legislated responsibility, yet without their intervention, communities face poorer health outcomes, reduced life expectancy by 7yrs, and economic vulnerability.

Alliance Highlights

- The **Western Australian Local Government Association (WALGA)** has provided their **support** to the Alliance. The Alliance formed after Rural Health West partnered with WALGA to survey the extent of the problem across all of WA. It was found that 69 local governments were contributing \$6.8 million (net) annually through financial and in-kind assistance to sustain local primary healthcare services in their communities. More than three-quarters of the funding supported general practice of which 92% came from communities with fewer than 5000 residents. All of the Alliance local governments have populations less than 5000 but cover an area of 42,328 square kilometres.
- **Motion Passed at the ALGA National General Assembly (June 2025):** The Alliance successfully called on the Australian Government to **increase Financial Assistance Grants** and recalibrate their distribution to better support rural councils funding GP services. The motion was carried unanimously.
- **Meetings:** Alliance representatives met with the **National Rural Health Commissioner, Department of Health and Aged Care, National Rural Health Alliance, WA Primary Health Network, members of State and Federal parliament** and the **Australian Medical Association**, among others. These discussions focused on:

- The need for specific and tailored funding solutions, such as **block funding** for remote and very remote local governments (MM 5,6,7).
- Recognition of the **economic impact** of local government involvement in healthcare.
- Support for a **rural generalist service model** and **hub-and-spoke delivery**.
- **Media & Outreach:**
The Alliance has launched a website (ruralhealthfundingalliance.au) and distributed key messages through media outlets including ABC News and featured on GWN7; Western Australian Federal members of Parliament have written opinion pieces in newspapers as well as writing to the Federal Health Minister; all highlighting the health inequities and financial burdens faced by rural councils and their rate payers.

Policy Positions

This issue is not related to the supply of GPs in rural communities. This issue is not related to workforce training or Medicare bulk billing.

Currently, to visit the doctor, residents in the Alliance local governments pay their Medicare levy, a GP consultation fee and their rates. They pay three times to access a doctor.

Our policy positions have been formulated because our communities have:

- small populations;
- are geographically dispersed;
- can only tackle the issue through economies of scale (uniting as multiple local governments under one practice);
- and are competing for GPs who have the same incentives in front of them whether they are urban or very remote.

We are advocating on two positions:

1. **Increase Financial Assistance Grants or provide block funding specifically tailored** to reflect actual costs incurred by remote and very remote local governments (thin markets).
2. Support the **Rural Generalist Service Model**, enabling multi-site practices (for economies of scale) with local government participation.

Invitation to Other Rural Local Governments

We know many other rural councils across Australia are facing similar challenges.

This has been evidenced through the Parliamentary Inquiry into Health Outcomes and Access to Health and Hospital Services in Rural, Regional and Remote in New South Wales; feedback in the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport into Local Government Sustainability; the Local Government NSW (LGNSW), Cost Shifting 2025: How State Costs Eat Council Rates; to name a few.

The Alliance is seeking to **expand its network of supporting local governments** (remote and very remote) to strengthen our collective voice and see our policy positions implemented.

If your local government is contributing financially or in-kind to secure a GP, we invite you to:

- Connect with us via ruralhealthfundingalliance.au and sign up;

- Share your experiences and data; and
- Move a motion at your next council meeting and let us know –
 1. The [Local Government Name] supports the policy positions of the Local Government Rural Health Funding Alliance; and
 2. Calls on ALGA to commit to an impact assessment on local governments providing GP services in remote and very remote areas.

Further information available:

Lead Shire: Lake Grace

Contact: ea@lakegrace.wa.gov.au



JANUARY 2025

POSITION PAPER

PROVISION OF REMOTE GP SERVICES

ALLIANCE OF RM 6 and RM 7 COUNCILS

Shire of Gnowangerup | Shire of Jerramungup | Shire of Kojonup
Shire of Narembeen | Shire of Lake Grace | Shire of Ravensthorpe





This position paper is prepared by the alliance of Councils including Gnowangerup, Jerramungup, Kojonup, Lake Grace, Narembeen and Ravensthorpe.

Version: 1

Adopted: February 2025

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DEFINITIONS

Remote: The Australian Statistical Geographical Standard (ASGS) system has been used to categorise rural and remote communities in Australia. The ASGS is a geographical classification system which ranks areas rurality or remoteness by the Australian Bureau of Statistics (ABS) gathered from federal census data. In the ASGS areas are ranked from RA1 to RA5, with RA1 being major cities and RA5 for very remote locations.

	Classification	Ranking
Shire of Gnowangerup	Remote Australia	RA4
Shire of Jerramungup	Remote Australia	RA4
Shire of Kojonup	Outer Regional Australia	RA3
Shire of Lake Grace	Remote Australia	RA4
Shire of Narembeen	Remote Australia	RA4
Shire of Ravensthorpe	Very Remote Australia	RA5

EXECUTIVE SUMMARY

Many countries face the problem of shortages of health workers in rural and remote areas. Health workers generally prefer to be located close to major hospitals and health facilities where they trained and with good professional support and resources, and in areas with family and social support and access to schools for their children. According to the World Health Organisation, rural health workforce shortages are one of the major impediments to well-functioning health systems with a lack of General Practitioners (GPs) in rural communities associated with reduced access and inferior health outcomes.¹

Factors contributing to rural medical workforce shortages include training pathways with little rural exposure, demanding working conditions, inadequate remuneration and professional development opportunities in rural practice, and social isolation. Financial incentives are widely used by Commonwealth and State policy makers as well as local governments to improve recruitment and retention of GPs to rural and remote communities.

There are minimum floor costs that exist to maintain basic medical services in any location. These include GPs, nursing and administration staff, premises, equipment and ongoing overheads. In remote communities, Medicare billing alone cannot cover these floor costs for a variety of reasons.

The alliance of councils comprising the Shires of Gnowangerup, Jerramungup, Kojonup, Lake Grace, Narembeen, and Ravensthorpe have prepared this position paper to raise awareness and suggest a solution to attract and retain GPs in their rural and remote communities, where current Commonwealth and State government policy settings are inadequate.

The six local governments collectively contribute over \$1.475 million cash annually to attract and retain resident GP services, plus housing, vehicles, and surgeries. These financial contributions are sourced through rates and are unsustainable. They are essential for community health but place a significant financial strain on local government resources, diverting funds from other vital services that are well within the remit of local government.

The six remote local governments (RM6 and RM7 under the Modified Monash Model) are using a substantial portion of their ratepayer funds to attract and retain GPs (some up to 16% of their rates). The financial incentives to attract a GP are currently heavily influenced by the local government tender process where providers have the ability to set and negotiate the market rate. This is unsustainable.

Local governments are required to step into the space of primary health care because the per capita expenditure by the Commonwealth and States on health is lower in the regions, the viability of practices is challenged due to remote geography, increased business costs and less patients.

The current Medical Facilities Cost Adjustor within the Financial Assistance Grants paid to local governments is insufficient. Higher income incentives are currently required by local governments and practice operators to attract GPs to remote areas, and existing programs do not meet these needs.

The alliance is though raising awareness to the fact that market rates to attract a GP in a RM 6 and RM 7 community are significantly rising, with Commonwealth and State Government programs needed to match these market rates. The alliance is also raising awareness that

¹ Impact of rural workforce incentives on access to GP services in underserved areas: Evidence from a natural experiment, Swami and Scott, 2021

telehealth is not the answer to shortages of GPs in remote communities and a rural generalist model, which is currently provided across the Shires is well received and delivering immense benefits.

They are seeking sustainability payments from Commonwealth and State Governments to local governments to reduce ratepayer funding towards primary health care.

1. BACKGROUND

In Australia, shortages and the inequitable distribution of general practitioners (GPs) remain a significant policy issue despite the fact that since the 1990s the Commonwealth Government has been implementing a range of initiatives to address rural workforce shortages.

A 2023 Rural Health West study found that 53% of non-metropolitan local governments in WA were spending money to provide GP services, costing just under \$7.8million annually (Note this was from the 2021/22 Financial Year and has substantially increased not only through inflation but market rates). Communities across the country are also experiencing a GP shortage, and according to the Commonwealth's Department of Health report (August 2024), the shortage is most pronounced in rural areas.

At the Australian Local Government Association national meeting in September 2024, the Shire of Dundas put forward the following motion (113), which was carried:

This National General Assembly calls upon the Australian Government and the Commonwealth Minister for Health and Aged Care, Hon Mark Butler MP, to plan and fund the provision of medical services (in consultation with relevant local governments) to regional, rural and remote communities.

On Friday November 11, 2024 the WA Local Government Association (WALGA) convened a meeting of band 4 local governments. The purpose of the meeting was to identify the strategic priorities of the members, to help inform WALGA policies on a variety of issues. It was agreed at the meeting that *“Local Governments allocating ratepayer funds towards delivering medical services or contracting medical service providers to have a presence in their community”* was the second highest priority to all band 4 local governments in WA.

In response to both the ALGA and WALGA meetings, the Shire of Lake Grace called a meeting of six local governments (band 3 and band 4) and key stakeholders to meet at the Lake Grace Sportsmans Club on Friday 29 November 2024. The purpose of the meeting was to discuss the financial and in-kind contributions made by local governments to secure consistent and accessible medical service providers in their communities.

This position paper is in response to the meeting outcomes from the Lake Grace meeting.

Participating local governments in this position paper include:

Figure 1: Classification of local governments by the Modified Monash Model

	Modified Monash Model classification (RM)	Number of doctor surgeries within and provided by the Local Government
Shire of Gnowangerup	7	1
Shire of Jerramungup	7	2
Shire of Kojonup	6	1
Shire of Lake Grace	7	2
Shire of Narembeen	7	1
Shire of Ravensthorpe	7	2

2. CURRENT SITUATION

The six local governments annually contribute \$1.475m of ratepayer funds towards the provision of resident GP services in their communities plus the provision of houses, vehicles, surgeries and carry the maintenance and depreciation of these assets.

The expenditure by the six local governments is crucial for maintaining the health and well-being of their communities who otherwise face barriers to accessing primary health care. This significant financial strain on rural local governments reduces resources available for other vital community services and infrastructure that is within the legislated role of local government (roads, community infrastructure, waste services etc) highlighting the significant need for more sustainable solutions to primary health care access, particularly in RM 6 and 7 communities.

Understanding the community profile, economy, health services, health condition and health needs of those living in the six local governments is the first step in improving service provision and access.

2.1 Community Profile

The six local governments are located within the Wheatbelt and Great Southern regions of Western Australia. They are classified as either RM6 or RM7 by the MMM and are similar in population size, demographics and economy.

The communities of the six local governments are:

- Median age is increasing across all local governments and there is an ageing population (see appendix)
- The Socio-Economic Indexes for Areas (SEIFA) ranks areas in Australia according to relative socio-economic advantage and disadvantage. Four of the six local governments are considered disadvantaged.
- Major industries include: agriculture, mining, education, tourism and professional services.

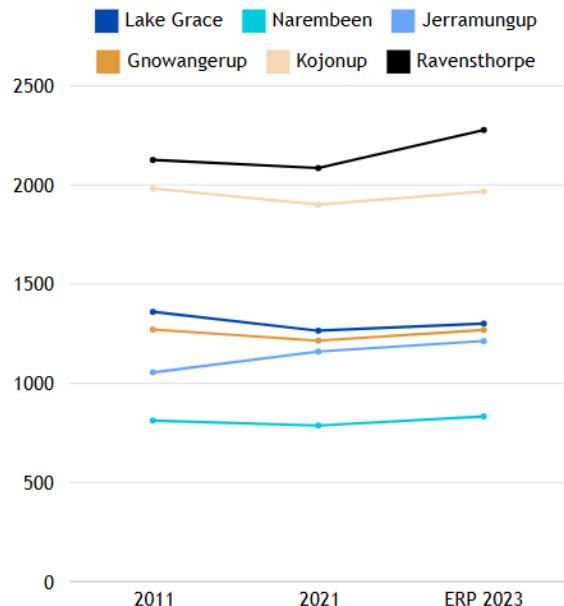
Figure: Population, Ratepayers and SEIFA score by Local Government

	Service Towns	LGA Population ²	SEIFA score ³
Shire of Gnowangerup	Gnowangerup	1,215	996
Shire of Jerramungup	Bremer Bay Jerramungup	1,160	996
Shire of Kojonup	Kojonup	1,901	997
Shire of Lake Grace	Lake Grace Newdegate	1,265	1051
Shire of Narembeen	Narembeen	787	1028
Shire of Ravensthorpe	Hopetoun Ravensthorpe	2,085	1002

Figure: Population by local government in 2011, 2021 and future estimate (2023)

² Census, 2021

³ Socio-Economic Indexes for Areas (SEIFA), Australia, 2021



2.2 Health Profile

The National Rural Health Alliance 2023 report *Evidence base for additional investment in rural health in Australia* demonstrates a clear healthcare disparity between rural and urban Australia: rural Australians have a poorer health status, and even before accounting for the increased cost of health service, receive significantly less funding per capita than their urban counterparts.

Compared with major cities, the life expectancy in regional areas is one to three years lower, and in remote areas it is up to seven years lower. According to the Australian Institute of Health and Welfare, the burden of disease and life expectancy disparities are even more pronounced for rural, regional and remote Aboriginal and Torres Strait Islander peoples and communities.⁴

Examining the social determinants of health and related risk factors across the six local governments highlights the necessity for accessible primary health care services, such as nearby GPs. As remoteness increases, many essential quality of life factors decline, leading to poorer health outcomes.

The education levels, collective scope of job opportunities and limitations in income potential in remote communities, all influence health outcomes for people living in the communities.

⁴ AMA plan for improving access to rural general practice, AMA, 2023

Figure: Country of birth, language, education and employment by Local Government⁵

	Population	Born overseas	Households who don't speak English at home	Attained Yr 10 as highest level of education	Median weekly personal income	Unemployment rate ⁶
WA Average			21.2%	11.3%	\$848	4.2%
Shire of Gnowangerup	1215	293	30 / 6.9%	18%	\$911	4.3%
Shire of Jerramungup	1,160	250	23 / 5.4%	15.5%	\$870	1.5%
Shire of Kojonup	1,901	423	50 / 6.8%	16.3%	\$882	1.5%
Shire of Lake Grace	1,265	278	30 / 6.4%	16.4%	\$1,001	1.3%
Shire of Narembeen	787	199	22 / 8.4%	16.1%	\$923	3.8%
Shire of Ravensthorpe	2,085	616	56 / 7.1%	15.3%	\$926	2.5%

The WA Country Health Service (WACHS) Health Profiles (2022) identifies the health behaviours and risk factors prevalent in the three WACHS regions. The majority of health behaviours and risk factors in the communities are above state averages.

Wheatbelt (Inclusive of the local governments of Narembeen, Lake Grace)	Central Great Southern (Inclusive of the local governments of Gnowangerup, Kojonup)	Lower Great Southern (Inclusive of the local governments of Jerramungup, Ravensthorpe)
<ul style="list-style-type: none"> 88.1% did not eat the daily recommended serves of vegetables 51.8% did not eat the daily recommended serve of fruit 21.7% had high blood pressure (WA 16.5%) 13.5% had self-reported a current mental health problem 36.6% are overweight (WA 38.9%) 38.8% are obese (WA 29.7%) 45.8% did less than 150mins of physical activity in a week (WA 38.3%) 	<ul style="list-style-type: none"> 85% did not eat the daily recommended serves of vegetables 53% did not eat the daily recommended serve of fruit 17.8% had high blood pressure (WA 16.5%) 11.9% had self-reported a current mental health problem 35.5% are overweight (WA 38.9%) 38.9% are obese (WA 29.7%) 	<ul style="list-style-type: none"> 87.7% did not eat the daily recommended serves of vegetables 48.7% did not eat the daily recommended serve of fruit 20% had high blood pressure (WA 16.5%) 14.3% had self-reported a current mental health problem 39% are overweight (WA 38.9%) 34.5% are obese (WA 29.7%)

⁵ Census, 2021

⁶ WA Treasury 2025

The Australian Health Tracker data breaks the risk factors down by local governments and supports the WACHS profiles and the ABS' National Health Survey conclusions that remote people are at greater risk of poorer health outcomes. All the estimates below are above average when compared to metropolitan communities.

Figure: Health Risk Factors by Local Government

	Risk Factor (estimate) 2-17yrs who are obese / per 100	Risk Factor (estimate) adults who are overweight or obese / per 100	Alcohol consumption considered at risky levels / per 100	No or low physical activity / per 100 ⁷
Shire of Gnowangerup	10.9	72.3	30	71.2
Shire of Jerramungup	Greater than 10.9	72.3	Unknown	Unknown
Shire of Kojonup	10.9	72.3	30	71.2
Shire of Lake Grace	10.8	70.9	28.2	71.3
Shire of Narembeen	10.8	70.9	28.2	71.3
Shire of Ravensthorpe	Greater than 10.9	Unknown	Unknown	Unknown

There are a number of social determinants for children in the six local governments that support the evidence and need for local access to primary health services. It is well recognised that vulnerable children and their families may require more assistance, support and intervention than families with no identified vulnerabilities. Assistance, support and intervention also needs to be in close proximity of residences for children and their families to access.

