Shire of Narembeen
Together we grow

ATTACHMENTS

Ordinary Council Meeting

15 October 2024

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ATTACHMENT 7.1A
Minutes – Ordinary Council Meeting
17 September 2024

Shire of Narembeen
Together we grow

MINUTES

Ordinary Council Meeting

17 September 2024

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NOTICE OF MEETING

Dear Elected Members and Members of the Public,

In accordance with the provisions of Section 5.5 of the Local Government Act, you are hereby notified that the September Ordinary Council Meeting has been convened for:

Date: **Tuesday 17 September 2024**

At: Shire of Narembeen Council Chambers
1 Longhurst Street, Narembeen

Commencing: 5.00pm

Rebecca McCall
Chief Executive Officer

12 September 2024

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DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Narembeen for any act, omission or statement or intimation occurring during Council/Committee meetings or during formal/informal conversations with staff. The Shire of Narembeen disclaims any liability for any loss whatsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's and or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for license, any statement or limitation or approval made by a member or officer of the Shire of Narembeen during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of Narembeen. The Shire of Narembeen warns that anyone who has an application lodged with the Shire of Narembeen must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of the application and any conditions attaching to the decision made by the Shire of Narembeen in respect of the application.

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1. Official Opening and Welcome

The Presiding person welcomed everyone to the meeting and declared the meeting open at 5.04pm.

2. Record of Attendance / Apologies / Leave of Absence

Councillors:

Cr SW Stirrat	President
Cr HA Cusack	Deputy President
Cr TW Cole	
Cr MJ Currie	
Cr HJ Bald	
Cr CD Bray	
Cr AM Hardham	

Staff:

Ms R McCall	Chief Executive Officer
Mr B Forbes	Executive Manager Corporate Services
Mr K Markham	Executive Manager Infrastructure Services
Ms K Conopo	Executive Governance Officer

Member of Public:

Apologies:

3. Public Question Time

Nil

4. Disclosure of Interest

CEO R McCall declared an Impartiality Interest for item 11.5.
Cr Currie declared an Impartiality Interest in Item 11.5.
Cr Bray declared a Financial Interest in Item 13.3.

5. Application for Leave of Absence

Cr Hardham requests a leave of absence for the October 2024 Ordinary Council Meeting.

Recommendation / Council Resolution

That Cr Hardham's request for Leave of Absence for the October 2024 Ordinary Council Meeting be approved.

MIN 7860/24 **MOTION** - Moved Cr. Cole Seconded Cr. Currie

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Hardham, Cr Cole, Cr Bald, Cr Currie. Against: Nil

6. Deputations/ Petitions/ Presentations/ Submissions

Nil

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7. Confirmation of Previous Meetings

7.1 Ordinary Council Meeting 20 August 2024

Attachment 7.1A

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officer's Recommendation / Council Resolution – 7.1

That the minutes of the Shire of Narembeen Ordinary Council Meeting held on Tuesday 20 August 2024, as presented, be confirmed as a true and correct record of proceedings.

MIN 7861/24 **MOTION** - Moved Cr. Hardham Seconded Cr. Bald

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

8. Minutes of Committee Meetings to be Received

8.1 Great Eastern Country Zone Meeting 15 August 2024

Attachment 8.1A

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officer's Recommendation / Council Resolution – 8.1

That the minutes of the GECZ Meeting held on Thursday 15 August 2024, as presented, be received.

MIN 7862/24 **MOTION** - Moved Cr. Bray Seconded Cr. Currie

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

9. Recommendations from Committee Meetings for Council Consideration

Nil

10. Announcements by Presiding Member without Discussion

Nil

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11. Officers Reports - Office of the Chief Executive Officer

11.1 Chief Executive Officer- Performance Review Panel 2024

Date:	6 September 2024
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Kathryn Conopo, Executive Governance Officer
File Reference	Personnel
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	Nil

Purpose of Report

☐ Executive Decision ☒ Legislative Requirement

Summary

This Item presents for a review panel to be formed consisting of the Cr Stirrat Shire President, Cr Cusack Deputy President and Elected Member Cr Bald to be tasked with facilitating the Chief Executive Officers Performance Review, for consideration and adoption.

Background

On 3 February 2021, the Local Government (Administration) Amendment Regulations 2021 introduced 'Model CEO Standards' detailing mandatory minimum standards for the recruitment, selection, performance review and termination of employment in relation to local government CEOs. The aim of the Model CEO Standards is to provide a consistent and equitable framework for CEO recruitment, performance review and termination across all local governments, in accordance with principles of merits, equity and transparency.

The Shire of Narembeen adopted the Model CEO Standards at its Ordinary Council Meeting on 15 November 2022 (MIN 7522/22).

Comment

The CEO requests the formation of a review panel to facilitate the CEO performance review process in accordance with Division 3 of the Local Government (Administration) Regulations 2021. The panel will ensure that the review is conducted impartially and transparently, in line with the agreed performance criteria and the standards set out in the legislation.

Consultation

Cr Scott Stirrat, Shire President
Cr Holly Cusack, Deputy President

UNCONFIRMED

Statutory Implications

The Review will be conducted in accordance with Sections 5.38 and 5.39(3)(b) of the *Local Government Act 1995* and Regulation 18D of the *Local Government (Administration Regulations) 1996*, which requires that:

1. *The performance of the CEO be reviewed at least once a year;*
2. *The CEO will have a written contract of employment, which shall include performance criteria for the purpose of conducting a review; and,*
3. *A Local Government is to consider each review on the performance of the CEO carried out under section 5.38 and is to accept the review, with or without modification, or to reject the review.*

Policy Implications

Policy 1.5 - CEO Standards for Recruitment, Performance and Termination.

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and Resourced Loal Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Ineffective Employment Practices
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

UNCONFIRMED

Officers Recommendation / Council Resolution – Item 11.1

That Council form a review panel consisting of Cr Stirrat, Deputy Cr Cusack and Cr Bald to undertake the performance review of the Chief Executive Officer.

MIN 7863/24 **MOTION** - Moved Cr. Cole Seconded Cr. Hardham

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

11.2 Draft Workforce Plan

Date:	9 September 2024
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Rebecca McCall, Chief Executive Officer
File Reference	CORPORATE PLANNING/PLANNING/Workforce Plan
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	11.2A Workforce Plan 2024-2032

Purpose of Report

☐ Executive Decision ☒ Legislative Requirement

Summary

For Council to receive and adopt the Workforce Plan 2024-2032.

Background

The Shire of Narembeen developed its first Workforce Plan (2014-2023) as part of the Integrated Planning and Reporting Framework. The 2024-2028 Workforce Plan continues this, focusing on workforce readiness to support the Shire's strategic and operational objectives. It addresses challenges such as skills shortages and an ageing workforce while aiming to enhance flexibility, performance, and staff retention.