Figure⁸: Child and Youth Wellbeing by Local Government

	Children living in household earning less than \$1000 per week	Learning – developmentally vulnerable on one or more domains (AEDC)	Primary health care access (GP attendance 0-24yrs/100)	Primary health care access (GP Medicare benefits 0-24yrs / 100) \$
Shire of Gnowangerup	37%	29.63%	268.24	11,364
Shire of Jerramungup	44%	14.71%	164.77	7054
Shire of Kojonup	41%	26.67%	268.24	11,364
Shire of Lake Grace	33%	29.41%	264.19	11,095
Shire of Narembeen	33%	29.41%	264.19	11,095
Shire of Ravensthorpe	44%	14.71%	164.77	7054

⁷ Australia's Health Tracker by Area, Australian Health Policy Collaboration, 2020

⁸ Australian Child and Youth Wellbeing Atlas, 2021

2.3 General Practitioners

A declining number of GPs in remote communities of Western Australia creates significant gaps in healthcare access. The lack of GP services contributes to people living in country areas utilising hospital emergency departments as a substitute for GPs, more than their metropolitan counterparts. WACHS reports that over half of emergency department presentations are non-urgent presentations related to the lack of access to local GPs.⁹

The investment made by the six local governments to attract and retain resident GPs is necessary for the following reasons:

1. **Critical Role of Primary Care:** Primary care is the most significant contributor to positive health outcomes. With the number of general practitioners in Australia declining, especially in rural areas, ensuring access to primary care is crucial.¹⁰ Additionally, reducing emergency department presentations in rural communities with the provision of a local GP reduces the financial burden on State Governments and pressure on the hospital workforce.
2. **Acute Shortages in Rural Areas:** The reduction in the primary care workforce is felt most keenly in rural communities, where dependence on primary health care is more pronounced. For example, Western Australia (WA) has just 77.1 full-time equivalent (FTE) GPs per 100,000 people in outer regional, remote, and very remote areas, compared to the national average of 88.9 FTE GPs.¹¹
3. **Comparative Disadvantage:** WA's overall GP per capita is 101.8 FTE GPs per 100,000 people, which is lower than the national average of 115.2 FTE GPs. This disparity highlights the need for targeted measures to attract and retain doctors in these underserved areas.

By offering financial programs, local governments can attract more doctors to rural areas, thereby improving access to primary care and overall health outcomes for these communities.

2.4 Travel Distances

The six local governments seek to ensure that residents in their communities have access to a doctor, within a reasonable driving distance.

According to the National Rural Health Alliance the number of doctors providing care per capita drops with increasing remoteness: for the year 2021-22 125/100,000 people in metropolitan areas compared to 84.9 in small rural towns and 66.8 in very remote communities.

In 2022, 57,899 living in Australia did not have access to general practitioner services within a 60-minute drive from their place of residence. The following table demonstrates the furthest distance a rural resident (outside of the townsite) must travel in each Shire to access the doctor; and if the doctor was not provided, the alternative.

⁹ Support and service improvement for people in country areas, Department of Health, 2019

¹⁰ Decline in new medical graduates registered as general practitioners, Denese Playford, Jennifer A May, Hanh Ngo, Ian B Puddey, 2020

¹¹ Australian Government Productivity Commission Report on Government Services 2024

Figure: GP travel distances (average)

	Surgery and doctor (provided by local government)	Furthest travel distance WITHIN the local government to provided doctor (estimate)	Closest alternative doctor and if NO doctor is provided by any of the six local governments	Furthest travel distance to alternative (estimate)
Shire of Gnowangerup	Gnowangerup	77km	Katanning (western residents) Albany (eastern and southern residents)	Between 108km – 172km
Shire of Jerramungup	Jerramungup	96km (south)	Albany	234km (from Fitzgerald)
	Bremer Bay	65km (west)	Albany	180km (from Bremer Bay)
Shire of Kojonup	Kojonup	49km (south)	Katanning	89km (from Mowbrup)
Shire of Lake Grace	Lake Grace	115kms (east)	Kondinin (Shire of Kondinin supported)	184kms (from Lake King)
	Newdegate	62kms (east)	Kondinin (Shire of Kondinin supported)	184kms (from Lake King)
Shire of Narembeen	Narembeen	85kms (east)	Bruce Rock (Shire of Bruce Rock supported)	120kms (from West Holleton / Woolocutty)
Shire of Ravensthorpe	Ravensthorpe	80km (east)	Esperance	107km (from Munglinup)
	Hopetoun	80km (east)	Esperance	191km (from Hopetoun)

It should be noted that people do not stick to local government boundaries. For example, the furthest eastern residents amongst the six local governments, in Holt Rock, Varley and Lake King travel to practices in either Jerramungup and Lake Grace / Newdegate – regardless of which local government delivers the service. The six local governments in this paperwork together informally to ensure there are reasonable distances between GPs.

2.5 Rural Generalist

The six local governments are currently served under a rural generalist model. A rural generalist is a medical practitioner who is trained to meet the specific current and future healthcare needs of Australian rural and remote communities, in a cost-effective way, by providing both comprehensive general practice and emergency care and required components of other medical specialty care in a hospital and community settings as part of a rural healthcare team.

Under this model there are 10 practices across the six Shires with services including emergency care, palliative care, aboriginal health clinics and skin cancer clinics, with additional team members who are Geriatricians, Psychiatrists and Optometrists. The model is multi-site with multiple purposes and through a shared system and use of technology delivers a timely service with reduced latency and downtime.

The local governments are observing under this model, reduced hospital transfers and emergency retrieval costs as well as a comprehensive suite of services delivered locally by a well-connected team.

3. THE PROBLEM

3.1 Local Government Rates Expended on Primary Health

The National Rural Health Alliance 2023 report *Evidence base for additional investment in rural health in Australia* clearly demonstrates, using publicly available data, that there is disparity in health expenditure between metropolitan and rural, regional, and remote Australia, with more expenditure per capita in the metropolitan areas by State and Commonwealth Government.

Who picks up this gap in per capita health expenditure to ensure accessible health services?

The Sustainable Health Review (SHR) by the WA State Government heard that health service delivery in rural and remote areas presents considerable challenges and due to remoteness, it is generally considered more costly to deliver 'small scale' services in the country than in the metropolitan area. Due to scale, management issues arise such as rostering, increased reliance on staff being on-call (to hospitals) and services being vulnerable if a staff member is away sick or on leave. It is very difficult to attract health practitioners to work in many country locations and staff turnover rates are high.¹²

The smaller populations, high demand for health professionals, complex health needs, and higher cost of delivering services in the regions means that many communities don't have access to adequate primary healthcare services.¹³

It is evident through the local government tender / recruitment process that:

- The current State and Commonwealth Government incentives to reside and work in a remote community as a GP are inadequate.
- There are higher costs to operate in remote communities; and
- Smaller patient bases.

These all contribute to less profitability for practices, declining confidence by GPs to operate their own practice and the need for practice owners to provide higher incentives (sometimes up to 85% of billing hours) to attract GPs.

The majority of general practice services in Australia are funded through a combination of the Medicare system, direct patient billing and delivery of occupational medicine and other forms of non-Medicare medical service provision. Many general practices throughout rural Western Australia, particularly smaller, rural practices are only marginally viable under the existing funding models, such as the Medicare Benefits Scheme, Practice Incentive Payment and others.

In major cities and inner regional areas, health services are mainly supported through activity-based funding and fee-for-service funding, while block funding is common in remote areas such as what is occurring in the six local governments¹⁴.

How doctors in private practice manage their billing and workload is a key issue in the problem as well. Doctors are continuing to increase their bulk-billing rates, especially for non-GP specialists, to help maintain volume, whilst fees for non-bulk billed services increase. Whilst

¹² Support and service improvement for people in country areas

¹³ Local Government Primary Healthcare Services Survey Report

¹⁴ Evidence base for additional investment in rural health in Australia, National Rural Health Alliance, 2023

discretion on setting fees has provided some flexibility, there is only so much that can be done if there are fewer patients to go around¹⁵ - particularly in rural and remote areas.

Local government funds are increasingly being used to address funding shortfalls in practices (in some cases up to 16% of rates income). This means that a significant portion of local rates is allocated to ensure a GP is firstly attracted to the community and then retained, so that residents have access to essential healthcare.

The six local governments annually contribute in excess of \$5m towards the provision of resident GP services in their communities (cash, houses, vehicles, surgeries, depreciation of assets).

The expenditure by rural WA local governments is crucial for maintaining the health and well-being of rural populations, who otherwise face significant barriers to accessing health care. This significant financial strain on rural local governments reduces resources available for other vital community services and infrastructure.

To attract and retain a resident GP, the following contributions are made by each local government in this alliance:

Figure: Cash and other contributions to attract and retain a doctor in each local government.

Local Government	Number of GPs	Annual cash	Additional contributions	23/24 Rates	% of rates income 23/24
Shire of Gnowangerup (1 surgery)	1	\$250K	✓ Provision of surgery ✓ Executive House ✓ Vehicle	\$4.9m	7%
Shire of Jerramungup (2 surgeries)	1	\$220K	✓ Executive House in Bremer Bay ✓ Vehicle and servicing ✓ costs ✓ Contribution to vehicle running costs ✓ WACHS owns the medical centre, arrangement between them and the Shire	\$3.8m	5.7%
Shire of Kojonup (1 surgery)	1	\$250K	✓ House ✓ Vehicle ✓ Plus servicing of the loan for the construction of the medical centre	\$5.4m	4.6%
Shire of Lake Grace (2 surgeries)	1	\$250K	✓ Provision of surgeries ✓ Executive House ✓ Vehicle and fuel	\$5.1m	7.3%

¹⁵ The evolution of the medical workforce

Shire of Narembeen (1 surgery)	1	\$305K	✓ Provision of surgery ✓ Vehicle ✓ New Executive House	\$2.6m	16%
Shire of Ravensthorpe (2 surgeries)	2	\$200K	✓ Provision of surgeries ✓ House provided by FQM	\$5.7m	5%
TOTAL	\$1,475,000 pa				

4. THE CONTRIBUTING FACTORS

There are systemic challenges in the current health system for rural Australians.

This position paper is advocating for a solution to reduce the financial burden faced by remote local governments to attract and retain resident GPs, either through the expansion of existing programs or new initiatives.

4.1 Procurement Process

The six local governments are reluctant to take on the provision of primary health services. However, when they did so, they were mandated by the WA Local Government Act to tender medical service practices due to exceeding the procurement threshold of \$250,000 (when the service goes to market on the first occasion a tender needs to be conducted however not if the same providers contract is extended). Example responses below:

	Tender Close Date	Number of responses received	Applicant requests
Shire of Gnowangerup	31st May 2024	3	Applicant 1 \$250,000 cash per annum Executive house, car (including maintenance) medical practice. Provider to pay utilities, cleaners, supports staff (reception, nurse, practice manager), IT expenses, medical equipment. Submission 2 \$90,000 cash per annum. Deemed high risk due to shortfall between their projected operating costs (\$790k pa) versus requested contribution. Also requested house, car and practice. Submission 3 \$200,000 cash per annum Predominantly telehealth service with occasional face to face with a visiting doctor maximum service 4 days per week. No hospital cover and dependant on suitable internet speed (to allow for telehealth). Provide medical practice.
Shire of Jerramungup	August 2021	1	Applicant 1 \$200,000 House, car and running expenses of the practice
Shire of Lake Grace	August 2023	2	Applicant 1 \$250,000pa House, car and medical practice premises and equipment to be supplied Provider to pay utilities, cleaners, IT upgrades, upgrades to medical equipment et al. Applicant 2 \$100,000pa no further details House, car and medical practice premises and equipment to be supplied No experience in running a rural practice.

Shire of Narembeen	3 July 2023	1	<p>Applicant 1 \$280,000 - \$300,000 per annum Additional provision of house, car and commercial space. Applicant to pay all running costs and replace medical equipment at their own cost, which is to remain the property of the Shire.</p>
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The WA State Government has since removed the requirement of local governments to go to tender to extend an existing GP contract or attract a new one. Regardless, this has not solved the problem of recruiting and attracting GPs for a reasonable and sustainable amount. In the above table, it demonstrates the limited number of applications in the process and highlights why the local governments are paying significant ratepayer funds to attract a GP.

Providing significant funds to attract and retain resident GPs through an open process also creates competition amongst rural Western Australian local governments. They are competing for limited human resources. GPs are also leveraging local governments against each other to match cash payments and supporting incentives. This is evident through the tender process, but it should be remembered, that local governments should not be required to undertake a tender process for GP services, if current incentives and programs were enhanced to reflect the true cost of service delivery in remote communities.

4.2 Inadequate Financial Assistance Grants

Local Government Financial Assistance Grants are funded by the Commonwealth Government and distributed among 137 local governments in Western Australia each year.

The Financial Assistance Grants are the State's entitlement for financial assistance from the Commonwealth Government, paid upfront for a financial year, under the Local Government (Financial Assistance) Act 1995.

The WA Grants Commission recommends allocations to the WA Minister for Local Government. In 2024/25 the WA Grants Commission allocated \$2,189,431 for the Medical Facilities cost adjustor to acknowledge the costs that some regional local governments must contribute to employ a doctor.

In 2024/25 there were 11 local governments who received the maximum allowance of \$100,000. Only 5 of the 6 local governments party to this paper received the Medical Facilities cost adjustor. The Shire of Kojonup did not receive the Medical Facilities cost adjustor as they work with a local not-for-profit to engage a GP.

The Shires of Narembeen, Lake Grace, Kojonup did not receive the maximum amount.

Included in the Medical Facilities cost adjustor eligible expenditure is; GP salaries / retainer, car, housing, LG related administration costs, GP surgery (rent or forgone rent), GP surgery administrative costs, surgical and medical equipment, communication expenses, stationery, loan costs and depreciation.

	Financial Assistance Grants – Medical Facilities Cost Assessment	3yr Average Medical Expenditure (reported to WA Grants Commission)	GAP between MFCA and 24/25 actuals
Shire of Gnowangerup	\$100,000	\$165,178	\$150,000
Shire of Jerramungup	\$100,000	\$207,083	\$100,000
Shire of Kojonup	0	0	\$250,000

Shire of Lake Grace	\$36,392	\$44,380	\$213,608
Shire of Narembeen	\$54,008	\$44,287	\$250,992
Shire of Ravensthorpe	\$100,000	\$184,096	\$100,000

4.3 Attracting GPs

Using data from the *Medicine in Australia: Balancing Employment and Life (MABEL)* survey, research has shown that to move a GP from the city to a rural area would take an increase in income of between 18% and 130%, depending on the rural area.¹⁶

For an average GP who reported their annual income in the MABEL survey as \$222,535, this means they would need to be paid between \$261,700 and \$511,830 to go rural¹⁷. This is coincidentally in line with the current cash component that six local governments are paying in RM6 and RM7 communities to attract and retain local doctors – essentially covering their operating costs and setting a baseline income for them – in addition to the Commonwealth and State government rural incentive programs.

There are a range of Commonwealth Government policies, programs and incentives for GPs, including financial incentives under the Practice Incentive Program and the Workforce Incentive Scheme for GPs - **but these are not specific to remote communities.**

The Commonwealth Government's Strengthening Medicare Reforms does not include programs or incentives for rural practices; MyMedicare is for telephone consultations for registered users, the General Practice Grants Program does not specifically support rural or remote GPs because it can be accessed by RM 2 practices in metropolitan areas.

In Western Australia there are incentives such as the Country Health Innovation (CHI) financial incentive obtained through the Department of Primary Industries and Regional Development (DPIRD) Royalties for Regions (RfR) Program. The program within regional catchment areas provides for Emergency Department incentives, procedural incentives, additional Procedural incentives, a location incentive, Small Town GP incentive and an Aboriginal Health Community incentive. However, the majority of these incentives are only available to fellows and again, offered to the same communities closer to the metropolitan area.

The challenge faced by the six rural WA local governments included in this position paper is certainly not unique. The Shire of Bogan in Queensland is currently paying \$500,000 towards the operational costs of its medical centre.¹⁸ It is very rare that a rural local government in Western Australia (and indeed within other states) is not contributing to payments that attract and retain resident GPs.

So, why despite current Commonwealth and State Government policies and programs to attract and retain resident GPs in remote communities, are the six local governments still paying significant retainers to ensure their local medical centres remain open?

There are some policies and programs that are specifically for rural and remote communities, however they are not reflective of the true cost of providing a GP service or encourage GPs to go and live in the community.