Comment

The Workforce Plan positions the Shire to meet future challenges by focusing on becoming an employer of choice, enhancing recruitment and retention efforts, and supporting organisational development.

Consultation

Executive Manager Corporate Services
Executive Manager Infrastructure Services

Statutory Implications

It is a requirement to produce a plan for the future under Section 5.356(1) of the *Local Government Act 1995.*

Policy Implications

Nil

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Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.1 Forward Planning and implementation of plans to achieve strategic priorities

Asset Management Plan
Nil

Long Term Financial Plan
Salaries, wages, training and employee costs are factored into the Long Term Financial Plan. The financial implications caused by the reviewed Workforce Plan will be minimal.

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	Short term non-compliance but significant regulatory requirements imposed
Consequence Rating	Moderate (3)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Moderate (6)
Key Controls in Place	Governance Calendar and Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Salaries, wages, training and employee costs are factored into the annual budget.

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – Item 11.2

That Council adopts the Workforce Plan 2024-2028.

MIN 7864/24 **MOTION** - Moved Cr. Cusack Seconded Cr. Currie

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

11.3 ROE Regional Organisation of Councils – MOU Amendments

Date:	10 September 2024
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Rebecca McCall, Chief Executive Officer
File Reference	Personnel
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	11.3A Revised RoeROC Memorandum of Understanding

Purpose of Report

☒ Executive Decision ☒ Legislative Requirement

Summary

This item seeks Council endorsement of the revised Roe Regional Organisation of Councils Memorandum of Understanding (MOU).

Background

The Roe Regional Organisation of Councils (RoeROC) was established in October 2006 to facilitate voluntary cooperation and resource sharing between the Shires of Corrigin, Kondinin, Kulin and Narembeen.

The current MOU expired on 30 June 2023 and was circulated to delegates on 13 March 2023 for comment. The RoeROC MOU was reviewed by the Chief Executive Officers of the member councils on 12 May 2023 and the revised draft was presented to the RoeROC delegates for consideration.

At the November 2023 Ordinary Meeting, Council endorsed the reviewed MOU for the period 1 July 2023 to 30 June 2028 and authorised the Shire President and Chief Executive to execute the MOU.

Following the planning session held on 21 March 2024, 150Square reviewed the MOU and proposed some minor amendments to the purpose, objectives, principles, and Schedule 2. The changes also include provision for an Executive Support Officer.

Comment

RoeROC delegates reviewed the proposed changes to the MOU at the meeting held on 19 April 2024 and resolved to endorse the minor amendments to the RoeROC MOU and change the period to 1 July 2024 to 30 June 2029 for presentation to member local governments.

The revised MOU better reflects the collaborative approach to future projects and strengthens the governance arrangements.

Consultation

RoeROC Chief Executive Officers

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RoeROC Delegates

Statutory Implications

Local Government Act 1995

Policy Implications

Nil

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and Resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	some temporary non compliances
Consequence Rating	Insignificant (1)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Low (3)
Key Controls in Place	Compliance Calendar; Agreement & Contact Register
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

The RoeROC MOU includes provision for member council to make an annual financial contribution towards the operations in equal shares and may also be requested to contribute towards specific projects and initiatives.

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

UNCONFIRMED

Officers Recommendation / Council Resolution – Item 11.3

That Council:

1. Endorses the revised RoeROC Memorandum of Understanding for the period of 1 July 2024 to June 2029 as provided in Attachment 11.3A.
2. Authorises the Shire President and Chief Executive Officer to execute the Memorandum of Understanding.

MIN 7865/24 **MOTION** - Moved Cr. Currie Seconded Cr. Hardham

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

11.4 Establishment of Behaviour Complaints Committee

Date:	10 September 2024
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Kathryn Conopo, Executive Governance Officer
File Reference	ADM541
Previous Meeting Reference	August Discussion Forum 2024
Disclosure of Interest:	Nil
Attachments:	11.4A Delegation – Behaviour Complaints Committee 11.4B Behaviour Complaints Committee Terms of Reference 11.4C Behaviour Complaints Committee Code of Conduct

Purpose of Report

☐ Executive Decision ☒ Legislative Requirement

Summary

It is a requirement to have a Behaviour Complaints Committee to deal with complaints regarding breaches of Division 3 of the Code of Conduct for Council and Committee Members and Candidates. Division 3 specifically deals with behaviour of members.

Background

Council does not currently have any provisions for dealing with complaints or breaches of the Code of Conduct.

Comment

A Behaviour Complaints Committee will provide an avenue for complaints about Council Members, Committee Members and Candidates' behaviour to be brought forward, reviewed and assessed in a fair, consistent and equitable manner. The committee will be delegated enough authority to ensure that complaints can be dealt with from start to finish and in a timely manner and will enable information to remain confidential.

Consultation

Senior Management Team
Council – August Discussion Forum

Statutory Implications

Local Government Act 1995

5.8. Establishment of committees

UNCONFIRMED

A local government may establish* committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.

** Absolute majority required*

5.10. Committee members, appointment of

(1) A committee is to have as its members —
(a) persons appointed* by the local government to be members of the committee (other than those referred to in paragraph (b)); and
(b) persons who are appointed to be members of the committee under subsection (4) or (5).

** Absolute majority required*

5.11A. Deputy committee members

(1) The local government may appoint* a person to be a deputy of a member of a committee and may terminate such an appointment* at any time.

** Absolute majority required.*

5.16. Delegation of some powers and duties to certain committees

(1) Under and subject to section 5.17, a local government may delegate* to a committee any of its powers and duties other than this power of delegation.

** Absolute majority required.*

Local Government (Model Code of Conduct) Regulations 2021

Policy Implications

Shire of Narembeen Code of Conduct Council and Committee Members and Candidates 2024
Shire of Narembeen Delegations Register

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

UNCONFIRMED

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Governance Calendar and Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☐ Simple Majority ☒ Absolute Majority

Officers Recommendation / Council Resolution – Item 11.4

That Council

1. Adopt Delegation 1.1.2 Behaviour Complaints Committee
2. Adopt Behaviour Complaints Committee Terms of Reference
3. Adopt Behaviour Complaints Committee Code of Conduct
4. Nominate the following 4 members as the Behaviour Complaints Committee
    a. Cr Bray
    b. Cr Hardham
    c. Cr Bald
    d. Cr Cole
5. Nominate the following 2 members as proxy committee members
    a. Cr Currie
    b. Cr Cusack

MIN 7866/24 **MOTION** - Moved Cr. Bald Seconded Cr. Hardham

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

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11.5.1 Close Meeting to Public

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – Item 11.5.1

That the Council meeting is closed to the public in accordance with s5.23(2)(b) to receive the confidential attachments.

MIN 7867/24 **MOTION** - Moved Cr. Bald Seconded Cr. Currie

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

5.16pm The meeting was closed to the public

11.5.2 Receive Confidential Attachments

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – Item 11.5.2

That the Council receive the confidential attachments 11.5A.

MIN 7868/24 **MOTION** - Moved Cr. Cole Seconded Cr. Bray

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

11.5.3 Open Meeting to Public

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – Item 11.5.3

That the Council reopen the meeting to the public.

MIN 7869/24 **MOTION** - Moved Cr. Cole Seconded Cr. Currie

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

5.17 The meeting was reopened to the public.

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CEO R McCall and Cr Currie Declared an Impartiality Interest. Cr Currie remained in the Meeting and participated in the vote.

11.5 Write-off Request

Date:	31 July 2024
Location:	Nil
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Ben Forbes, Executive Manager Corporate Services
File Reference	Nil
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	11.5A Request for write-off of rates (CONFIDENTIAL)

Purpose of Report

☒ Executive Decision ☒ Legislative Requirement

Summary

For Council to review and consider a request received for the write-off of back-rates.

Background

As part of the preparation of annual rates for the 2025 financial year, it was detected that A1286 was listed as vacant land with a Gross Rental Value (GRV) of $660. As this is known to be a completed dwelling, enquiries were made of Landgate – Shire staff were then advised that the property had been revalued to a GRV of $10,296 from 1 November 2021.

Comment

Local Governments are obliged to rate property in their district based on the given value by the Valuer General (i.e. Landgate) multiplied by the rate in the dollar adopted by the Local Government for each financial year, except where land is specifically excluded. The rateable property within a Local Government's district and the value attributed to each property are collectively referred to as the "rate record" by the Local Government Act 1995, colloquially known as the 'rate book'.

Local Governments are empowered by the Local Government Act 1995 to make amendments to their rate records for the current financial year and "the 5 years preceding the current financial year". This power is not afforded to Local Government discretionarily – Section 6.39 (2)(a) specifically states that a Local Government **"is required"** to amend their rate record to ensure that it is accurate. There is no distinction made between the record being incorrect due to an error or omission by either the Local Government or the ratepayer as, realistically, both will frequently occur.

Following on from the information presented above, after confirming the correct details for the rate record the assessment detailed were amended and 'back-rates' (historically revised rates) were issued for the 2022, 2023 and 2024 financial years in accordance with Section 6.40 of the Local Government Act 1995.

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Consultation

Chief Executive Officer
Shire President

Statutory Implications

Local Government Act 1995

Section 6.12. Power to defer, grant discounts, waive, or write off debts.

(1) Subject to subsection (2) and any other written law, a local government may —
- (a) when adopting the annual budget, grant* a discount or other incentive for the early payment of any amount of money; or
- (b) waive or grant concessions in relation to any amount of money; or
- (c) write off any amount of money,

which is owed to the local government.
* Absolute majority required.

(2) Subsection (1)(a) and (b) do not apply to an amount of money owing in respect of rates and service charges.
(3) The grant of a concession under subsection (1)(b) may be subject to any conditions determined by the local government.
(4) Regulations may prescribe circumstances in which a local government is not to exercise a power under subsection (1) or regulate the exercise of that power.

Section 6.39. Rate record

(1) As soon as practicable after a local government has resolved to impose rates in a financial year it is to ensure that a record is compiled, at the time and in the form and manner prescribed, for that financial year of —
- (a) all rateable land in its district; and
- (b) all land in its district on which a service charge is imposed.

(2) A local government —
- (a) is required, from time to time, to amend a rate record for the current financial year to ensure that the information contained in the record is current and correct and that the record is in accordance with this Act; and
- (b) may amend the rate record for the 5 years preceding the current financial year.

Section 6.40. Effect of amendment of rate record

(1) Where the rate record in relation to any land is amended under section 6.39(2) as a result of a change in —
- (a) the rateable value of; or
- (b) the rateability of; or
- (c) the rate imposed on,

that land, the local government is to reassess the rates payable on the land and to give notice to the owner of the land of any change in the amount of rates payable on the land.

(2) Where the rate record in relation to any land is amended under section 6.39(2) as a result of a change in a service charge imposed on that land, the local government is to reassess that service charge and to give notice to the owner or occupier of the land, as the case requires, of any change in the amount of the service charge payable on the land.

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(3) If, as a result of a reassessment of rates under subsection (1), a rate on any land is —

(a) reduced, and that rate has already been paid to a local government, the local government —

(i) may, and if so requested by the current owner of the land is required to, make a refund to that owner of the amount overpaid; or

(ii) is required to allow a credit of the amount overpaid in relation to the land against future liabilities for rates or service charges in respect of that land;

or

(b) increased, that increased rate is the rate to which section 6.44 applies.

6.44. Liability for rates or service charges

(1) The owner for the time being of land on which a rate or service charge has been imposed is liable to pay the rate or service charge to the local government.

(2) If there are 2 or more owners of the land they are jointly and severally liable to pay the rate or service charge, as the case requires.

6.45. Options for payment of rates or service charges

(1) A rate or service charge is ordinarily payable to a local government by a single payment but the person liable for the payment of a rate or service charge may elect to make that payment to a local government, subject to subsection (3), by —

(a) 4 equal or nearly equal instalments; or

(b) such other method of payment by instalments as is set forth in the local government's annual budget.

(2) Where, during a financial year, a rate notice is given after a reassessment of rates under section 6.40 the person to whom the notice is given may pay the rate or service charge —

(a) by a single payment; or

(b) by such instalments as are remaining under subsection (1)(a) or (b) for the remainder of that financial year.

(3) A local government may impose an additional charge (including an amount by way of interest) where payment of a rate or service charge is made by instalments and that additional charge is, for the purpose of its recovery, taken to be a rate or service charge, as the case requires, that is due and payable.

Local Government (Financial Management) Regulations 1996

58. Instalments not available if land in arrears (Act s. 6.45)

Payment of a rate or service charge on any land may not be made by instalments if, at the date for payment of the first instalment, any part of a rate or service charge imposed on that land in a previous financial year (or interest accrued thereon at the date of issue of the rate notice) remains unpaid.

Policy Implications

There are no Council policies related to the direct outcome of this resolution.

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Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Governance Calendar, Financial Management Framework and Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Reputational
Consequence Description	Substantiated, public embarrassment, moderate impact, moderate news
Consequence Rating	Moderate (3)
Likelihood Rating	Likely (4)
Risk Matrix Rating	High (12)
Key Controls in Place	Accurate advice to Council
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

If Council endorses the officer's recommendation, there are no financial implications (no changes to the current accounts).

If Council proposes an alternate resolution in-line with the ratepayer's request, this will result in forgone rate revenue equal to the concession granted.

UNCONFIRMED

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officer's Recommendation – Item 11.5

That Council does not write off any back-rates for assessment A1286.

MIN **MOTION** - Moved Cr. Bray Seconded Cr.