¹⁶ Medicine in Australia: Balancing Employment and Life Australia's national longitudinal survey of doctors; University of Melbourne

¹⁷ Professor Anthony Scott, University of Melbourne, It's more than the money: Getting GPs to go to rural areas, 2021

¹⁸ [Local council running medical centre at \\$500k shortfall | Health Services Daily](#)

All six local governments have tried various providers and models of service delivery, they have provided different incentives, equipment and resources plus lifestyle amenities to secure the services of a GP. The local governments have tried to work with the Commonwealth Government on fly in fly out services in partnership with the Royal Flying Doctor, hub and spoke models, a pool of locums, recruiting overseas doctors, accessing Commonwealth and State incentives, operating the medical centres themselves to alleviate the challenges of operating a compliant practice, but the same challenges present;

- Smaller populations in the communities and therefore revenue generation;
- Perceived lower status of general practice (and particularly being based in remote areas);
- The generally lower income provided by Medicare fees;
- The burden of practice accreditation;
- Geographical distances;
- Work-life balance in rural communities¹⁹;
- GPs requiring a locum to cover periods of leave e.g. annual leave (in some cases this is extremely costly at \$10K per week);
- WA Country Health policies are not fit for purpose;
- Commonwealth and State Government incentives see RM 6 and RM 7 communities compete against RM 2 communities; and
- Fluctuations in patronage due to local economic conditions e.g. agriculture and mining.

Regardless of the current provider arrangements with each local government, the six local governments are contributing a total of \$1.435m cash to provide their communities with access to resident GPs across 9 towns (and indeed additional communities that neighbour them). Collectively this is 5.1% of the rate base across six local governments.

The local governments are also contributing to surgery infrastructure, GP vehicles and residences and depreciation cost of assets accounting for an estimated \$4.5m/pa.

The geographic spread of people in the six local governments creates both issues with logistics of access and efficiency of utilisation of resources. This impacts upon the costs, both of delivering services and for patients attending care, often requiring a greater time commitment and transportation costs to physically access services. The larger geographic footprint involved with creating a patient pool sufficient to sustain a clinic or service on a fee for-service basis results can result in lower utilisation. This is typically reflected in lowered utilisation of staff and services in these regions, and a greater reliance on grant and block funding to address shortfalls. Paying for these 'gaps' in remote and very remote communities through grants or block funding, is 3.46 times more per capita than that of metropolitan settings.²⁰

Additionally, fluctuations in patronage for medical centres due to local economic conditions that are beyond the control of GPs, impact the break even point of rural medical centres. One such example of a fluctuating local economy has been in the Shire of Ravensthorpe. In April 2024 First Quantum Minerals confirmed the Ravensthorpe nickel mine would be placed into care and maintenance, with 330 jobs to be lost.²¹ First Quantum Minerals is a financial contributor to the Ravensthorpe and Hopetoun surgeries, ultimately a service that supports

¹⁹ Decline in new medical graduates registered as general practitioners, Denese Playford, Jennifer A May, Hanh Ngo, Ian B Puddey, 2020

²⁰ Evidence base for additional investment in rural health in Australia, National Rural Health Alliance, 2023

²¹ [First Quantum Minerals to close Ravensthorpe nickel project with loss of 330 jobs - ABC News](#)

their workforce. The closure of the nickel mine places significant pressure on local businesses and service providers, such as the medical centre, as patronage declines.

When providing cash payments to GPs, the RM 6 and RM 7 local governments may be asked why they don't just implement gap fees, which potentially could be much lower than what they are currently paying.

In the 2021 Commonwealth Budget the GP revenue for a Standard Level B consultation rose from \$48.55 to \$50.45 for remote communities. This increase only applies to under 16yr olds and concession card holders. Consultations for other patients continue to receive the basic \$38.75.

The number of under 16yrs and concession card holder consultations is not significant enough to attract additional income under Medicare for the doctors in the six local governments (the majority of the communities only have primary and secondary schools to yr 10, many young people attend high school in the metropolitan and regional centres) and hence implementing gap fees is not advantageous (see below).

	Under 16yrs of age	Aboriginal and Torres Strait Islanders	Under 16yrs of age as a percentage of the total population	Commonwealth Seniors Health Card	Health Care Card	Low Income Card	Pension Concession Card ²²
Shire of Gnowangerup	260	93	/ 1215	10	60	5	195
Shire of Kojonup	371	99	/ 1901	65	85	5	310
Shire of Narembeen	154	25	/ 787	20	30	5	95
Shire of Ravensthorpe	389	88	/ 2085	35	80	5	345
Shire of Jerramungup	250	39	/ 1160	15	50	10	145
Shire of Lake Grace	250	29	/ 1265	20	45	5	105

²² DSS Payments by 2022 LGA - June 2023 to September 2024, Department of Social Services

4.4 Why Does this Problem Need to be Solved?

Limited Ratepayer Funds

Over the past ten years the six local governments collectively have paid in excess of \$6m of ratepayer funds to retain resident GPs.

Not only is this a significant opportunity cost for local governments and their communities but it diverts their limited funds towards a service that should be funded by State and/or Commonwealth Government. It means core local government services and infrastructure are underfunded, not pursued or not maintained to an adequate level (impacting Councils ability to adequately manage their asset maintenance and preservation programs).

In WA, local governments are also now required to prepare public health plans. These are essentially primary health plans and whilst community socio and economic health is an outcome in the provision of local government services and facilities, they are not responsible for primary health services and facilities which is included in the plans.

Access to Healthcare is linked to Economic Health

Providing quality healthcare in a rural community goes beyond immediate healthcare services; it also has a positive impact on the economic health of a community – its productivity, absenteeism rates, workforce participation and more.

Rural health and rural community and economic development are also inextricably connected—neither field can be successful without the other. Thriving economies and communities require healthy people, and people need strong economic and health systems to thrive.

Unintended consequences of the reliance on telehealth in rural Australia²³

Studies and experience have identified that telehealth — the use of electronic means such as video or telephone to deliver health care remotely — has many benefits for patients, health care providers and health systems, including reduced costs, improved health care access, productivity gains, and increased satisfaction, convenience and efficiency. Beyond direct benefits, there is a widely held view that telehealth may potentially mitigate the negative impact of health workforce shortages in rural areas and achieve early intervention in health problems.

Telehealth can help enhance the health status of rural and remote communities by improving accessibility. By cutting travel costs such as fuel, accommodation, and lost wages due to work disruption, telehealth contributes positively to socio-economic wellbeing and helps relieve some of the financial burden rural communities face to access services.

While providing tangible support to rural clinicians on the ground, dependency on telehealth can [however] mask the need to invest long term to improve rural health, such as direct investment in infrastructure and the rural health workforce. By relying on metropolitan centres to provide care to rural Australians, telehealth essentially redirects rural resources to these centres, reducing future rural health care funding. This deflection of resources could threaten the viability and existence of rural practice altogether, eroding health services in rural areas and exacerbating the situation in a vicious cycle of overdependency and inaccessibility. Reliance on metropolitan doctors reduces opportunities for training in rural health, potentially

²³ Beyond the planned and expected: the unintended consequences of telehealth in rural and remote Australia through a complexity lens, Medical Journal of Australia, Osman et al, 2024

deskilling clinicians, especially those early in their career, thereby undermining the quality of health care rural patients receive over time. Intermittent metropolitan telehealth service providers do not participate in local call rosters nor have an understanding of the complex and chronic conditions of local, and especially Indigenous, patients needing personalised care. And predatory providers seeking to expand their business model might not be in the best interest of local communities due to this lack of local and contextual knowledge.

All in all, inherent limitations of telehealth, such as the inability to examine patients physically, may leave staff in rural primary care and emergency settings less skilled, and hence more vulnerable to medicolegal liabilities and overstretched as telehealth adds to their workload by transferring examining patients on behalf of the consulting physician or performing other clinical tasks outside their scope of work. Other concerns include that medicolegal consequences may arise due to miscommunication, lack of local context by the physician providing care via telehealth, and the hesitation of nurses and junior doctors to raise any concerns to a remote clinician. This may make work environments less attractive, further increasing the challenge of recruiting and retaining junior clinicians to rural practice.

Anecdotally reports within remote communities that support staff such as nurses feel pressure when there is no doctor in the room, particularly during emergency situations and the absence of collegiately is missed.

The continuity of care is also essential for every patient and the continuity of doctors through the telehealth service is clearly lacking and not avoidable.

There may also be social and economic consequences on rural communities due to the missed opportunity of having clinicians relocate to rural areas, contribute to the rural economy, bring investments, and attract more businesses to rural areas. And if the converse occurs, and telehealth fuels migration of rural Australians to metropolitan centres seeking specialist care or clinicians to work in cities, this can exacerbate the metropolitan housing crisis and the economy.

These actual and potential effects are largely unintended consequences of the implementation of telehealth in rural Australia and have not to date been subject to overt planning. They nonetheless can have considerable impact on rural and remote communities.

5. SOLUTION

Countries with a strong primary health care system experience better population health and lower rates of unnecessary hospital admissions. General practice is the bedrock of healthcare in rural areas. Ongoing access relies on being able to recruit and retain enough properly distributed GPs in all parts of the country.²⁴ The six local governments have tried various business models and incentives over the past decade and worked with organisations that are funded to support primary health care in the regions to attract GPs. They have resisted at every opportunity to part with ratepayer funds to attract and retain a GP, knowing firsthand that they have limited income but increasing needs for infrastructure and services across their communities that are required for current residents but also necessary for communities and industry to grow.

The Australian and Western Australian health systems are complex. However, despite complexities it is well evidenced that the third tier of government, local government, is not responsible for the delivery of primary health care, specifically the provision of GPs.

While local governments supporting GPs are rightly proud of securing and/or retaining these essential services for their communities, this should not distract from the fact that such support is a financial impost and takes away from other essential local government services and functions.²⁵

Local government support for primary healthcare services is grounded in their pursuit of creating thriving communities. Local governments are stepping in to provide support for these services due to Commonwealth and State Governments failing in their responsibilities to ensure the adequate provision of essential services.²⁶

The Local Government Primary Healthcare Services Survey Report by Rural Health West in 2024 identified a number of recommendations, one being the WA State Government establish a Local Government Primary Healthcare funding program. Based on the survey findings an initial annual fund of \$5 million per annum is recommended across the State. However, this amount will likely be inadequate. Potentially such a fund should only be applied to RM6 and RM7 local governments.

Policy makers may say, set a gap fee payment or raise rates in each local government, to cover the cost of the provision of GP services, but the local conditions (population, demographics and local economy) are not favourable or sustainable to see these solutions last.

Investing in the general practice workforce in remote WA communities requires additional and distinct solutions to overcome unique workforce issues such as professional isolation, uncompetitive remuneration compared to metropolitan practices, state hospital salaries and locum rates and the viability challenges of running a rural general practice. It is critical State Governments and the Commonwealth Government work together to resolve GP workforce issues.²⁷

Some policies have been introduced recently, such as rural generalist training pathways and will not yet show an effect, but other policies such as financial incentives have been in place

²⁴ AMA plan for improving access to rural general practice, AMA, 2023

²⁵ Local Government Primary Healthcare Services Survey Report, Rural Health West, 2024

²⁶ Local Government Primary Healthcare Services Survey Report, Rural Health West, 2024

²⁷ AMA plan for improving access to rural general practice, AMA, 2023

for a long time. Evidence shows that financial incentives may not be effective (Scott et al., 2013), or if they are it is only for GP Registrars who are the most mobile (Yong et al., 2018).

Due to the complexity of the health care system, there are many levers that could be used to help resolve the issues experienced by remote communities to attract and retain a GP. This position paper is not advocating to amend Medicare. The local governments are also not advocating to directly fund private enterprise or amend training and workforce policies. There are also WA Country Health policies for hospitals, locums and close availability GPs to service hospitals that influence the position the six local governments are faced with – the alliance will advocate on these separately.

The alliance is though raising awareness to the fact that market rates to attract a GP in a RM 6 and RM 7 community are significantly rising, with Commonwealth and State Government programs needed to match these market rates. The alliance is also raising awareness that telehealth is not the answer to shortages of GPs in remote communities.

The six local governments agree to continue to support GPs through the provision of a space for a practice under peppercorn leases, a house and vehicle, however the ongoing cash payment towards operations is unsustainable.

The six local governments need the Commonwealth and State Government's to consider a sustainability payment to assist in attracting and retaining resident GPs. This would reduce the cash component provided by local governments to GPs. The Tasmanian and Queensland Government provide similar programs.

Such a program for local governments would also reduce health inequalities experienced in the remote communities.²⁸

A custom-made variation in the allocation of resources is required. Resourcing for such a solution can still be funded centrally, flexibility at the regional decision-making level uses local information better and is more adaptable.

Primary healthcare funding is a Commonwealth responsibility. In remote communities there are significant funding gaps.

The State Government has primary health care responsibilities as well, more than that of local governments.

The Alliance is requesting the Commonwealth include a sustainability payment in the Federal Budget 25/26; directly to the six RM6 and RM7 local governments as a pilot program over a 3yr period; to the value of \$4,425,000 plus CPI.

This could be distributed through the Medical Facilities cost adjustor (Financial Assistance Grants additional contribution).

²⁸ Regional health inequalities in Australia and social determinants of health: analysis of trends and distribution by remoteness, Flavel et all, 2023

APPENDICE

Figure: Location of hospitals neighbouring the alliance of Councils.

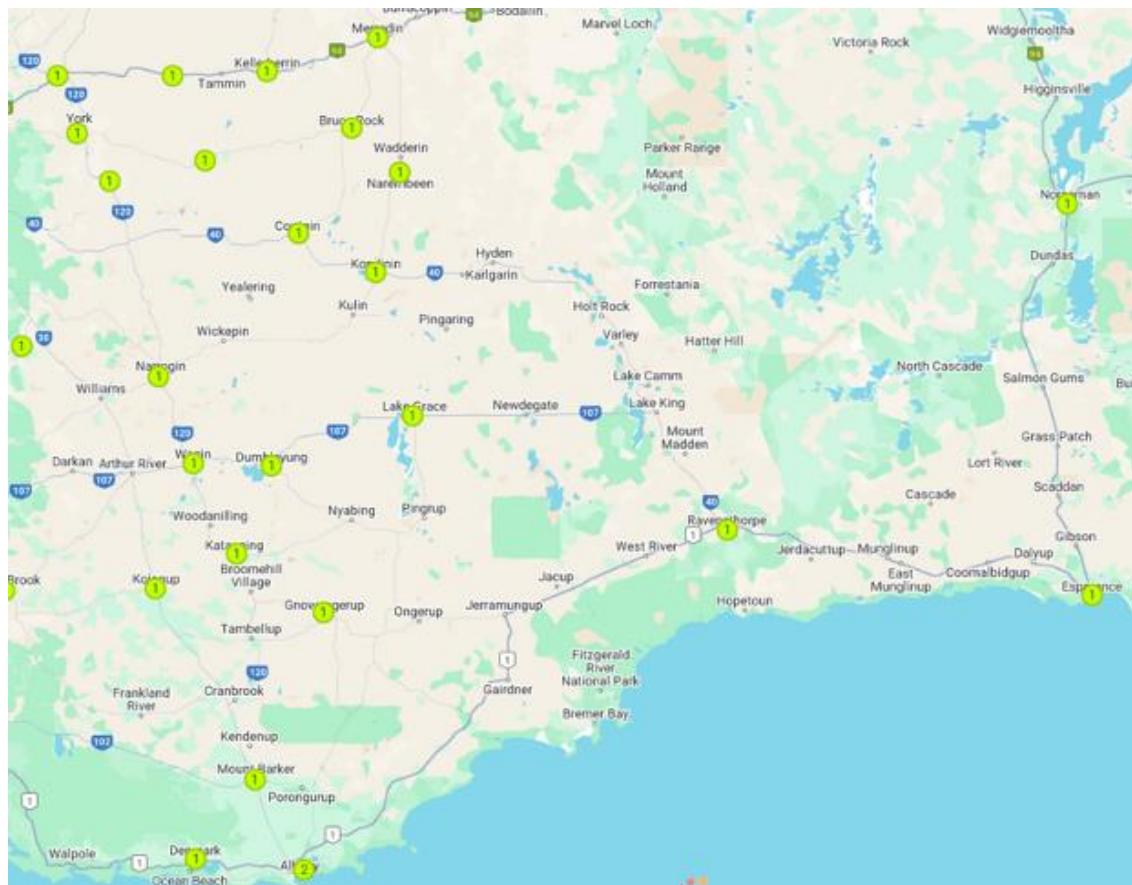


Figure: Location of GPs neighbouring the alliance of Councils.