Lapses for want of a Seconder

Alternate motion:

That Council authorises the CEO to negotiate a suitable payment plan with the ratepayer for any back-rates associated with assessment A1286 and approves the write-off of any interest accrued on unpaid rates related to assessment A1286.

MIN 7870/24 **MOTION** - Moved Cr. Cusack Seconded Cr. Hardham

CARRIED 7/0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

12. Officers Reports - Development and Regulatory Services

Nil

13. Officers Reports - Corporate Services

13.1 Council Policy Review

Date:	31 July 2024
Location:	Nil
Responsible Officer:	Ben Forbes, Executive Manager Corporate Services
Author:	Ben Forbes, Executive Manager Corporate Services
File Reference	CORPORATE MANAGEMENT\POLICY\Policy Register
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	13.1A Human Resources 13.1B Employee plant use 13.1C Bitumen frontage

Purpose of Report

☒ Executive Decision ☐ Legislative Requirement

Summary

For Council to review and endorse the attached policies.

Background

As part of an ongoing process to review, amend and close gaps in existing policies Council's human resources policy, employee plant use policy have been amended. The bitumen frontage policy is newly devised, as has previously been discussed with Council.

Comment

The policies proposed for endorsement have been written to increase employment attraction and retention, be more contemporary, align with current practices, reduce overall exposure to risk and establish precedence for planning future roadworks.

Consultation

Chief Executive Officer
Executive Manager Infrastructure Services
Council – August Discussion Forum

Statutory Implications

Local Government Act 1995

UNCONFIRMED

Section 2.7 Role of council

(1) The council —

(a) governs the local government's affairs; and

(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the council is to —

(a) oversee the allocation of the local government's finances and resources; and

(b) determine the local government's policies.

[Section 2.7 amended: No. 17 of 2009 s. 4.]

Section 5.41 Functions of CEO

The CEO's functions are to —

a) advise the council in relation to the functions of a local government under this Act and other written laws; and

b) ensure that advice and information is available to the council so that informed decisions can be made; and

c) cause council decisions to be implemented; and

d) manage the day-to-day operations of the local government; and

e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions; and

f) speak on behalf of the local government if the mayor or president agrees; and

g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees); and

h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and

i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

Policy Implications

Endorsement of this item will affect an amendment to Council's existing human resources policy and implement new policies to govern employee use of Shire property and assess requests to bituminise roads in front of rural properties.

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

UNCONFIRMED

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Governance Calendar, Financial Management Framework and Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

The attached human resources policy includes amendments to increase some employee entitlements and allowances. Not allowing for estimates that are variable, the anticipated marginal cost of the policy is ~$40,000 per year, which has not been budgeted for.

The bitumen road front policy will oblige Council to plan for roadworks to bituminise roads in front of rural properties that meet the given criteria. These road works will need to be planned in advance and incorporated into Council's annual budget and road plan but are estimated to have a gross cost of approximately $60,000 per property.

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – Item 13.1

That Council adopt the policies, as attached.

MIN 7871/24 **MOTION** - Moved Cr. Currie Seconded Cr. Bray

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

13.2 Council Policy Review (Repeal)

Date:	11 September 2024
Location:	Nil
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Kathryn Conopo, Executive Governance Officer
File Reference	ADM541
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	13.2A Sexual Harassment 13.2B Severance Pay 13.2C Housing Policy

Purpose of Report

☒ Executive Decision ☐ Legislative Requirement

Summary

To review several Council policies of an administrative nature

Background

The Council has a significant number of policies covering a range of issues which require periodical review.

Comment

The following policies are recommended for repeal, and comment is provided relative to each policy.

Policy	Reason for repeal
4.3.20 Sexual Harassment	Redundant; covered in the staff code of conduct
4.3.17 Severance Pay	Redundant; covered by the Award/EBA
7.1.9 Housing Policy	A new framework, currently in draft form, has been created which has removed the operations provisions.

Consultation

Chief Executive Officer
Executive Manager Corporate Services
Executive Manager Infrastructure Services
Councillors – August Discussion Forum

UNCONFIRMED

Statutory Implications

Local Government Act 1995

Section 2.7 Role of council

(1) The council —

(a) governs the local government's affairs; and

(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the council is to —

(a) oversee the allocation of the local government's finances and resources; and

(b) determine the local government's policies.

[Section 2.7 amended: No. 17 of 2009 s. 4.]

Section 5.41 Functions of CEO

The CEO's functions are to —

a) advise the council in relation to the functions of a local government under this Act and other written laws; and

b) ensure that advice and information is available to the council so that informed decisions can be made; and

c) cause council decisions to be implemented; and

d) manage the day-to-day operations of the local government; and

e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions; and

f) speak on behalf of the local government if the mayor or president agrees; and

g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees); and

h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and

i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

Policy Implications

Council has Adopted Strategic Policy Framework which guides the format, content, nature and review date for each policy. The Strategic Policy Framework also differentiates between Council Policies, Executive Policies and Procedures/Manuals.
It is considered good corporate governance to review policies as they fall due and to consider if any new policies should be added in line with legislative changes.

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

UNCONFIRMED

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Governance Calendar, Financial Management Framework and Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – Item 13.2

That Council repeal the policies, as attached.

MIN 7872/24 **MOTION** - Moved Cr. Cole Seconded Cr. Hardham

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

Cr Bray declared a Financial Interest and exited the meeting at 5.35pm

13.3 Budget Amendment – 18 Hilton Way Narembeen

Date:	10 September 2024
Location:	Not applicable
Responsible Officer:	Ben Forbes, Executive Manager Corporate Services
Author:	Ben Forbes, Executive Manager Corporate Services
File Reference	FINANCIAL MANAGEMENT\BUDGETS\Amendments
Previous Meeting Reference	Discussion forum, August 2024
Disclosure of Interest:	Nil
Attachments:	

Purpose of Report

☒ Executive Decision ☒ Legislative Requirement

Summary

For Council to endorse a budget amendment to the annual budget for the year ended 30 June 2025 for additional capital expenditure for 18 Hilton Way, Narembeen.

Background

Following the retirement of a staff member, the finalisation of the current Housing Policy and evolving deliberations by the Shire for the short-term use of the property, it has been determined by management that 18 Hilton Way, Narembeen requires several internal renovations to improve the aesthetic and level of comfort for it's residents.

The property is a 3x1 with separate toilet, with the intended occupants being singles, couples or small families.

Comment

Council's intended use of 18 Hilton Way, Narembeen is for the housing of staff and essential workers for the district. For this intention to be fulfilled, it is necessary that the house is of a standard that will encourage the attraction and retention of personnel.

In accordance with the Housing Policy, the property will be held and used for the foreseeable future though when eventually sold the Shire should realise a marginal gain for the proposed renovations.

The proposed budget amendment is intended to cover painting of internal walls, ceilings and door frames and renovations to the bathroom. Other minor maintenance works will be done in conjunction with the renovations, including professional carpet cleaning, a new oven and garden maintenance. At the time of writing, the only quote received is for painting, which was ~$13,000.