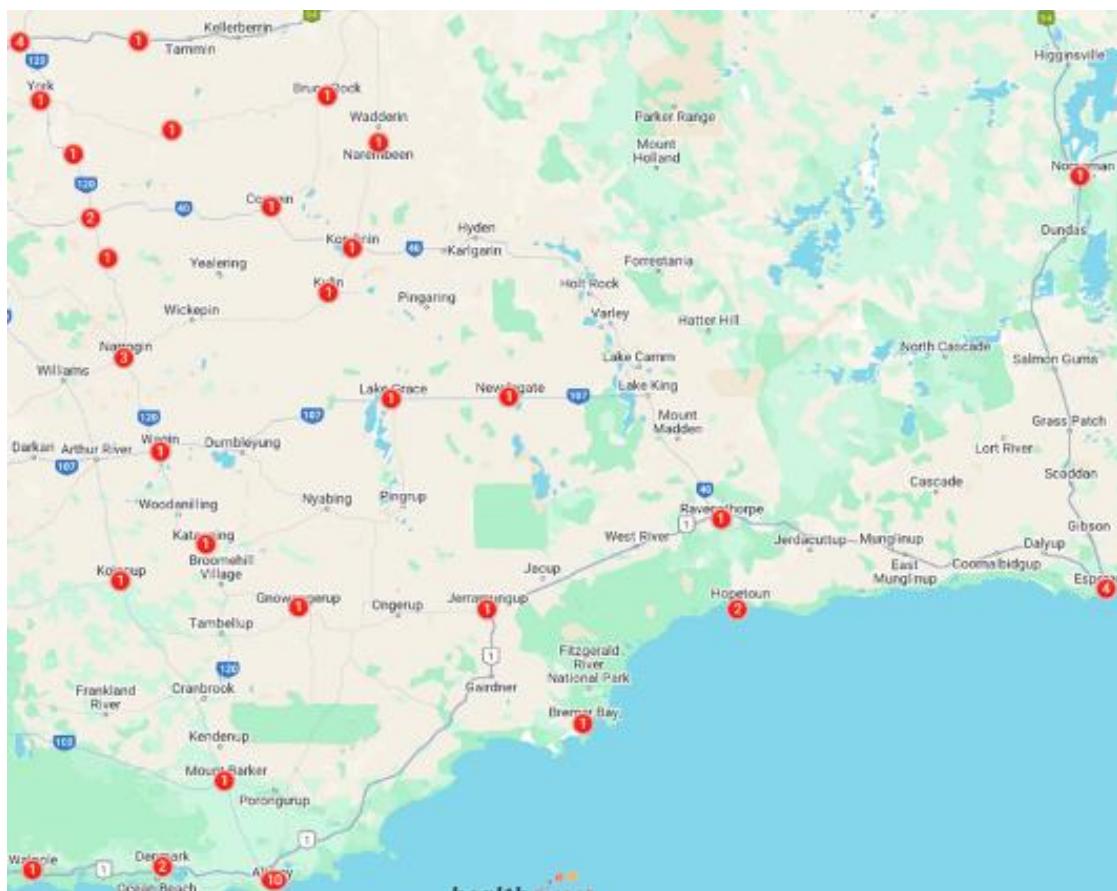
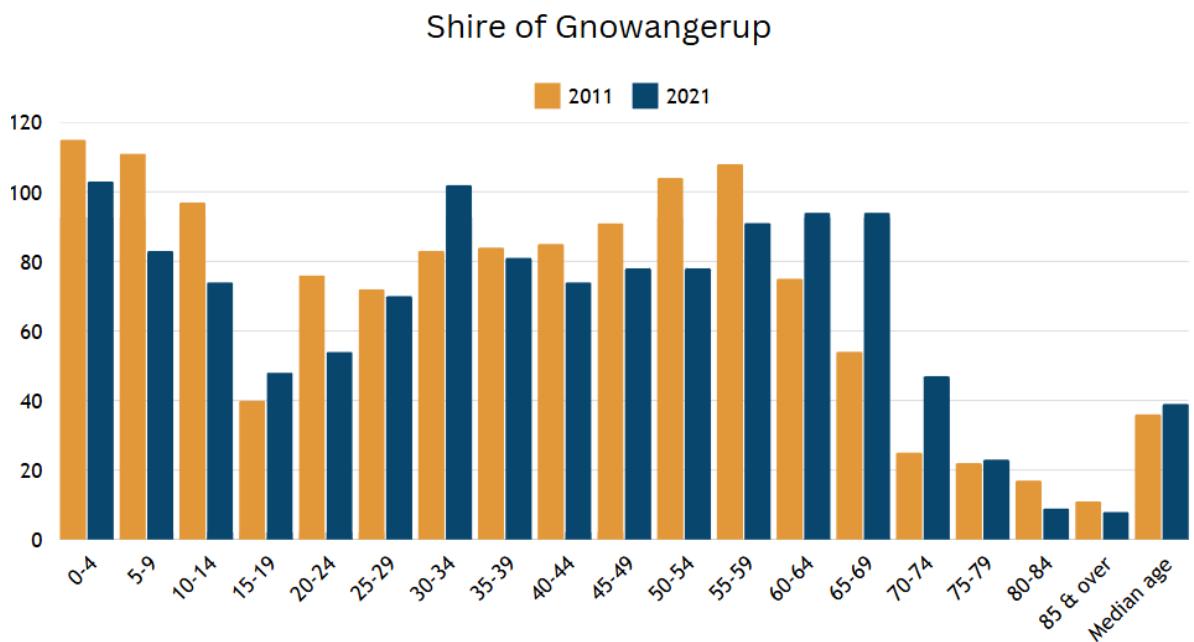
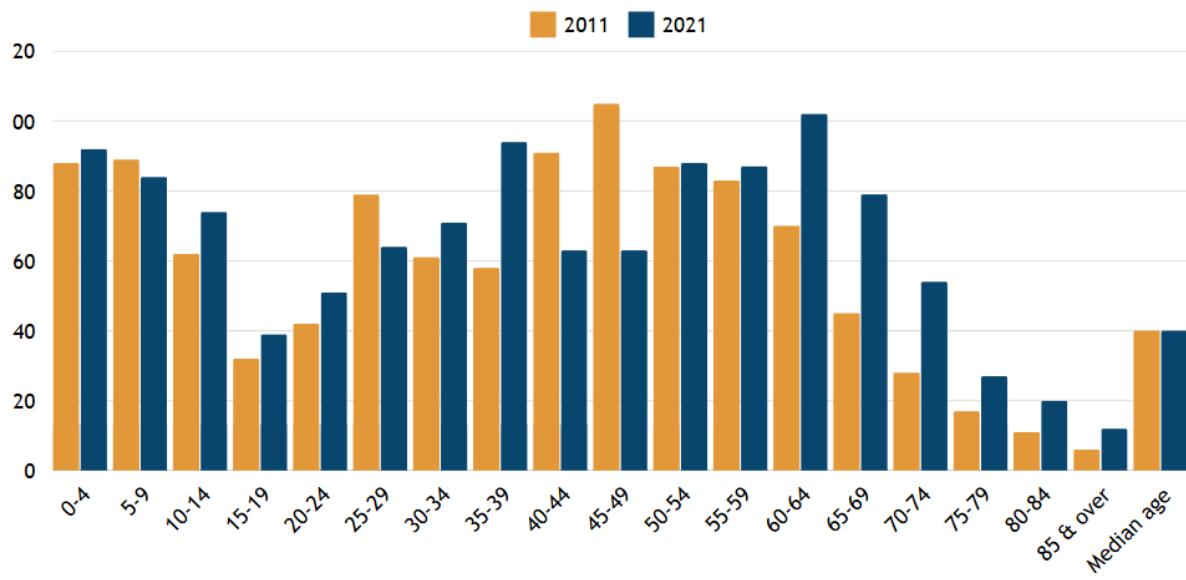


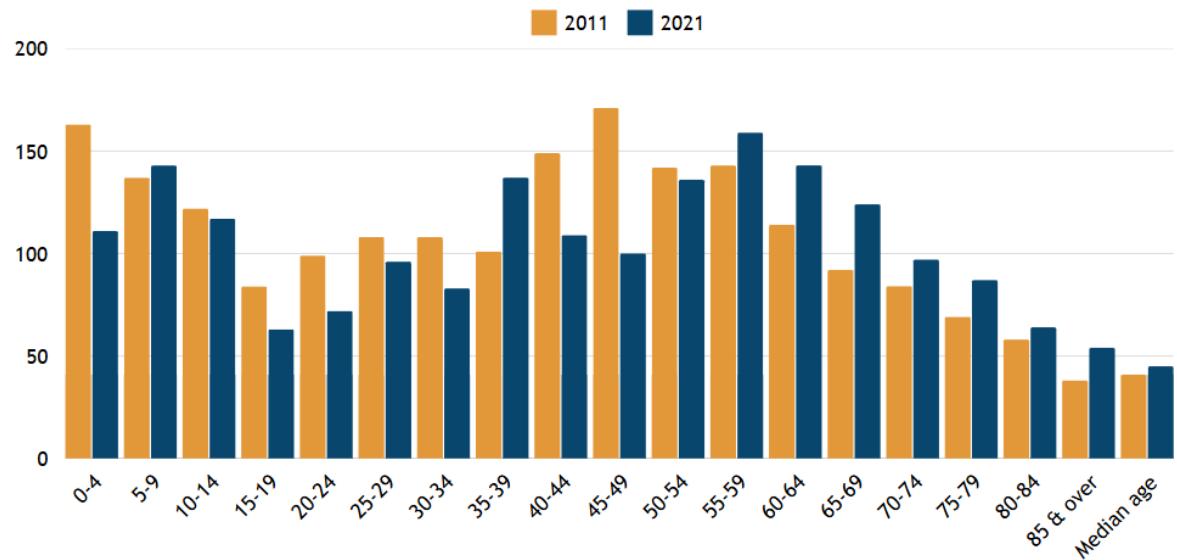
Figure: Age Profiles



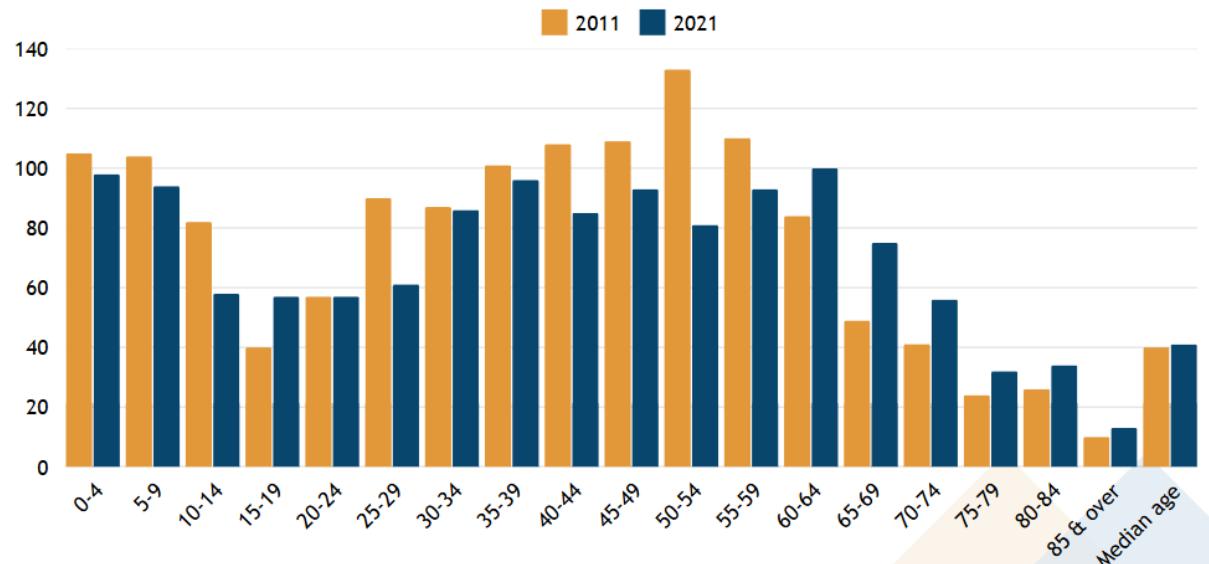
Shire of Jerramungup



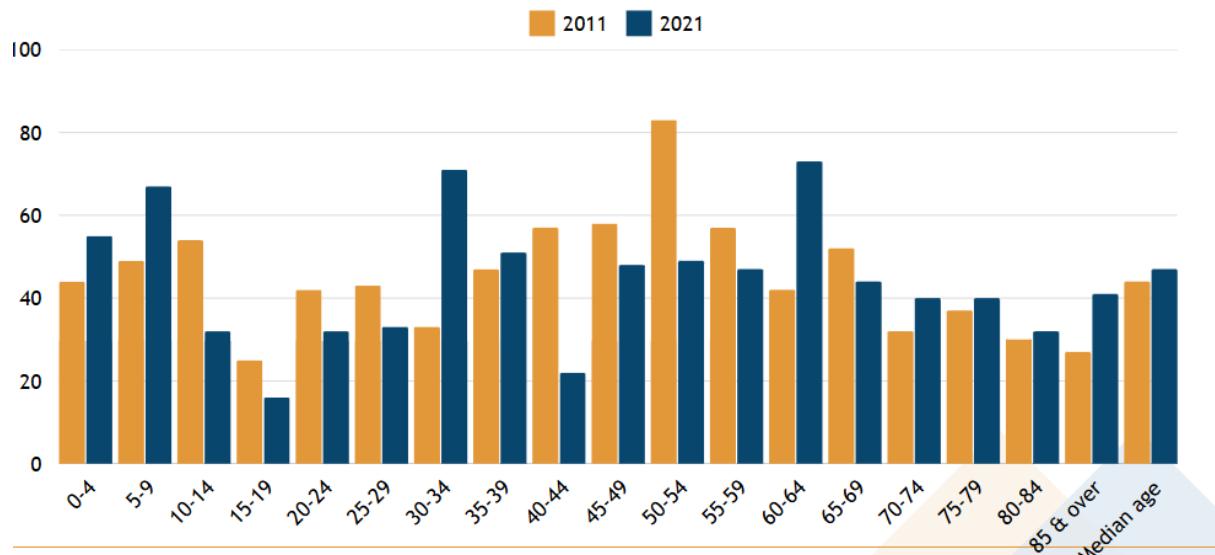
Shire of Kojonup



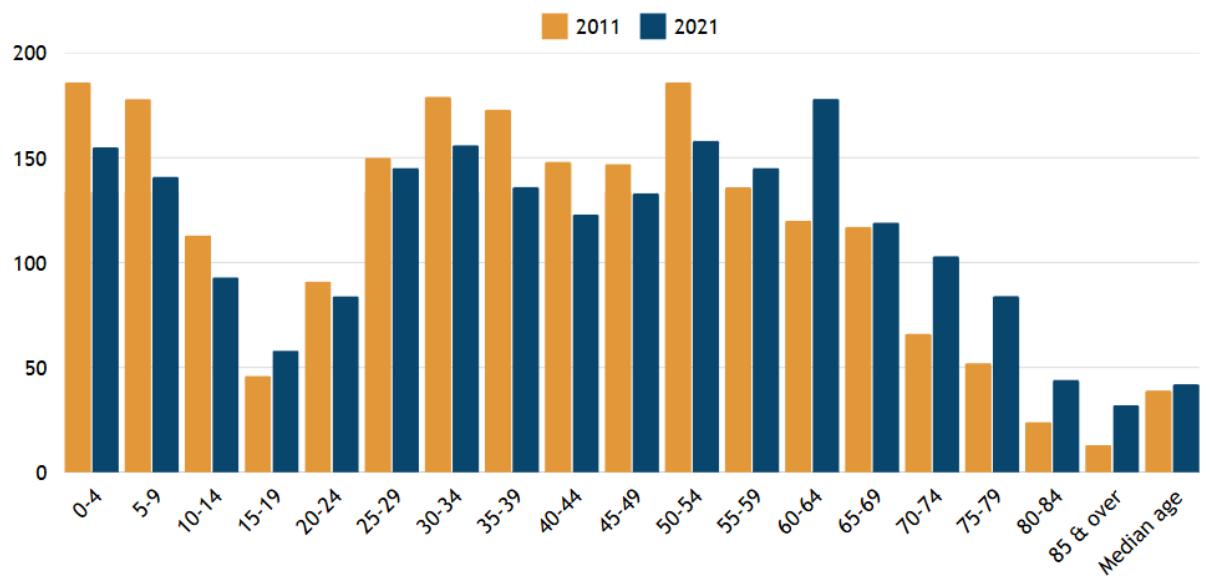
Shire of Lake Grace



Shire of Narembeen



Shire of Ravensthorpe



PREFERRED GP SERVICE MODEL

Prepared By

LOCAL GOVERNMENT RURAL HEALTH FUNDING ALLIANCE

LOCAL GOVERNMENT RURAL HEALTH FUNDING ALLIANCE

The **Local Government Rural Health Funding Alliance**, a collaboration of six local governments in rural WA—Lake Grace, Kojonup, Gnowangerup, Jerramungup, Narembeen, and Ravensthorpe—working together to address the challenge of attracting and retaining general practitioners in remote and very remote communities.

Local governments in remote and very remote areas (traditionally classified as Monash Model 5, 6 and 7) are increasingly stepping in to fund and manage primary healthcare services—an area under the purview of State and Commonwealth governments. Collectively, the six Shires contribute over **\$1.475 million annually** in cash. These cash contributions are directly from rates – for some in the Alliance it accounts for 16% of their rate income. Housing, vehicles, fuel cards, facilities, and telecommunications are also provided to attract and retain GPs.

The National Rural Health Alliance recently released a report detailing the comparative Government health spend between major city residents and rural and remote Australia. It showed a gap of \$8billion, which is a health spend shortfall of \$1090.47 per person in rural and remote Australia. Given the challenges, those that live in rural and remote Australia should be seeing a greater investment in health service expenditure by the State and Commonwealth governments, instead the third tier of government is paying the gap.

The Alliance was formed because the provision of a GP is not their legislated responsibility, yet without their intervention, communities face poorer health outcomes, reduced life expectancy by 7yrs, and economic vulnerability.



Figure. Founding Local Government Alliance members

Executive Summary

The Challenge

- Rural and remote Australians experience poorer health outcomes due to limited access to primary care.
- They have **higher rates of chronic disease, avoidable deaths, and shorter life expectancy** than urban Australians.
- The funding gap is stark: **rural Australians receive \$8 billion less per year** in health funding, with per capita deficits continuing to widen (National Rural Health Alliance, 2025).

Local Evidence (Study Area: 6 Wheatbelt & Great Southern LGs, WA)

- Potentially avoidable deaths are consistently higher than national averages, with no clear downward trend.
- Coronary heart disease is the leading cause of death (mirroring national rural trends).
- **Hospital admissions are declining in most sites, suggesting service improvements.**
- Conservative estimates of 31 aeromedical retrievals and 112 road transfers per year at a combined cost exceeding \$390,000 per annum.

Preferred Model

- **Rural generalist-led integrated care model** whereby doctors provide general practice, emergency, and procedural services across multiple communities.

Sustainability of the model

- This model is currently sustained by local governments, who in some cases contribute **up to 16% of their total rates**.
- This is financially unsustainable and risks service collapse.

The Proposal

- **Federal/State block funding of \$300,000 per MM5–7 local government** to support integrated rural generalist services.
- Benefits:
 - Relieves pressure on local governments.
 - Secures long-term viability of rural GP services.
 - Continuity of care (local GPs who know their patients) and improved equity in access compared to similar rural/remote areas.
 - Improves health outcomes at lower overall cost.

Introduction

According to the Australian Institute of Health and Welfare (AIHW) the 28% of Australia's population that live in rural and remote areas face unique challenges in accessing primary health care services due to their geographic location and as a result often have poorer health outcomes than people living in metropolitan areas¹.

A report commissioned by the National Rural Health Alliance (August 2025)² underscores the persistent inequities in health outcomes for regional Australians, revealing higher rates of hospitalisation, chronic disease, and premature and preventable death outside major cities. These outcomes are compounded by restricted access to timely healthcare and delayed disease management.

Despite these challenges, rural Australians remain underfunded. In 2023–24, they received approximately **\$8.35 billion less in healthcare funding** than urban populations. The gap translates to **\$1,090.47 less per person annually**. Comparatively, the 2023 report *Evidence Base for Additional Investment in Rural Health in Australia*³ found a \$6.55 billion shortfall, or \$848 per capita. Even after adjusting for inflation, the latest figures show that the funding gap has grown by an additional \$110 per person, highlighting a widening inequity in rural health investment.

The disparity is greatest in remote areas (MMM 5–7), where per capita health spending is \$4,701 less than in metropolitan regions. The report highlights that, although targeted programs improve access in some locations, systemic challenges such as service shortages, workforce constraints, and limited infrastructure, continue to drive inequities, emphasizing the need for **“coordinated, region-specific solutions”**.

¹ [Rural and remote health - Australian Institute of Health and Welfare](#)

² National Rural Health Alliance (2025), 'The Forgotten Health Spend: A Report on the Expenditure in Rural Australia, available from: <https://www.ruralhealth.org.au/the-forgotten-health-spend-report/>

³ National Rural Health Alliance (2023), Evidence base for additional investment in rural health in Australia, available from: <https://www.ruralhealth.org.au/wp-content/uploads/2024/11/evidence-base-additional-investment-rural-health-australia-june-2023.pdf>

Preferred Service Model

A preferred provider has been operating in the Great Southern and Wheatbelt regions of Western Australia since 2013. They provide GPs to local governments under a **rural generalist hub model**, which includes working with doctors in training and providing ongoing support to GPs taking on roles in regional and remote areas. Operating across multiple sites, the model leverages shared systems and technology to deliver timely care with minimal downtime as well as economies of scale which is necessary in thin markets.

Rural generalists are general practitioners who provide primary care services, emergency medicine and have training in additional skills like obstetrics, anaesthetics or mental health services. The Australian Government Department of Health, Disability and Aging recognises the importance of rural generalists to the regional, rural and remote health workforce – *“They broaden the range of locally available medical services for rural Australians and work as part of health care teams. This helps these communities to access the right care, in the right place, at the right time, as close to home as possible. Growing the rural generalist workforce will reduce hospital admissions, reduce the use of locum services and limit the need for patient travel”*⁴.

This report presents health data from six outer regional (MMM5), remote (MMM6), and very remote (MMM7) Local Governments in the Wheatbelt and Great Southern regions (Gnowangerup, Kojonup, Ravensthorpe, Narembeen, Lake Grace, and Jerramungup), where the rural generalist hub model operates, to demonstrate both the need for and benefits of this primary health care approach.

⁴ [National Rural Generalist Pathway | Australian Government Department of Health, Disability and Ageing](#)

Health Outcomes

Mortality

Deaths

According to the Australian Institute of Health and Welfare (AIHW), death rates vary significantly depending on where people live. In summarising mortality patterns from 2021–23, AIHW reported that:

- Crude death rates were highest in Inner regional areas (895 deaths per 100,000 population) and lowest in Very remote areas (606 per 100,000).
- Age-standardised death rates increase with remoteness.
- The age-standardised death rate in Very remote areas was 1.6 times higher than in Major cities (779 versus 499 deaths per 100,000).

Age-standardised death rates are not published where data is too sparse (fewer than 20 deaths in an area or populations below 30 in any age group by year and sex). For this reason, they are not available for the Local Governments in the study area. Instead, crude death rates are used as a baseline indicator of mortality levels.

In 2023, the crude death rate was 687.1 per 100,000 for Australia and 606.5 per 100,000 for Western Australia. As shown in Figure 1, most Local Governments in the study area recorded crude death rates below the national average, with Lake Grace also sitting below the State rate.

Trend analysis over the past decade reveals:

- Ravensthorpe has had a sustained decline in crude death rates.
- Gnowangerup and Jerramungup have relative stability.
- Narembeen has seen an overall decline, aside from a spike in 2021.
- Lake Grace has experienced a downward trend since 2015, though with significant year-to-year variability. This is suggestive of sensitivity to small changes in the number of deaths due to the population size.
- Kojonup shows a pattern of sustained increase. This may be reflective of changes in the population profile (e.g., aging population), increased disease incidence, or a combination thereof.

Overall, the stable or declining crude death rates in several communities is suggestive of improvements in service accessibility.

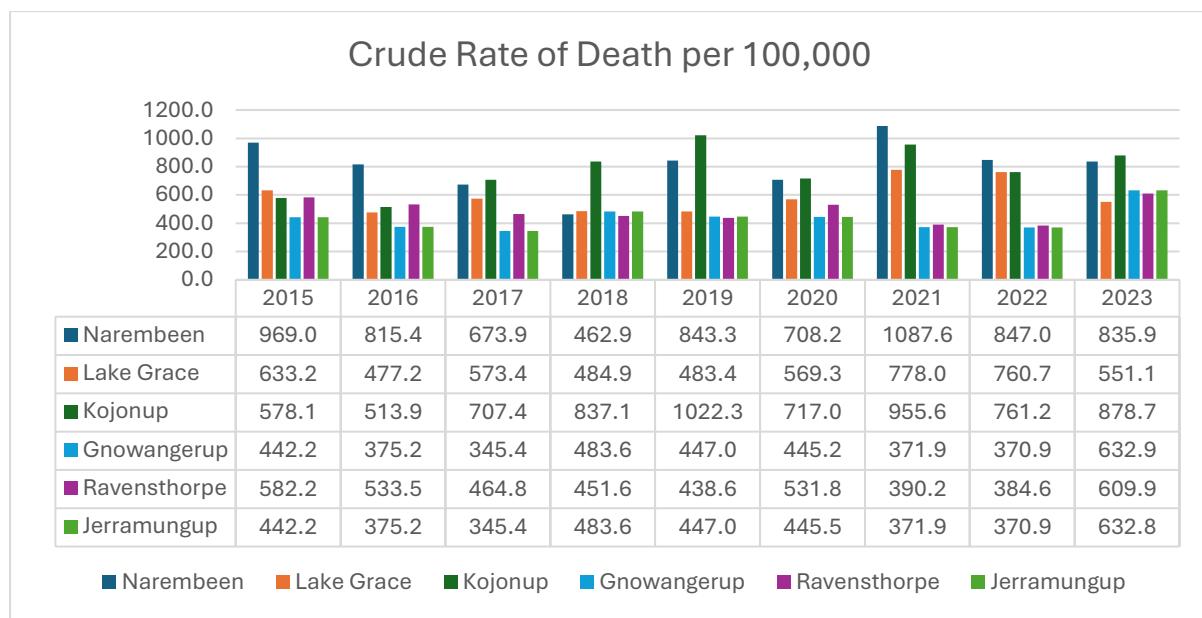


Figure 1. Crude Rates of Death 2015 – 2023. Source: Australian Institute of Health and Welfare, Mortality Over Regions and Time, Local Government Area 2015-2019 and 2019-2023

Potentially Avoidable Deaths

Between 2021 and 2023, the proportion and rate of potentially avoidable deaths increased with remoteness⁵:

- 47% of deaths in Major cities compared with 61% in Very remote areas were potentially avoidable.
- The age-standardised rate of potentially avoidable deaths in Very remote areas was three times higher than in Major cities (245 versus 87 deaths per 100,000).
- Potentially avoidable causes accounted for 49% of male deaths and 44% of female deaths in Major cities, rising to 62% of male deaths and 61% of female deaths in Very remote areas.

The National Rural Health Alliance notes that these higher rates reflect both a greater burden of disease in rural and remote Australia and higher mortality from conditions that could be effectively managed with timely health care⁶.

In line with national findings, most Local Governments in the study area (except Narembeen) report proportions of potentially avoidable deaths above the national average (see Table 1). Unlike the national trend of gradual improvement, local outcomes show limited sustained progress, pointing to persistent disparities despite efforts to improve health care access. However, it is important to note that the strong year-to-year fluctuations are likely a result of

⁵ Deaths in Australia, Remoteness area - Australian Institute of Health and Welfare

⁶National Rural Health Alliance (2025), 'The Forgotten Health Spend: A Report on the Expenditure in Rural Australia, available from: <https://www.ruralhealth.org.au/the-forgotten-health-spend-report/>

small population sizes and low numbers of deaths, which means caution is needed when interpreting long-term patterns.

Local Government	ASGS Remoteness Classification	Potentially Avoidable Deaths as % of Total Deaths								
		2015	2016	2017	2018	2019	2020	2021	2022	2023
Narembeen	Remote	12.5%	14.3%	16.7%	0.0%	14.3%	16.7%	22.2%	28.6%	14.3%
Lake Grace	Very Remote	12.5%	33.3%	28.6%	33.3%	33.3%	57.1%	20.0%	30.0%	28.6%
Kojonup	Outer Regional	8.3%	40.0%	14.3%	18.8%	20.0%	42.9%	15.8%	26.7%	29.4%
Gnowangerup	Remote	40.0%	40.0%	25.0%	50.0%	60.0%	40.0%	40.0%	20.0%	50.0%
Ravensthorpe	Very Remote	45.5%	33.3%	37.5%	25.0%	33.3%	45.5%	25.0%	37.5%	35.7%
Jerramungup	Remote	100.0%	75.0%	75.0%	40.0%	40.0%	40.0%	50.0%	25.0%	50.0%
Australia	NA	17.3%	17.2%	17.3%	17.2%	17.0%	17.0%	15.9%	15.2%	15.4%

Table 1. Potentially Avoidable Deaths. Source: Australian Institute of Health and Welfare, Mortality Over Regions and Time, Local Government Area 2019-2023

Leading Causes of Death

According to the AIHW, the leading causes of death vary depending on where people live. In major cities, dementia (including Alzheimer's disease) is the leading underlying cause of death. In contrast, in inner regional, outer regional, remote, and very remote areas, coronary heart disease is the leading cause (see Figure 1 in supplementary information). Across all remoteness areas, the five most common causes of death consistently include coronary heart disease, dementia, chronic obstructive pulmonary disease (COPD), and lung cancer, with diabetes also featuring among the top five in remote and very remote areas.

Reflecting this national pattern, coronary heart disease is the leading cause of death in most Local Governments in the study area (see Table 2). Dementia, lung cancer, and diabetes also appear prominently in local mortality profiles.

A comparison of data from 2015–2019 (see Data Table 1 in supplementary information) shows some variation in the leading causes of death across these Local Governments over the past decade; however, coronary heart disease has remained a consistent leading cause. This reinforces research⁷ which suggests that improving access to health care resources in regional areas is critical to reducing heart disease risk and achieving better outcomes.

	Jerramungup	Kojonup	Narembeen	Lake Grace	Gnowangerup	Ravensthorpe
1	Coronary Heart Disease (6%)	Coronary Heart Disease (15.4%)	Dementia including Alzheimer's disease (8.2%)	Land transport accidents (11.7%)	Coronary Heart Disease (6%)	Coronary Heart Disease (15.6%)

⁷ Mary MacKillop Institute for Health Research (2017). The Heart of Inequality

2	COPD (6%)	Lung Cancer (8.2%)	Coronary Heart Disease (8.2%)	Coronary Heart Disease (9.5%)	COPD (6%)	Lung Cancer (11.5%)
3	Land transport accidents (6%)	Cerebrovascular disease (5.5%)	Lung Cancer (7.3%)	Heart failure and complications and ill-defined heart disease (5.1%)	Land transport accidents (6%)	COPD (6.3%)
4	Suicide (6%)	Dementia including Alzheimer's disease (4.4%)	COPD (6.8%)	Colorectal Cancer (3.6%)	Suicide (6%)	Diabetes (5.2%)
5	Diabetes	COPD (4.4%)	Colorectal Cancer (4.1%)	Dementia including Alzheimer's disease (3.6%)	Prostate Cancer (4.5%)	Cerebrovascular disease (5.2%)

Table 2. Leading Causes of Death 2019 – 2023 (Top 5). Source: Australian Institute of Health and Welfare, Mortality Over Regions and Time, Local Government Area 2019-2023

Hospitalisations

The Australian Bureau of Statistics' 2023-2024 Patient Experience Survey⁸ found that people living in outer regional, remote or very remote areas were more likely than those living in major cities to visit a hospital Emergency Department (20.4% compared to 13.8%) and be admitted to hospital (14.2% compared to 12.1%).

A 2025 report released by the National Rural Health Alliance, providing the evidence base for additional investment in rural health, highlighted evidence that when primary care is lacking, patients are more likely to turn to emergency departments for care⁹. The report highlighted that a shortage of primary care in MMM 5, 6 and 7 is consistent with delayed access to care and heavier reliance on hospital-based services, contributing to poorer health outcomes for rural and remote communities.

Between 2015 and 2024, the Estimated Resident Population (see Figure 3) increased across all Local Governments except Kojonup. Over the same period, hospital admissions declined at all facilities except the Ravensthorpe Health Centre, which recorded a sharp increase in admissions from 2020 to 2023, followed by a reduction in 2024, though still above 2015 levels (see Figure 4). The ratio of non-emergency to emergency admissions also fell across most hospitals (see supplementary data tables 2 and 3). These trends in hospital utilisation may indicate improvements in the availability of services within these communities over this period.

Over the past decade, Narembeen Memorial Hospital recorded the largest decrease in medical emergency admissions, alongside one of the most significant increases in non-emergency admissions. A similar pattern was observed at Lake Grace Hospital, which saw a notable reduction in emergency admissions paired with the highest increase in non-emergency

⁸ [Patient Experiences, 2023-24 financial year | Australian Bureau of Statistics](#)

⁹ National Rural Health Alliance (2025), Evidence base for additional investment in rural health in Australia

admissions. Anecdotally, this trend has been linked to several factors, including challenges in accessing primary care (such as long wait times for GP appointments and cost barriers for some community members) as well as the role of local medical centres in serving not only their immediate communities but also neighbouring populations, some of which lack access to a General Practice.