Consultation

Chief Executive Officer

UNCONFIRMED

Executive Manager Infrastructure Services

Statutory Implications

Local Government Act 1995

6.8. Expenditure from municipal fund not included in annual budget

(1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

a) is incurred in a financial year before the adoption of the annual budget by the local government; or
b) is authorised in advance by resolution*; or
c) is authorised in advance by the mayor or president in an emergency.

** Absolute majority required.*

Policy Implications

Nil

Strategic Implications

Strategic Community Plan

Strategic Priority:	2. Economy
Objective:	Retain and grow existing businesses, employment and attract new industry
Strategy:	2.4 Retain and grow out local skills base

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Indequate Asset Sustainability Practices
Risk Category	Service Interruption
Consequence Description	Medium terms temporary interruption - backlog cleared by additional resources <1 week
Consequence Rating	Minor (2)
Likelihood Rating	Possible (3)
Risk Matrix Rating	Moderate (6)
Key Controls in Place	Asset management plan
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

UNCONFIRMED

Financial Implications

Nil

Voting Requirements

☐ Simple Majority ☒ Absolute Majority

Officers Recommendation / Council Resolution – Item 13.3

That Council approve the following budget amendment:

Land and Buildings		
2225	18 Hilton Way, renovations	$35,000.00

MIN 7873/24 **MOTION** - Moved Cr. Bald Seconded Cr. Currie

CARRIED 6 / 0

For: Cr Stirrat, Cr Cusack, Cr Cole, Cr Bald, Cr Currie. Against: Nil

Cr Bray re-entered the meeting at 5.38pm

UNCONFIRMED

13.4 Schedule of Accounts Paid for Month Ended 31 August 2024

Date:	10 September 2024
Location:	Not applicable
Responsible Officer:	Ben Forbes, Executive Manager Corporate Services
Author:	Ben Forbes, Executive Manager Corporate Services
File Reference	Nil
Previous Meeting Reference	Not applicable
Disclosure of Interest:	Nil
Attachments:	13.4A Schedule of Accounts paid for the month ended 31 August 2024 13.4B Credit Card payment list – August 2024

Purpose of Report

☐ Executive Decision ☒ Legislative Requirement

Summary

For Council to receive the list of payments made by the Shire of Narembeen for the month ended 31 August 2024.

Background

The Shire's schedule of accounts paid is to be provided to Council each month, pursuant to the requirements of *Local Government (Financial Management) Regulation 1996.*

Comment

As per the attached schedule, total payments from Municipal funds for the month ended 31 August 2024 total $701,707.80 including $9,793.93 of expenditure on Council credit cards.

Consultation

Nil

Statutory Implications

Local Government (Financial Management) Regulations 1996

Reg. 13 List of Accounts

1. If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared;
    a. The payee's name;
    b. The amount of the payment;
    c. The date of the payments; and
    d. Sufficient information to identify the transaction.

UNCONFIRMED

3. A list prepared under sub regulation (1) or (2) is to be –
    a. Presented to the council at the next ordinary meeting of council after the list is prepared; and
    b. Recorded in the minutes of that meeting.

Policy Implications

Nil

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Governance Calendar, Financial Management Framework and Legislation
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation / Council Resolution – 13.4

That Council receive and endorse the schedule of accounts paid for the month ended 31 August 2024, as attached.

MIN 7874/24 **MOTION** - Moved Cr. Bray Seconded Cr. Currie

CARRIED 7 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald, Cr Currie. Against: Nil

UNCONFIRMED

14. Officers Reports - Community Services

Nil

15. Officers Reports - Infrastructure Services

Nil

16. Elected Member Motions of which Previous Notice has been Given

Nil

17. Elected Member Motions Without Notice

Nil

18. New Business of an Urgent Nature Approved by the Presiding Person or Decision

Nil

19. Matters for which the Meeting may be Closed

Nil

20. Closure of Meeting

The next meeting will be held on Tuesday 15 October 2024 commencing at 5.00pm

There being no further business, the chair declared the meeting closed at 5.47pm

UNCONFIRMED

ATTACHMENT 8.1A
Minutes – A&R Committee 17 September 2024

Shire of Narembeen
Together we grow

MINUTES

Audit and Risk Committee

17 September 2024

NOTICE OF MEETING

Dear Committee Members and Members of the Public,

In accordance with the provisions of Section 5.5 of the Local Government Act, you are hereby notified that the Audit and Risk Committee Meeting has been convened for:

Date: **Tuesday 17 September 2024**

At: Shire Council Chambers
1 Longhurst Street, Narembeen

Commencing: 1.00pm

Rebecca McCall
Chief Executive Officer

12 September 2024

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Narembeen for any act, omission or statement or intimation occurring during Council/Committee meetings or during formal/informal conversations with staff. The Shire of Narembeen disclaims any liability for any loss whatsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's and or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for license, any statement or limitation or approval made by a member or officer of the Shire of Narembeen during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of Narembeen. The Shire of Narembeen warns that anyone who has an application lodged with the Shire of Narembeen must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of the application and any conditions attaching to the decision made by the Shire of Narembeen in respect of the application.

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1. Official Opening and Welcome

The presiding person welcomed everyone to the meeting and declared the meeting open at 1.03pm

2. Record of Attendance / Apologies / Leave of Absence

Councillors:

Cr SW Stirrat	President
Cr HA Cusack	Deputy President
Cr TW Cole	
Cr HJ Bald	
Cr CD Bray	
Cr AM Hardham	

Staff:

Ms R McCall	Chief Executive Officer
Mr B Forbes	Executive Manager Corporate Services
Ms K Conopo	Executive Governance Officer

Member of Public:

Apologies:

Cr MJ Currie	
Mr K Markham	Executive Manager Infrastructure Services

3. Public Question Time

Nil

4. Disclosure of Interest

Nil

5. Confirmation of Previous Meetings

5.1 Audit and Risk Committee Meeting 21 May 2024

Attachment 5.1A

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation/ Committee Resolution – Item 5.1

That the minutes of the Shire of Narembeen Audit and Risk Committee Meeting held on Tuesday 21 May 2024, as presented, be confirmed as a true and correct record of proceedings.

MIN 7855/24 **MOTION** - Moved Cr. Cusack Seconded Cr. Cole

CARRIED 6 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald. Against: Nil

6. Officer Reports

6.1 Risk Dashboard – Quarterly Report – June 2024

Date:	9 September 2024
Location:	Not Applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Rebecca McCall, Chief Executive Officer
File Reference	ADM588
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	**6.1A Risk Dashboard Quarterly Report – June 2024**

Purpose of Report

☒ Executive Decision ☐ Legislative Requirement

Summary

This item presents the Risk Dashboard – quarterly monitoring report for June 2024 to the Audit and Risk Committee for consideration and receival.