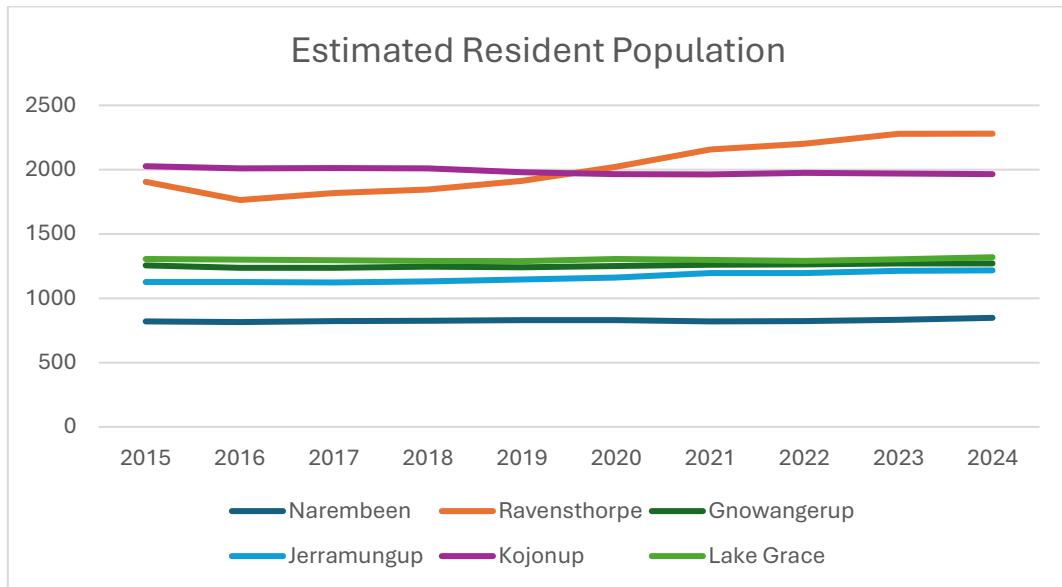


Figure 3. Estimated Resident Population by Local Government Areas. Source: Australian Bureau of Statistics, March 2025

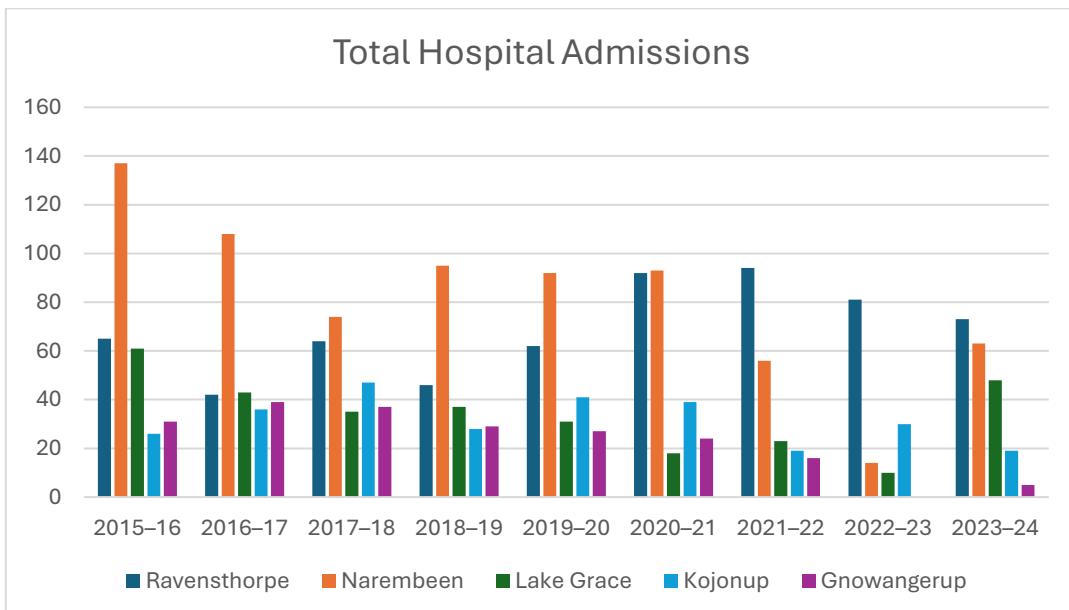


Figure 4. Total Hospital Admissions (stays). Source: Australian Institute of Health & Welfare, My Hospitals. Data as of May 2025.

Retrievals & Transfers

The *Best for the Bush* report (Royal Flying Doctors, 2023)¹⁰ highlights compelling evidence that provision of regular primary healthcare services and continuity of care within the health system are key to improving health outcomes for patients. As such, strengthening access to primary care in rural and remote areas is likely to improve health outcomes and reduce the need for avoidable aeromedical and road retrievals.

In 2023–24, the RFDS conducted 10,376 aeromedical retrievals in Western Australia. At 30 June 2024, the state's estimated resident population was 2,965,078¹¹, of which the six Local Governments in the study area accounted for 8,900 people (0.3%). Applying this share of population, it is assumed that at least 31 of the recorded retrievals originated from the study area.

A 2020 RFDS research report estimated the average cost of an aeromedical retrieval at \$8,500¹². Adjusted for inflation, the cost today is approximately \$10,153¹³. On this basis, a minimum of 31 retrievals would represent an estimated cost of \$316,212. This figure likely underestimates the true cost, as it excludes factors like longer distance retrievals and the cost if more advanced medical staff are required to crew the flight.

Data on inter-hospital patient transfers carried out by St John Ambulance WA from regional hospitals is not publicly reported. However, it is known that the Acute Patient Transfer Coordination program managed by WA Country Health Service in collaboration with RFDS and St John WA, facilitates approximately 7,500 intra-regional and regional-to-metro transfers each year (based on 2022-23 data)¹⁴.

As of June 2024, the estimated resident population of regional WA was 580,707. The study area accounts for 1.5% of this population. Applying this share of the population to the total number of regional transfers equates to an estimated 112 patient transfers within the study area, annually.

The cost of a St John patient transfer in country WA is \$673¹⁵. On this basis, 112 transfers would amount to \$75,376 per year. This is a conservative estimate, as the \$673 fee only applies to transfers under 200 km, while longer journeys attract higher, distance-based charges.

¹⁰ flyingdoctor.org.au/download-document/best-bush-rural-and-remote-health-baseline-2023/

¹¹ ABS Estimated Resident Population by Statistical Areas Level 2, Western Australia

12 **RFDS Research: Aeromedical retrieval for suspected appendicitis | Royal Flying Doctor Service**

¹³ Inflation Calculator | RBA

¹⁴ WA Country Health Service - Successful patient transfer coordination service extends to 24/7 coverage of regional WA

Regional WA

Cost of Care

Bulk Billing

The GP bulk billing rate represents the proportion of bulk billed GP attendances out of all GP attendances. According to the AIHW¹⁶, bulk billing rates have declined since the COVID-19 pandemic. In 2019, prior to the pandemic, the annual bulk billing rate was 86%. This rose to 89% in 2020, partly due to a short period of mandatory bulk billing for telehealth consultations. However, following the initial pandemic response and the rollout of COVID-19 vaccines, bulk billing rates declined steadily, reaching 77.9% in 2024–25.

Bulk billing varies by location. AIHW data shows that **people in more remote areas are more likely to be bulk billed but also face higher out-of-pocket costs when they are not**. The data also shows that patterns in the GP bulk billing rate vary considerably across Local Government Areas¹⁷. The Royal Australian College of General Practitioners (RACGP) warns that while higher bulk billing rates in rural and remote areas may benefit patients, they can undermine the financial viability of practices in these regions, compounding existing challenges around service access and workforce shortages¹⁸. This likely accounts for variability in regional bulk billing practices and higher out of pocket costs.

In 2024-25, nationally the bulk billing rate for people in very remote communities was 88.7% and in remote communities was 80.1% compared to 74.7% in metropolitan areas. This trend was replicated in Western Australia where the bulk billing rate in the Perth North Primary Health Network was 66.5%, in Perth South it was 71.8% and in Country WA it was 76%¹⁹.

Bulk billing rates in the Local Governments within the study area ranged from 66.59% (Lake Grace) to 81.8% (Ravensthorpe) as of March 2025 (refer to Figure 5). The majority of Local Governments had higher bulk billing rates than the State rate of 70%, with Jerramungup (66.6%) and Lake Grace (66.59%) being the exception.

¹⁶ [Medicare bulk billing and out-of-pocket costs of GP attendances over time, Summary - Australian Institute of Health and Welfare](#)

¹⁷ [Medicare bulk billing of GP attendances: monthly data, About - Australian Institute of Health and Welfare](#)

¹⁸ [RACGP - Cost of care](#)

¹⁹ Medicare quarterly statistics by state and territory July 2024 to June 2025

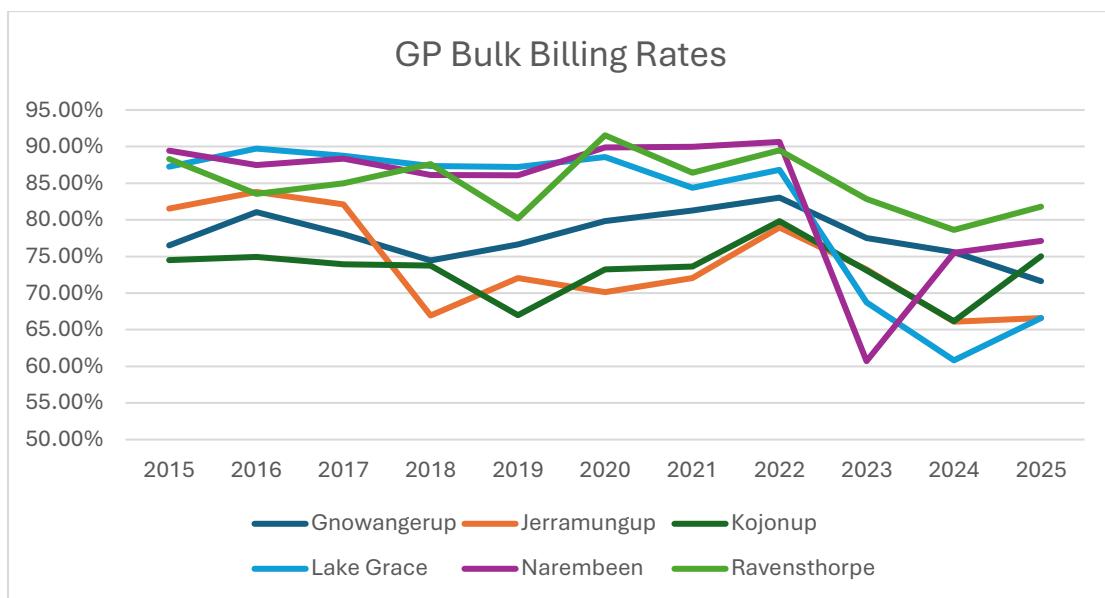


Figure 5. Bulk billing rates by Local Government Area 2015-2025. Source: Australian Institute of Health & Welfare, Medicare Bulk Billing Rates for GP Attendances.

Out of pocket expenses

According to the ABS's latest Patient Experience Survey²⁰, in 2023-2024 people living in outer regional, remote or very remote areas were more likely to delay or not see a GP when needed than those living in major cities (30.8% compared to 28.6%). Of those who reported that they had delayed or did not see a health professional when needed, **20.4% said it was due to cost**. The proportion of people who reported that cost was a reason for delaying or not seeing a GP when needed increased to 8.8% in 2023-24, from 7.0% in 2022-23.

Medicare statistics for July 2024 to June 2025²¹, show that for non-bulk billed (non-hospital) GP attendances, patients paid an average of \$53.69 in out-of-pocket costs in very remote areas and \$53.92 in remote areas, compared with an average of \$48.61 in metropolitan areas. In Western Australia, in 2024-25 the average patient contribution per service in the Perth North Primary Health Network was \$49.78 and in Perth South it was \$46.45. This compares to Country WA which was \$52.05.

AIHW report on the Top 10 and bottom 10 out-of-pocket cost per GP attendance for Local Governments, States and Territories²². Between 2019 and 2023 two of the six Local Governments in the study area featured in the Top 10 list. In 2019 Lake Grace had the 10th highest out of pocket GP expenses per attendance in WA at \$55.10. In 2020 Narembeen had

²⁰ [Patient Experiences, 2023-24 financial year | Australian Bureau of Statistics](#)

²¹ [Medicare quarterly statistics – State and territory \(July to June 2024-25\) | Australian Government Department of Health, Disability and Ageing](#)

²² [Medicare bulk billing and out-of-pocket costs of GP attendances over time, LGAs with 10 highest and lowest out-of-pocket costs for GP attendances 2019–2023 - Australian Institute of Health and Welfare](#)

the 7th highest out of pocket expenses in WA at \$55.53 and in 2021 Narembeen had the 4th highest out of pocket expenses per attendance at \$56.55.

Cost of providing a GP service

The RACGP note that the growing gap between the Federal Government's contribution to the cost of general practice care and the cost of providing that care is affecting the sustainability of the primary care sector and putting a greater financial burden on households²³.

The estimated cost per hour of running a single medical practice in the study area is calculated below. A conservative, moderate and high hourly salary for a mix billing GP is presented. The higher end would reflect a GP undertaking procedural work.

Assuming clinic opening hours of 8.5 hours per day, conservative cost estimates indicate an average daily running cost of close to \$4,000 and an annual running cost of close to \$1 million for a single clinic. These figures do not take into account travel between sites (which doctors, and staff are paid for if they need to move between locations), the cost of locum cover, equipment purchases, loss of vaccines and medical equipment, or corporate overheads.

From 1 November 2025, all Medicare-eligible patients will be eligible for bulk billing incentives. Medicare bulk billing incentives are scaled and increase in regional, rural and remote communities, as determined using the Modified Monash Model location classification. Under this scheme the Medicare payment for a standard GP consultation at a bulk billed, city practice will increase from \$42.85 to \$69.56. The Medicare payment for the same consult at a bulk billed regional or rural practice will be almost double what it is now, increasing from \$42.85 to up to \$86.91, depending on location²⁴ (refer to Figure 3 in supplementary information).

The Australian Government believe that the clear majority of general practices in the country will be better off if they bulk-bill all of their patients under the new incentive program, however RACGP have cautioned that the "*Medicare rebate still may not cover the cost of care*"²⁵. Similarly, the Royal Flying Doctors Service, 'Best for the Bush' report²⁶, notes that "*Medicare is not a viable model in some areas of rural and remote Australia, owing to thin markets and/or market failure. Small populations spread across vast areas in parts of rural and remote Australia mean some regions may be unable to provide the economies of scale required for clinicians to provide services funded only through Medicare*".

To demonstrate this point, if the medical practices in the study area were swapped to bulk billing clinics, and assuming up to 30 patients per day could be seen to by a single GP, even applying the MMM7 bulk billing incentive of \$86.91 would result in a daily shortfall of \$1,141 and annual shortfall of around \$300,000 based on conservative cost estimates. The previous section showed that some Local Governments in the study area have lower bulk billing rates than the Country WA average and higher out of pocket expenses. These figures help to demonstrate why this is the case and also why it is not viable for these practices to bulk bill all of their patients.

²³ [RACGP - Cost of care](#)

²⁴ [Microsoft Word - 2. FACT SHEET - BULK BILLING - FINAL to clear.docx](#)

²⁵ [RACGP - Historic \\$8.5b Medicare investment explained](#)

²⁶ [flyingdoctor.org.au/download-document/best-bush-rural-and-remote-health-baseline-2023/](#)

Expense item	Estimated hourly cost (conservative)	Estimated hourly cost (moderate)	Estimated hourly cost (high)
Doctor Salary P/H	\$180	\$300	\$500
Doctor Super	\$22	\$36	\$60
Receptionist Hourly rate	\$34	\$34	\$34
Receptionist Super	\$4	\$4	\$4
Practice Manager Hourly Rate	\$52	\$52	\$52
PM Superannuation	\$6	\$6	\$6
Nurse Hourly Rate	\$50	\$50	\$50
Nurse Superannuation	\$6	\$6	\$6
Utilities	\$2	\$2	\$2
Accounts Department	\$22	\$22	\$22
Payroll Tax @5.5%	\$21	\$21	\$21
Software	\$2	\$2	\$2
Medical Consumables	\$5	\$5	\$5
Stationary/ink/tea coffee/milk	\$1	\$1	\$1
Clinical Waste	\$2	\$2	\$2
Cleaning @\$68 per day	\$9	\$9	\$9
Accreditation Fees	\$2	\$2	\$2
Supervision/Clinical Compliance	\$5	\$5	\$5
Maintenance of equipment	\$1	\$1	\$1
Telephones and internet	\$3	\$3	\$3
Insurances	\$9	\$9	\$9
SMS comms (patient reminders)	\$2	\$2	\$2
Online booking platform	\$2	\$2	\$2
TOTAL per hour cost	\$441	\$576	\$800
TOTAL per day cost (based on 8.5 hr day)	\$3,748	\$4,896	\$6,800
TOTAL per week cost	\$18,742	\$24,480	\$34,000
TOTAL per annum cost	\$974,610	\$1,272,960	\$1,768,000

Preferred GP Service Model: Rural Generalist-Led Integrated Care

Model Overview

A Rural Generalist model of care—where highly trained medical practitioners deliver comprehensive general practice, emergency care, and essential components of other medical specialties. These services are provided across both hospital and community settings, tailored to the unique needs of MM 5,6,7 rural and remote Australian communities.

This model is delivered through a locally engaged business entity which owns the practice and manages multiple sites under a unified structure. The business provides:

- Practice management
- A pool of doctors and locums
- Allied health services
- Centralised administration and financial oversight
- A single annual service fee

Current Situation

For many MM 5,6,7 communities, private practice is not sustainable under the traditional small business model. These communities are typically under 1000 people, both in the town site and catchment area.

These communities are also typified by a shortage of GPs willing to practice in a remote or very remote community as a single doctor, so too there are usually a shortage of skilled practice managers. Without some sort of financial contribution by local government (which should be by the Commonwealth), as highlighted in the previous section, income generated through bulk billing does not sustain general practice and its administration.