Background

The Risk Management Framework for the Shire of Narembeen sets out the approach to the identification, assessment, management, reporting and monitoring of risks. The objective is to ensure that all areas of the Shire adopt the outlined procedures to ensure:

- strong corporate governance;
- compliance with relevant legislation, regulations and internal policies;
- integrated Planning and Reporting requirements are met; and
- uncertainty and its effects on objectives are understood.

The Shire has adopted a 'Three Lines of Defence" model for the management of risk. This model ensures roles, responsibilities, and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the council, management, and community will have assurance that risks are managed effectively to support the delivery of the strategic, corporate, and operational plans.

The Shire qualitied its risk appetite through the development of the Shire's Risk Assessment and Acceptance Criteria.

There is a requirement to assess and manager the risk profiles on an ongoing basis to monitor risks and treatments.

Comment

The quarterly review of risk profiles assessed emerging risks, control effectiveness and key indicator performance. Assigned actions are reflective of current risks and control environment.

Key indicators revised or introduced include:

Risk Theme - External Theft and Fraud
Key Indicator – bank reconciliations
Risk Theme - Inadequate Project Management/Change Management
Key Indicator – undocumented project variations
Key Indicator - failure to achieve project milestones
Key Indicator – project management framework to be documented
Key Indicator – documenting procedure manuals for positions together with relevant controls
Risk Theme – Provide Inaccurate Advice/Information
Key Indicator – number of registered complaints (unresolved or not deemed to be immaterial)
Risk Theme – Inadequate Asset Sustainability Practices
Key Indicator – Plant rendered unusable due to preventable circumstances

The following risk themes are listed on the Risk Register as the overall control rating was 'inadequate':

- Business and Community Disruption
- Errors, Omissions and Delays
- Inadequate Document Management Process
- Inadequate Asset Sustainability Practices
- Ineffective Management of Facilities/Venues/Events

Consultation

Executive Manager Corporate Services

Statutory Implications

The *Local Government Act 1995* and Regulation 17 of the *Local Government (Audit) Regulations* is applicable.

Policy Implications

Risk Management Framework

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls in Place	Risk Management Framework
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

There are no financial implications to Council in relation to this item as the Risk Dashboard identifies and evaluates risk.

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation/ Committee Resolution – Item 6.1

That Audit and Risk Committee receives the Risk Dashboard Quarterly Report – June 2024 as presented in Attachment 6.1A.

MIN 7856/24 **MOTION** - Moved Cr. Hardham Seconded Cr. Bald

CARRIED 6 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald. Against: Nil

6.2 Risk Management Policy Review

Date:	6 September 2024
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Rebecca McCall, Chief Executive Officer
File Reference	CORPORATE MANAGEMENT/POLICY/Policy Register
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	**6.2A Risk Management Policy (new)** **6.2B Risk Management Policy (old)**

Purpose of Report

☒ Executive Decision ☐ Legislative Requirement

Summary

For the Audit and Risk Committee to review and recommend to Council for adoption of the reviewed Risk Management Policy.

Background

The Shire of Narembeen is committed to implementing an organisation-wide approach to risk management, ensuring consistent and effective identification, assessment, and mitigation of risks in decision-making, operations, and planning. The attached Risk Management Policy represents an updated version of the 2021 policy, reflecting a thorough review to ensure continued alignment with best practices and organisational needs. This updated policy aligns with AS/ISO 31000:2018 and applies to all council members, employees, and contractors engaged in Shire operations.

Comment

The policy establishes clear objectives, such as safeguarding organisational assets, ensuring business continuity, and promoting public safety. It assigns the Chief Executive Officer the responsibility for implementing and continuously improving the policy. Risk management is recognised as essential for achieving the Shire's goals and is subject to regular monitoring and review by the management team and the Audit and Risk Committee. This systematic approach ensures informed decision-making and a proactive stance in managing uncertainties across the organisation.

Approval of this reviewed policy will strengthen the Shire's operational resilience and ensure alignment with best practices in risk management.

Consultation

Executive Manager Corporate Services

Statutory Implications

The *Local Government Act 1995* and Regulation 17 of the *Local Government (Audit) Regulations* is applicable.

Policy Implications

Risk Management Framework

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Moderate (3)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Moderate (5)
Key Controls in Place	Governance Calendar, Financial Management Framework and Legislation; Risk Management Framework & Policy
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation/ Committee Resolution – Item 6.2

That the Audit and Risk Committee

1. Receives the Risk Management Policy, as presented in Attachment 6.2A.
2. Recommends to Council that it adopts the Risk Management Policy

MIN 7857/24 **MOTION** - Moved Cr. Cusack Seconded Cr. Cole

CARRIED 6 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald. Against: Nil

6.3 Risk Management Framework Review

Date:	6 September 2024
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Rebecca McCall, Chief Executive Officer
File Reference	RISK MANAGEMENT/PLANNING/Risk Management Framework
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	**6.3A Risk Management Framework 2024**

Purpose of Report

☐ Executive Decision ☒ Legislative Requirement

Summary

For the Audit and Risk Committee to review and recommend to Council for adoption of the reviewed Risk Management Framework.

Background

The Shire of Narembeen's (Shire) Risk Management Framework sets out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks.

The Shire has adopted a "Three Lines of Defence" model for the management of risk. This model ensures roles, responsibilities and accountability for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, management and community will have assurance that risks are managed effectively to support the delivery of the Strategic, Corporate and Operational Plans.

The initial Risk Management Framework was developed in 2014 and last reviewed in 2021. All components of the Framework were based on AS ISO 31000:2009 Risk Management Guidelines.

Comment

To ensure strong corporate governance the Risk Management Framework was reviewed for it's appropriateness and effectiveness. The Framework was updated to align with the AS ISO 31000:2018 Risk Management Guidelines.

The Assessment and Acceptable Criteria quantifies the Shire's risk appetite. The criteria was reviewed and minor adjustments were made to the Measures of Consequences.

Approval of this reviewed policy will strengthen the Shire's operational resilience and ensure alignment with best practices in risk management.

Consultation

Executive Manager Corporate Services

Statutory Implications

The *Local Government Act 1995* and Regulation 17 of the *Local Government (Audit) Regulations* is applicable.

Policy Implications

Risk Management Policy

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Moderate (3)
Likelihood Rating	Unlikely (2)
Risk Matrix Rating	Moderate (5)
Key Controls in Place	Governance Calendar, Risk Management Policy
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation/ Committee Resolution – 6.3

That the Audit and Risk Committee

1. Receives the Risk Management Framework, as presented in Attachment 6.3A
2. Recommends to Council that it adopts the Risk Management Framework.