Key Features and Advantages

- Reduced Hospital Transfers and Emergency Retrievals: Local access to emergency and specialist-level care reduces the need for costly and disruptive patient transfers.
- Protected Specialist Title: Rural Generalists are recognised as specialists, enhancing professional status and recruitment appeal.
- Integrated, Multi-Site Coverage: Doctors can support patients across multiple towns, ensuring continuity of care and reducing reliance on locums. Patient records are also available across sites (cloud based service).
- Technology-Enabled Care:
 - eScripts, eReferrals, and My Health Record integration
 - Cloud-based systems ensure continuity during power or telecom outages
 - Telehealth support enables cross-site collaboration and emergency backup
- Workforce Sustainability:
 - A pool of doctors with diverse skillsets and backgrounds
 - Shared caseloads and second opinions

- Robust training and peer support systems in a traditionally isolated region
- Doctors are part of a larger, supportive network with access to city-level infrastructure—remotely
- The business employs all of the staff – receptionist, nurse practitioner, doctor etc.
- Patient-Centered Benefits:
- Access to care at any site, from any location
- Continuity of care for local patients presenting to ED
- Patient choice and improved service quality

Strategic Benefits

- This model of care is closely aligned to the Australian Medical Associations Easy Entry, Gracious Exit model.
- Doctor Attraction and Retention: The model has proven effective in attracting and retaining doctors in MM5, 6 and 7 communities and prioritises continuity of practice or practice management structure over continuity of the doctor. When a doctor leaves the community, the service does not cease under this model.
- Primary Care Reduces Secondary Care Demand: Early intervention and local management reduce pressure on hospital systems.
- Scalable and Resilient: The model is adaptable to other rural 5,6,7 regions and offers a sustainable alternative to 24/7 telehealth-only solutions. It also does not require doctors to be small business owners and managers. It allows them to focus on clinical care and reduces the financial risk on the provision of doctors in 5,6,7 communities

Despite institutional cynicism about affordability, this model demonstrates that high-quality, locally delivered care is both feasible and cost-effective—offering a superior alternative to telehealth-only services.

Funding

Currently this model receives core funding from local governments. This is unsustainable however as it diverts funding away from core local government services and facilities. Some local governments using this model presently are contributing up to 16% of their rates to attract and retain a doctor.

Local governments provide an annual cash payment and may also include housing, a vehicle and surgery to support the service. This model enables doctors to focus on clinical care and a high standard of care rather than generating multiple appointments to underline base funding.

The financial burden of supporting a practice should not be the sole responsibility of local governments.

The Commonwealth should jointly fund with the State, a \$300,000 block payment to MM 5,6,7 local governments who meet this criteria;

- issue a tender request;

- for a preferred entity (private or not for profit) ;
- providing a rural generalist service
- where there is no existing practice in the 5,6,7 community or within a 50km radius of the town;
- and the preferred entity must provide on call service to the state hospital access and emergency service.

Local governments can continue to provide a house, vehicle and surgery premise for the doctor. Local governments can also work in collaboration with each other to attract a rural generalist practice.

Alternatively if the Commonwealth and State wish to engage directly with the rural generalist practice and provide a block payment of the same value, this can also be considered however planning and monitoring the service should include local community members to ensure the services match the community.

Conclusion

Australians living in rural and remote areas face poorer health outcomes due to limited access to primary health care, higher rates of chronic disease, and greater prevalence of potentially avoidable deaths. Reports by the AIHW and the National Rural Health Alliance highlight significant inequities, with rural Australians receiving over \$8 billion less in healthcare funding annually compared to urban populations, and per capita spending deficits widening over time.

Health data from six Local Governments in WA's Wheatbelt and Great Southern regions (MM5–7) shows variable but persistent challenges: crude death rates have mostly stabilised or declined, yet potentially avoidable deaths remain above national averages. Coronary heart disease is the leading cause of death, reflecting national trends in rural areas. Hospital admissions have declined in most sites, suggesting improvement in service accessibility, which by and large is attributed to the preferred providers **rural generalist hub model** which has improved access and continuity of care for residents in these Local Government areas.

Despite the evident benefit of the model, currently it is only sustainable because of local government contributions (sometimes up to 16% of rates). Federal and State government block funding of \$300,000 per qualifying MM5–7 local government is proposed to secure long-term viability. This would reduce pressure on local governments, strengthen rural GP services, and improve patient outcomes while lowering system-wide costs through reduced hospitalisations and retrievals.

Ultimately, the evidence shows that **investment in rural primary health care delivers better health outcomes at lower long-term cost**. Sustainable funding for rural generalist-led integrated care is critical to addressing inequities and ensuring that rural Australians can access the right care, in the right place, at the right time.

Supplementary Information

Mortality

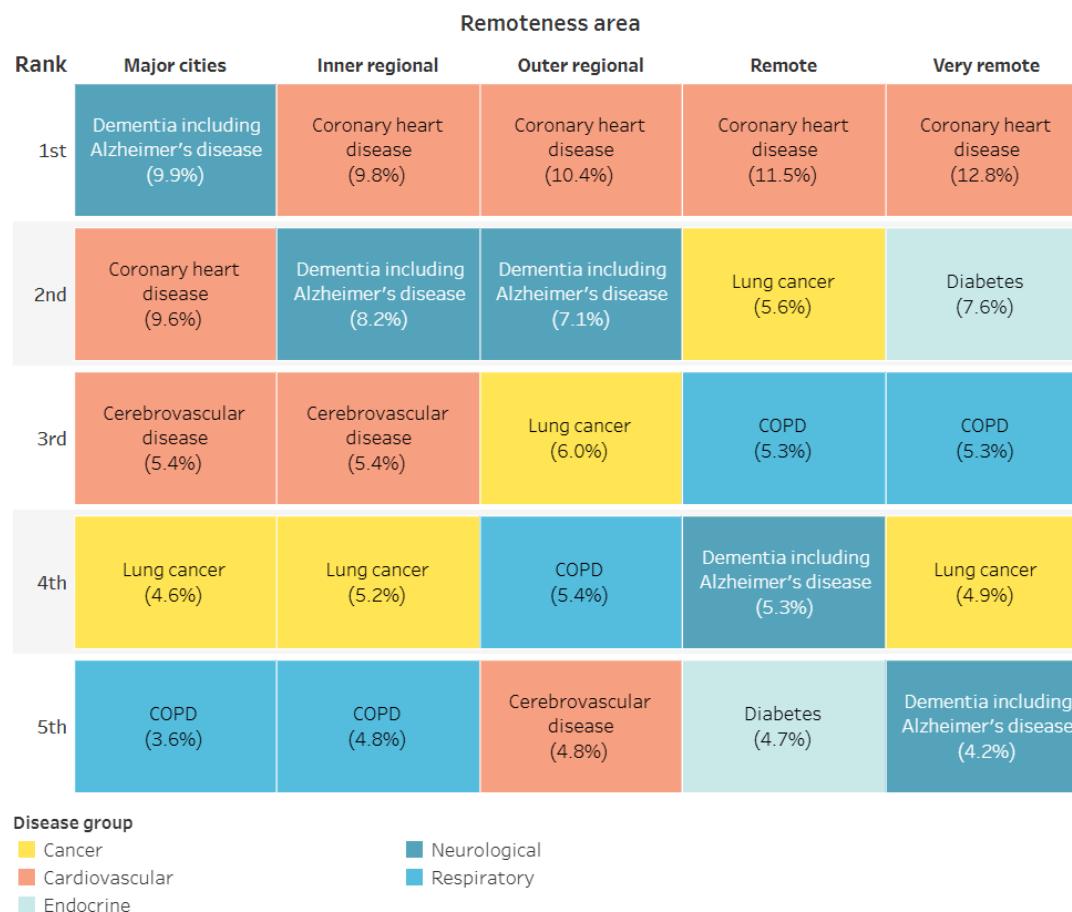
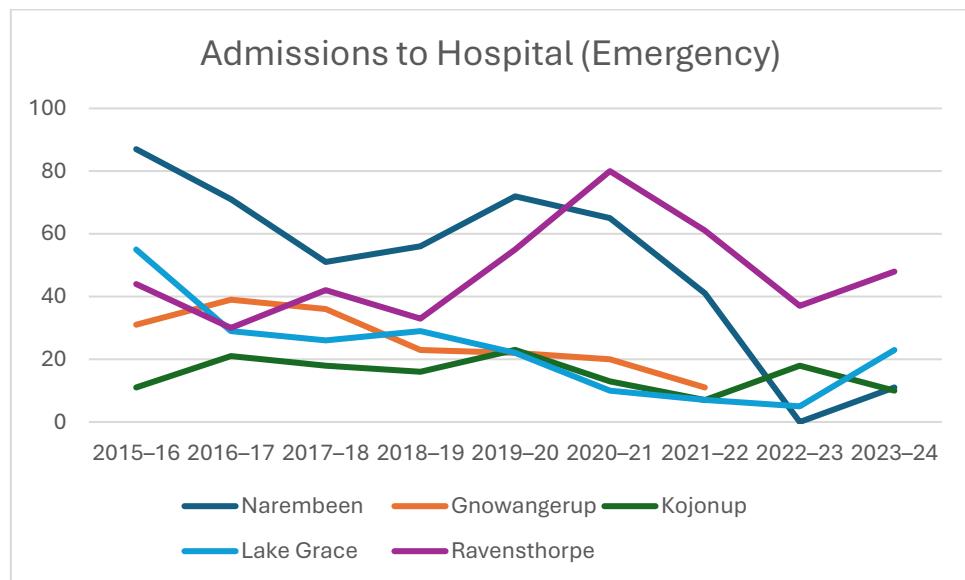


Figure 2. Leading Causes of Death by Remoteness Area. Source: [Deaths in Australia, Remoteness area - Australian Institute of Health and Welfare](#)

	Jerramungup	Kojonup	Narembeen	Lake Grace	Gnowangerup	Ravensthorpe
1	Data not available prior to 2018-2022 release	Coronary Heart Disease (14.2%)	Lung cancer (10.3%)	Coronary Heart Disease (6.9%)	Land transport accidents (11.5%)	Lung cancer (10.3%)
2		Land transport accidents (5.8%)	Coronary Heart Disease (7.7%)	Lung cancer (6.9%)	Coronary Heart Disease (9.8%)	Coronary Heart Disease (9.3%)
3		COPD (5.2%)	Colorectal Cancer (5.2%)	Heart failure and complications and ill-defined heart disease (6.9%)	Lung cancer (6.6%)	COPD (6.2%)
4		Colorectal Cancer (5.2%)	Dementia including Alzheimer's disease (4.6%)	Cancer of unknown or ill-defined primary site (5.2%)	Diabetes (6.6%)	Colorectal Cancer (4.1%)

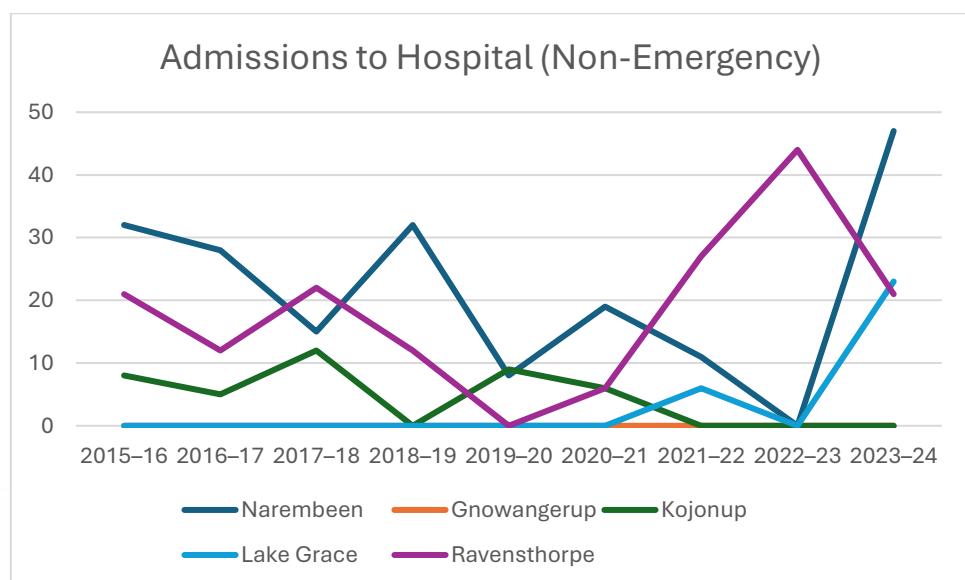
5	Lung cancer (5.2%)	Influenza and pneumonia (3.6%)	Dementia including Alzheimer's disease (4.3%)	Lymphomas (4.9%)	Oesophageal cancer (3.1%)
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Data Table 1: Leading Causes of Death 2015-2019 (Top 5). Source: Australian Institute of Health and Welfare, Mortality Over Regions and Time, Local Government Area 2015-2019



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Narembeen	87	71	51	56	72	65	41	<5	11
Gnowangerup	31	39	36	23	22	20	11	<5	<5
Kojonup	11	21	18	16	23	13	7	18	10
Lake Grace	55	29	26	29	22	10	7	5	23
Ravensthorpe	44	30	42	33	55	80	61	37	48

Data Table 2: Admissions to Hospital Medical Emergency. Source: Australian Institute of Health & Welfare, My Hospitals. Data as of May 2025.



	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21	2021–22	2022–23	2023–24
Narembeen	32	28	15	32	8	19	11	<5	47
Gnowangerup	<5	<5	0	<5	0	0	<5	0	0
Kojonup	8	5	12	<5	9	6	<5	<5	0
Lake Grace	0	<5	0	<5	<5	<5	6	0	23
Ravensthorpe	21	12	22	12	<5	6	27	44	21

Data Table 3: Admissions to Hospital Medical Non-Emergency. Source: Australian Institute of Health & Welfare, My Hospitals. Data as of May 2025.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Gnowangerup	76.50%	81.06%	78.04%	74.47%	76.63%	79.82%	81.30%	83.04%	77.51%	75.61%	71.63%
Jerramungup	81.54%	83.81%	82.12%	66.95%	72.06%	70.14%	72.05%	78.96%	73.25%	66.10%	66.60%
Kojonup	74.51%	74.95%	73.94%	73.78%	66.98%	73.23%	73.64%	79.82%	73.13%	66.16%	75.04%
Lake Grace	87.27%	89.73%	88.73%	87.33%	87.24%	88.57%	84.40%	86.81%	68.72%	60.82%	66.59%
Narembeen	89.45%	87.47%	88.35%	86.14%	86.10%	89.88%	89.99%	90.64%	60.71%	75.53%	77.13%
Ravensthorpe	88.31%	83.57%	84.98%	87.62%	80.17%	91.55%	86.43%	89.52%	82.85%	78.63%	81.80%
Western Australia	78.13%	80.73%	82.47%	84.27%	85.01%	86.76%	85.90%	85.03%	72.87%	70.10%	69.61%

*As of March each year

Data Table 4: Bulk billing rates by Local Government Area 2015-2025. Source: Australian Institute of Health & Welfare, Medicare Bulk Billing Rates for GP Attendances.

Common GP visits	Current Medicare rebate	New total Medicare payment at a Bulk Billing Practice*				
		Cities & metro areas	Regional centre	Large & medium rural towns	Small rural town	Remote
Standard consultation 6 to <20 minutes (Level B)	\$42.85	\$69.56 (up 62%)	\$80.71 (up 88%)	\$82.71 (up 93%)	\$84.86 (up 98%)	\$86.91 (up 103%)
Long consultation 20 to <40 minutes (Level C)	\$82.90	\$114.61 (up 38%)	\$125.76 (up 52%)	\$127.76 (up 54%)	\$129.91 (up 57%)	\$131.96 (up 59%)
Longer consultation 40 to <60 minutes (Level D)	\$122.15	\$158.77 (up 30%)	\$169.92 (up 39%)	\$171.92 (up 41%)	\$174.07 (up 43%)	\$176.12 (up 44%)
Mental Health Plan 20 to <40 minutes	\$81.70	\$99.06 (up 21%)	\$102.71 (up 26%)	\$103.36 (up 27%)	\$104.11 (up 27%)	\$104.76 (up 28%)
Mental Health Plan 40+ minutes	\$120.25	\$142.43 (up 18%)	\$146.08 (up 22%)	\$146.73 (up 22%)	\$147.48 (up 23%)	\$148.13 (up 23%)

* Totals include item Medicare rebate, Bulk Billing Incentive item rebate, and 12.5% Bulk Billing Practice Incentive Program payment.

Figure 3. Bulk Billing Practice Incentive. Source: [RACGP - Historic \\$8.5b Medicare investment explained](#)



North Eastern Wheatbelt Regional Organisation of Councils

Dowerin | Koorda | Mt Marshall | Mukinbudin | Nungarin | Trayning | Wyalkatchem

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is between the following parties:

SHIRE OF DOWERIN of Cottrell Street, DOWERIN, Western Australia
AND SHIRE OF KOORDA of Allenby Street, KOORDA, Western Australia
AND SHIRE OF MT MARSHALL of Monger Street, BENCUBBIN, Western Australia
AND SHIRE OF MUKINBUDIN of Maddock Street, MUKINBUDIN, Western Australia
AND SHIRE OF NUNGARIN of Railway Avenue, NUNGARIN, Western Australia
AND SHIRE OF TRAYNING of Railway Street, TRAYNING, Western Australia
AND SHIRE OF WYALKATCHEM of Corner Honour Avenue and Flint Street,
WYALKATCHEM, Western Australia

Term of Agreement 1 July 2023 – 30 June 2025

1. DEFINITIONS

In this Memorandum of Understanding unless the context requires otherwise;

“Act” means the Local Government Act 1995;
“NEWROC” means the North Eastern Wheatbelt Regional Organisation of Councils;
“Operative Date” means 1 July 2023
“Participant” means the Shires of Dowerin, Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, or Wyalkatchem, either jointly or individually, as the context requires;
“Project” means the undertaking of any activity on behalf of the NEWROC;
“Proposal” means the proposal to undertake a Project;
“Region” means the communities of the Participants

2. NAME

The name of the regional organisation of councils is the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC).

Notes:

1. Section 3.62(1) of the Act provides that a regional local government is a body corporate with perpetual succession and a common seal.
2. A regional local government has the same general function of a local government including its legislative and executive functions. See part 3 and section 3.66 of the Act.
3. Except as stated in section 3.66, the Local Government Act 1995 applies to a regional local government as if:
 - a. The participants’ districts together made up a single district; and
 - b. The regional local government were the local government established for that district.

3. PURPOSE

The purpose of this memorandum of understanding is to affirm the partnership and collaboration of the seven local governments (Participants) and to further the shared aims as below.

The purpose for which NEWROC is established is to:

Provide a means for the Participants, through voluntary participation and the integration and sharing of resources to:

- a. Assess the possibilities and methodology of facilitating a range of projects, services and facilities on a regional basis under the themes of advocacy, community, economic, environment and governance;
- b. Promote, initiate, undertake, manage and facilitate under the themes of advocacy, community, economic, environment and governance;
- c. Promote productive effectiveness and financial benefit to the Participants where there are common and shared community of interest linkages;
- d. To take an active interest in all matters affecting the communities of the Participants with the view to improving, promoting and protecting them
- e. Be recognised as representing the view of community and business in the Participants.

Notes:

- f. In certain circumstances, a proposal may require the preparation of a business plan under the Act – see section 3.59;
- g. A proposal to undertake a “Project” and may only be undertaken in accordance with clause 8.

4. OBJECTIVES

The objectives of NEWROC shall be:

- a. To endeavour to enhance and assist in the advancement of the Region;
- b. To encourage cooperation and resource sharing on a regional basis;
- c. To respect the relationships a Participant holds within its community, with the state and federal governments and other entities it interacts with in the course of usual business.

5. THE COUNCIL

Appointment of members:

- a. A Participant is to appoint one member (delegate) of the Council of the Participant to be a member of the NEWROC Council.
- b. A Participant may appoint a first and a second delegate from the Council of the Participant who are able to attend the NEWROC meetings and who may act temporarily in place of either delegate of the NEWROC appointed by the Participant during any period in which the member of the NEWROC is unable by reason of illness, temporary absence from State, conflict of interest or for any other cause to perform the functions of the office.
- c. The Participant has one vote

Note:

Section 3.62(b) of the Act provides that a regional local government is to have, as its governing body, a Council established under the Memorandum of Understanding and consisting of members of the Councils of the Participants.

5.1 Tenure of members of NEWROC

A member of the NEWROC Council shall be appointed annually and shall hold office until either:

- a. The member ceases to be a member of the Council of the Participant or
- b. The member is removed by the Participant.

Note:

Section 2.32 and 2.33 of the Act set out circumstances in which the office of a member of a Councillor becomes vacant.

5.2 Election of Chair and Deputy Chair

The members of the NEWROC Council shall elect a Chair and a Deputy Chair at the first meeting of NEWROC Council following each local government election. The election of the Chair and Deputy Chair will be flexible to accommodate new Presidents or CEO's and structured accordingly e.g. term. The Chair and Deputy Chair shall be rotated accordingly:

Shire of Mt Marshall
Shire of Nungarin
Shire of Wyalkatchem
Shire of Koorda
Shire of Mukinbudin
Shire of Trayning
Shire of Dowerin

If the office of Chair or Deputy Chair becomes vacant then the members of the NEWROC Council shall elect a new Chair and Deputy Chair, as the case requires.

5.3 Tenure of Chair and Deputy Chair

The Chair and Deputy Chair hold office until:

- a. no longer eligible to be a member pursuant to clause 6.2;
- b. the election of a new Chair and a Deputy Chair pursuant to clause 6.3; or
- c. the incoming Chair and/or Deputy Chair are new members to NEWROC and do not wish to take on the role immediately.

5.4 Role of Chair

The Chair:

- a. Presides at meetings of the NEWROC Council;
- b. Carries out civic and ceremonial duties on behalf of NEWROC;
- c. Speaks on behalf of NEWROC to media;
- d. Advocates for the NEWROC on issues and projects of significance;
- e. Meets with stakeholders on behalf of the NEWROC, together with the NEWROC CEO and EO;
- f. Performs such other functions as are given to the Chair by the Act, any other written law or this Agreement; and
- g. Liaises with the CEO on NEWROC affairs and the performance of its functions.

Notes:

The role of the NEWROC Council is set out in section 2.7 of the Act.

The functions of the CEO are set out in section 5.41 of the Act.

The Chair may agree to the CEO speaking on behalf of the NEWROC – see section 5.41(f) of the Act.

5.5 Role of Deputy Chair

The Deputy Chair may perform the functions of Chair if:

- a. The office of Chair is vacant; or
- b. The Chair is not available or is unable or unwilling to perform the functions of Chair,

5.6 Role of members of NEWROC Council

- a. Achievement of the NEWROC purpose
- b. Strategic direction of the NEWROC and its management;
- c. Oversee the delivery of the annual implementation plan;
- d. Work cooperatively with other members;
- e. Support the involvement of CEO's and senior staff in the NEWROC;
- f. Promote the NEWROC;
- g. Represent the interests of the electors and residents of the Region;
- h. Facilitate communication between the community of the Region and NEWROC;
- i. Participate in NEWROC's decision-making processes at meetings of the NEWROC and its committees;
- j. Represent and undertake actions on behalf of NEWROC as authorised by the NEWROC Council;
- k. Form sub committees of the NEWROC; and
- l. Perform such other functions as are given to the member by the Act or any other written law.

5.7 Role of the NEWROC Executive

The role of the Executive is to:

- a. Assist in the achievement of the NEWROC purpose;
- b. Assist in the strategic direction of the NEWROC and its management;
- c. Identify opportunities and advocacy for the NEWROC Council;
- d. Participate in NEWROC's decision-making processes at Executive meetings of the NEWROC;
- e. Represent and undertakes actions as directed by the NEWROC Council;
- f. Assist to ensure the advice and information is available to the NEWROC Council so that informed decisions can be made;
- g. Perform such other functions as are given by the NEWROC Council.

5.8 Role of CEO of NEWROC

The NEWROC CEO is to be from the Council that holds the Chair role and shall be rotated accordingly:

Shire of Mt Marshall
Shire of Nungarin
Shire of Wyalkatchem
Shire of Koorda
Shire of Mukinbudin
Shire of Trayning
Shire of Dowerin

If the NEWROC CEO position becomes vacant then the members of the NEWROC Council shall elect a new NEWROC CEO, as the case requires.

The role of the CEO is to:

- a. Advise the council in relation to functions of the NEWROC Council;

- b. Ensure the advice and information is available to the NEWROC Council so that informed decisions can be made;
- c. Cause the NEWROC Council decisions to be implemented;
- d. Together with the NEWROC Chair, meets with stakeholders on behalf of the NEWROC;
- e. Liaise with the NEWROC Chair and NEWROC Executive Officer on the affairs of the NEWROC;
- f. Manage the NEWROC Executive Officer;
- g. Ensure that records and documents of the NEWROC are properly kept (delegated to the Executive Officer);
- h. Be the signatory to NEWROC bank accounts and oversees finances; and
- i. Perform any other function specified or delegated by the NEWROC Council.

5.9 Role of the Executive Officer of the NEWROC

The role of the Executive Officer is to:

- a. Action NEWROC Council and NEWROC Executive decisions;
- b. Keep the accounts of the NEWROC in order and receive all monies;
- c. Adhere to all financial and legal responsibilities;
- d. Custody of all books, documents, records and registers of the NEWROC;
- e. Assist in implementing the Strategic Plan;
- f. Compile agendas, minutes, grant applications, discussion papers, project plans (including implementation)
- g. Foster partnerships;
- h. Undertake regular communication within the NEWROC and to key stakeholders;
- i. Undertake any other function as specified or directed by the NEWROC Council, Chair or CEO.

6. FINANCIAL CONTRIBUTIONS

6.1 Financial Year

The financial year of the NEWROC is 12 months from July 1

6.2 Annual membership

Each Participant shall make an annual contribution towards the amount necessary to meet the deficiency, if any, disclosed in the annual budget of NEWROC, which contribution shall be in the following proportions:

Shire of Koorda	-	1/7th
Shire of Mt Marshall	-	1/7th
Shire of Mukinbudin	-	1/7th
Shire of Nungarin	-	1/7th
Shire of Trayning	-	1/7th
Shire of Wyalkatchem-		1/7th
Shire of Dowerin	-	1/7th

6.3 Additional contributions

Where the NEWROC Council determines that the Participants will make any contribution (other than the annual contribution) including, without limitation, any contribution towards the acquisition of any asset of a capital nature, then the Participants will make those contributions in the same proportions as set out in clause 6. The contributions so determined shall be as disclosed in the budget of NEWROC for each financial year

6.4 Manner of Payment

The contributions shall be paid by each Participant to NEWROC in the manner determined by the NEWROC Council.

6.5 Late Payment

Unless otherwise agreed, if a Participant fails to pay to NEWROC a sum of money owing under this clause on or before the due date for payment, that Participant must, in addition to the sum of money due and payable, pay to NEWROC, interest at the overdraft rate charged by NEWROC's bank on amounts of the same size as the unpaid sum, calculated from and including the due date of payment to but excluding the actual date of payment.

6.6 Winding Up of NEWROC Project

The NEWROC Council may resolve to wind up a Project. An absolute majority vote will be required by the NEWROC Council to resolve to wind up any Project.

6.7 Division of Assets

If a Project is to be wound up and there remains, after satisfaction of all its debts and liabilities, any property and assets of the Project then the property and assets shall be realised and the proceeds along with any surplus funds shall be divided among the Project Participants in the proportions referred to in the Project Plan.

Clause 6.6 shall not apply where the Project Participants advise NEWROC that a realisation of the property and assets is not necessary.

6.8 Division of Liabilities

If a Project is to be wound up and there remains any liability or debt in excess of the realised property and assets of the Project then the liability or debt is to be met by the Project Participants in the proportions referred to in the original agreement.

6.9 Indemnification by Project Participants of NEWROC

If a Project is wound up then the Project Participants shall indemnify NEWROC (in the proportions referred to in the original plan) with respect to that liability or debt.

7. TERM AND TERMINATION

7.1 Winding up by Agreement

The Participants may, by agreement, wind up NEWROC.

7.2 Extension of Agreement

The Participants may, by agreement, extend the term of NEWROC.

7.3 Term of Agreement

Unless otherwise wound up or extended, this Agreement will terminate on 30 June 2025

7.4 Division of assets

If NEWROC is to be wound up and there remains, after satisfaction of all its debts and liabilities, any property and assets of NEWROC then the property and assets shall be realised and the Proceeds along with any surplus funds shall be divided among each of the Participants in the same proportions as the contributions of a particular Participant to the assets of NEWROC bear to the total of such contributions by all Participants. Division of assets to be realised at the end of the financial year plus any other project commitments.

7.5 Division of liabilities

If NEWROC is to be wound up and there remains any liability or debt in excess of the realised property and assets of NEWROC then the liability or debt is to be met by each of the Participants in the same proportions as the contributions of a particular Participant to the assets of NEWROC bear to the total of such contributions by all Participants.

8. WITHDRAWAL OF A PARTICIPANT

8.1 Withdrawal

The minimum term of membership is three years – aligned to the NEWROC MoU signing date. No withdrawal can take place during this period. If a Participant intends to withdraw at the end of the three year MoU they must give notice advising the NEWROC of their intent to withdraw from the NEWROC.

8.2 When Withdrawal to Take Effect

Withdrawal will take effect as from 30 June next following.

The NEWROC Council may reinstate by absolute majority the membership of a former Participant once they have cleared all debts owed to the NEWROC

8.3 Entitlement or Liability of Withdrawing Participant

As soon as practicable following withdrawal taking effect on 30 June NEWROC shall distribute to the Participant an amount equal to the proceeds and any surplus funds which would have been payable if NEWROC was wound up; or

Be entitled to recover from the Participant an amount equal to the liability or debt which would be payable by the Participant if the NEWROC was wound up, as the case may be.

8.4 Participants May be Required to Pay Distribution

If the NEWROC is unable to meet the distribution from funds on hand then, unless the NEWROC decides otherwise, the Participants (other than the Participant that has withdrawn) shall pay the distribution in the proportions equal to their respective equities in the NEWROC.

9. ADMITTING NEW MEMBERS

Section 3.65 of the Local Government Act 1995 is to apply.

Prospective new members may be admitted by a decision of the NEWROC Council and shall be required to contribute to NEWROC a sum determined by the NEWROC Council that is described as "the entry sum" and in addition a sum equal to the current year's contribution schedule or such other sum agreed to by the NEWROC Council.

Note:

This Memorandum of understanding can be amended to include another local government as a party to the amending agreement – see section 3.65(2) of the Act.

10. BORROWINGS

NEWROC is not permitted to borrow funds.

Notes:

Section 3.66 (4) of the Act provides that Part 6, Division 5, subdivision 3 does not apply in relation to a regional local government unless the Memorandum of Understanding provides that it does.

Part 6, Division 5, subdivision 3 of the Act deals with borrowings and includes the power to borrow and restrictions on borrowings.

11. DISPUTE RESOLUTION

11.1 Dispute

In the event of any dispute or difference ('dispute') arising between the Participants and NEWROC or any of them at any time as to any matter or thing arising under or in connection with this Memorandum of Understanding, then a Participant or NEWROC may give to the other Participants and NEWROC (as the case may be) notice in writing ('dispute notice') adequately identifying the matters, the subject of the dispute, and the giving of the dispute notice shall be a condition precedent to the commencement by any Participant or NEWROC of proceedings (whether by way of litigation or arbitration) with regard to the dispute as identified in the dispute notice.

11.2 Arbitration

At the expiration of 25 business days from the date of sending the dispute notice, the Participant or NEWROC giving the dispute notice may notify the others in writing ('arbitration notice') that it requires the dispute to be referred to arbitration and the dispute (unless meanwhile settled) shall upon receipt of the arbitration notice by the recipients then be and is hereby referred to arbitration under and in accordance with the provisions of the Commercial Arbitration Act 1985.

11.3 Legal Representation

For the purposes of the Commercial Arbitration Act 1985, the Participants consent to each other and to NEWROC being legally represented at any such arbitration.

12. INTERPRETATION

In this Memorandum of Understanding unless the context requires otherwise:

Words importing the singular include the plural and vice versa;

Words importing any gender include the other gender;

References to persons include corporations and bodies politic;

References to a person include the legal personal representatives, successors and assigns of that person;

A reference to a statute, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them (whether of the same or any other legislative authority having jurisdiction);

References to this or any other document include the document as varied or replaced, and notwithstanding any change in the identity of the parties;

References to writing include any mode of representing or reproducing words in tangible and permanently visible form, including confirmed facsimile transmission and email with receipt confirmation;

An obligation of two or more parties shall bind them jointly and severally;

If a word or phrase is defined cognate words and phrases have corresponding definitions;

An obligation incurred in favour of two or more parties shall be enforceable by them jointly and severally;

Reference to anything (including, without limitation, any amount) is a reference to the whole or any part of it and a reference to a group of things or persons is a reference to any one or more of them;

12.1 Headings and footnotes

Headings and footnotes shall be ignored in construing this Memorandum of Understanding.

Time - References to time are to local time in Perth, Western Australia;
Where time is to be reckoned from a day or event, such day or the day of such event shall be excluded.

13. AMENDMENT TO MEMORANDUM OF AGREEMENT

The Participants may amend this Memorandum of Understanding by unanimous consent,

Note:

1. Refer section 3.65(1) of the Act.

EXECUTED by the Parties

PARTICIPANT	Date of resolution to enter this Memorandum of Understanding
Shire of Dowerin	
Shire of Koorda	
Shire of Mt Marshall	
Shire of Mukinbudin	
Shire of Nungarin	
Shire of Trayning	
Shire of Wyalkatchem	

THE COMMON SEAL of SHIRE OF DOWERIN was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF KOORDA was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF MT MARSHALL was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF MUKINBUDIN was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF NUNGARIN was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF TRAYNING was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF WYALKATCHEM was hereunto affixed in the presence of:

President

Chief Executive Officer