MIN 7858/24 **MOTION** - Moved Cr. Bray Seconded Cr. Bald

CARRIED 6/ 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald. Against: Nil

6.4 Interim Management Letter and Response

Date:	6 September 2024
Location:	Not applicable
Responsible Officer:	Ben Forbes, Executive Manager Corporate Services
Author:	Ben Forbes, Executive Manager Corporate Services
File Reference	FINANCIAL MANAGEMENT\AUDIT\2024\Interim
Previous Meeting Reference	Nil
Disclosure of Interest:	Nil
Attachments:	**6.4A Shire of Narembeen - Interim management letter, management response**

Purpose of Report

☐ Executive Decision ☒ Legislative Requirement

Summary

For the Audit and Risk Committee to review and receive the draft interim management letter and management's responses to the findings raised.

Background

A Local Government is to prepare an annual report each financial year containing such information as prescribed by the Local Government Act 1995 Section 5.53(2) and Regulation 19 of the Local Government (Administration) Regulations 1996. This report, in addition to all associated accounting practices and records, is to be audited by an external party each year.

The audit of the financial statements is split into two components due to the quantity of work. Prior to 30 June an 'interim audit' is conducted to review profit and loss accounts and directly associated balance sheet accounts. After 30 June the 'annual audit' is conducted to review balance sheet accounts, associated methodologies and general compliance with laws, regulations and accounting standards.

Comment

Regarding findings 3 and 4, management notes that:

- Additional internal controls have been implemented to ensure that all accounting documentation (including payroll) is properly authorised – consistency of staff adoption and overall enforcement of adherence to new practices remains an ongoing process
- The workforce and asset management plans are nearing completion and will be provided to the auditors prior to the annual audit.

Regarding findings 1 and 2, management notes that:

- Staff receive regular IT training, and the auditors were advised of this prior to issuing the letter
- As noted in the comment to finding #2; Council's procurement policy specifically doesn't require purchase orders for acquisitions under $5,000, so 3 of 4 findings are not considered to be an issue.

Consultation

Chief Executive Officer

Statutory Implications

Local Government Act 1995,

Part 5, Section 5.53

(1) The local government is to prepare an annual report for each financial year.
(2) The annual report is to contain —
- a) a report from the mayor or president; and
- b) a report from the CEO; and
- e) an overview of the plan for the future of the district made in accordance with section 5.56, including major initiatives that are proposed to commence or to continue in the next financial year; and
- f) the financial report for the financial year; and
- g) such information as may be prescribed in relation to the payments made to employees; and
- h) the auditor's report prepared under section 7.9(1) or 7.12AD(1) for the financial year; and
- ha) a matter on which a report must be made under section 29(2) of the Disability Services Act 1993; and
- hb) details of entries made under section 5.121 during the financial year in the register of complaints, including —
  - i. the number of complaints recorded in the register of complaints; and
  - ii. how the recorded complaints were dealt with; and
  - iii. any other details that the regulations may require; and
  - iv. and such other information as may be prescribed.

7.12A. Duties of local government with respect to audits

(1) A local government is to do everything in its power to —
- (a) assist the auditor of the local government to conduct an audit and carry out the auditor's other duties under this Act in respect of the local government; and
- (b) ensure that audits are conducted successfully and expeditiously.

(2) Without limiting the generality of subsection (1), a local government is to meet with the auditor of the local government at least once in every year.

(3) A local government must —
- (aa) examine an audit report received by the local government; and
- (a) determine if any matters raised by the audit report, require action to be taken by the local government; and
- (b) ensure that appropriate action is taken in respect of those Matters

(4) A local government must —
- (a) prepare a report addressing any matters identified as significant by the auditor in the audit report, and stating what action the local government has taken or intends to take with respect to each of those matters; and
- (b) give a copy of that report to the Minister within 3 months after the audit report is received by the local government.

(5) Within 14 days after a local government gives a report to the Minister under subsection (4)(b), the CEO must publish a copy of the report on the local government's official website.

Local Government (Financial Management) Regulations 1996, Part 4 Financial Reports

Regulations 36 to 49 prescribe the contents and disclosures required in the financial statements and accompanying notes.

Regulation 51 prescribes that the Local Government's CEO provide a copy of the audited financial report to the CEO of the Department of Local Government Sport and Cultural Industries within 30 days of the receipt of the audit report.

Local Government (Audit) Regulations 1996, Regulation 10

(1) An auditor's report is to be forwarded to the persons specified in section 7.9(1) within 30 days of completing the audit.

(2) The report is to give the auditor's opinion on —
   a. the financial position of the local government; and
   b. the results of the operations of the local government.

(3) The report must include a report on the conduct of the audit.

(4) Where it is considered by the auditor to be appropriate to do so, the auditor is to prepare a management report to accompany the auditor's report and to forward a copy of the management report to the persons specified in section 7.9(1) with the auditor's report.

Local Government (Administration) Regulations 1996, Regulation 10

19B. Information to be included in annual report

(2) For the purposes of section 5.53(2)(g) and (i), the annual report for a financial year beginning on or after 1 July 2020 must contain the following —

(a) the number of employees of the local government entitled to an annual salary of $130,000 or more;
(b) the number of employees of the local government entitled to an annual salary that falls within each band of $10 000 over $130 000;
(c) any remuneration and allowances paid by the local government under Schedule 5.1 clause 9 during the financial year;
(d) any amount ordered under section 5.110(6)(b)(iv) to be paid by a person against whom a complaint was made under section 5.107(1), 5.109(1) or 5.114(1) to the local government during the financial year;
(e) the remuneration paid or provided to the CEO during the financial year;
(f) the number of council and committee meetings attended by each council member during the financial year;
(g) if available, the gender, linguistic background and country of birth of council members;
(h) if available, the number of council members who are aged —
   (i) between 18 years and 24 years; and
   (ii) between 25 years and 34 years; and
   (iii) between 35 years and 44 years; and
   (iv) between 45 years and 54 years; and
   (v) between 55 years and 64 years; and
   (vi) over the age of 64 years;

(i) if available, the number of council members who identify as Aboriginal or Torres Strait Islander;
(j) details of any modification made to a local government's strategic community plan during the financial year;

(k) details of any significant modification made to a local government's corporate business plan during the financial year.

Policy Implications

Risk Management Policy

Strategic Implications

Strategic Community Plan

Strategic Priority:	4. Civic Leadership
Objective:	Well governed and efficiently managed Local Government
Strategy:	4.2 Compliant and resourced Local Government

Asset Management Plan
Nil

Long Term Financial Plan
Nil

Risk Implications

Risk Profiling Theme	Failure to Fulfill Statutory, Regulatory or Compliance Requirements
Risk Category	Compliance
Consequence Description	No noticeable regulatory or statutory impact
Consequence Rating	Minor (2)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (2)
Key Controls in Place	Governance Calendar, Risk Management Policy
Action / Treatment	Nil
Risk Rating After Treatment	Adequate

Financial Implications

Nil

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation/ Committee Resolution – 6.4

That the Audit and Risk Committee receive the attached interim management letter.

MIN 7859/24 **MOTION** - Moved Cr. Cole Seconded Cr. Hardham

CARRIED 6 / 0

For: Cr Stirrat, Cr Cusack, Cr Bray, Cr Cole, Cr Bald. Against: Nil

7. Other Business

Nil

8. Closure of Meeting

Details of the next meeting will be advised.

There being no further business, the Chair declared the meeting closed at 1.41pm.

ATTACHMENT 8.2A
Minutes – RoeROC Ordinary Committee
19 September 2024

ROEROC
Roe Regional Organisation of Councils
Corrigin | Kondinin | Kulin | Narembeen

MINUTES

RoeROC Ordinary Meeting

Thursday 19th September 2024

Shire of Corrigin Council Chambers

TERMS OF REFERENCE

1.0 NAME

The Committee shall be known as the Roe Regional Organisation of Councils (Roe ROC).

2.0 ROLE OF THE COMMITTEE

To undertake projects, deliver services and share resources where there are common interests to provide financial benefit to the Member Councils

3.0 OBJECTIVES OF THE COMMITTEE

The objectives of Roe ROC are:

- to enhances and assist in the advancement of the region,
- To form a strategic alliance for the retention of infrastructure, community services and population, increased funding for development and maintenance/improvement of local road network, economic development initiatives, promotion and marketing initiatives, retention of health services, salinity and environment and general local government industry issues,
- To encourage cooperation and resource sharing on a regional basis
- Not to detract from the relationships an individual shire holds within its community, with the state and federal governments and other entities it interacts with in the course of usual business.

4.0 MEMBERSHIP

The membership of the Roe ROC is governed by a Memorandum of Understanding with the current term expiring 30 June 2028.

Membership of the Committee shall be:

- President of the member Council.
- Deputy Delegate - one elected member from each member Council
- Chief Executive Officer of the member shire.
- Deputy Officer –one officer from each member Council

5.0 HOST COUNCIL

The indicative host council rotation will be as follows:

March 2015-2018	Shire of Narembeen
March 2018-2020	Shire of Kulin
March 2020-2023	Shire of Kondinin *
March 2023-2025	Shire of Corrigin
March 2025-2027	Shire of Narembeen
March 2027-2029	Shire of Kulin

* Shire of Kondinin extra year to assist Shire of Corrigin after fire in 2022

Roe ROC Dinner

Member councils generally organise a dinner each year on a rotational basis which is usually held during Local Government Convention.

2018	Shire of Narembeen
2019	Shire of Kulin
2020	Shire of Corrigin
2021	Shire of Kondinin
2022	Shire of Narembeen
2023	Shire of Kulin
2024	Shire of Corrigin
2025	Shire of Kondinin

6.0 PRESIDING MEMBER

The members of the Roe ROC shall elect a Chairperson, Deputy Chairperson on a rotational basis as decided by Member Councils following the bi-annual local government elections.

7.0 CONDUCT OF MEETINGS

Ordinary meetings of the Committee shall be held on the third Thursday of the month commencing at 1pm generally in March, June, September and November each year or as otherwise determined by the Presiding Member. Written notice shall be given to all Committee members, at least 7 days prior to the meeting.

The host council will be responsible for administration support and providing lunch for delegates prior to the meeting.

Each meeting should consider, but not be restricted to, the following matters:

Every meeting
- Confirmation of financial reports for Roe Environmental Health Scheme and Bendering Waste Facility.

March Meeting
- Business Case for potential joint projects for coming year and grant funding.
- Fees and charges for Bendering Tip
- Invitation to Shire of Lake Grace - Roe Health Environmental Health Scheme.

June Meeting
- Invitation to Avon Waste as waste contractor.

September Meeting
- Update on joint projects

November Meeting
- Identify potential joint projects for coming year and grant funding.
- Licences, contracts and agreements due to expire.

8.0 DELEGATED POWERS

The Committee has no delegated powers and is an advisory committee to member Councils only.

9.0 EXISTING AGREEMENTS AND DOCUMENTS

Roe Regional Organisation of Councils Memorandum of Understanding (MOU)
Agreement between Shires of Corrigin, Kondinin, Kulin and Narembeen. Current MOU commenced on 1 July 2023 and expires on 30 June 2028.

Roe Health Scheme Memorandum of Understanding
Agreement between Shires of Corrigin, Kondinin, Kulin, Lake Grace and Narembeen.
Current MOU commenced on 1 July 2023 and expires on 30 June 2028 unless otherwise agreed or extended by the Member Councils in writing.
To be reviewed 6-12 months prior to the expiration of the term.
The MOU includes Operational Guidelines and is currently administered by the Shire of Corrigin including the employment of 1.2 Full time equivalent Environmental Health Officers.

Bendering Waste Facility Land Details Avon Location 23945 Kondinin-Narembeen Road, Bendering Deposited Plan 151345 CT 1044/171

Licence to Use Land – Lot 23495 on DP 151345
Agreement with Kondinin Community Recreation Council for cropping lease expires March 2028 with an option to renew for 5 years.

Deed of Easement
Between Notting Nominees Pty Ltd and Shires of Corrigin, Kondinin, Kulin and Narembeen

Certificate of Registration Environmental Protection (Rural Landfill) Regulations 2002 Contract

for the Supply of Waste Disposal Goods and Services – Avon Waste
Individual contracts between Avon Waste and shires of Corrigin, Kondinin, Kulin and Narembeen expires 30 June 2025 with extension of 3 x 1 year periods.
Avon Waste responsible for management of Bendering Tip Facility. Waste disposal contract supersedes Regional Waste Site Agreement

Bendering Landfill Report
Site selection and geotechnical assessment for proposed regional landfill June 2007

Bendering Landfill Management Plan
Completed in July 2022 by Talis Consultants in conjunction with Roe EHO. Replaces previous 20 year plan.

RoeROC Executive Officer Position
Contract between RoeROC and 150Square for the provision of Executive Officer Services July 2024 – 30 June 2027.

Roe ROC Strategic Priorities 2024 – 2026

10.0 SITE WORKING GROUP

- Deal with civil work issues associated with the site including planning future cell opening / construction work, cover and fill strategy, fencing, internal roads, access for large machinery, maximising raw materials, etc.
- Group comprises of Works Managers, Roe ROC EHO and Avon Waste (Ashley Fisher or other person as designated by Avon Waste)
- Quorum consists of at least four members of the Working Group
- Develop work strategy and budget in relation to construction of new Stage 2 cells at site as a priority task
- Define technical design limitations associated with cell construction, in particular maximising cell depth, referencing latest Tallis Report 2022 and Rural Landfill Regulations
- Establish and utilise a WhatsApp group for communications
- Discuss site access with Avon waste. Bendering Landfill Operations Plan to include agreement that each Roe ROC Works Manager is to have a key for access to the site for civil works and emergency access.
    - Access to site to be communicated by working group members (prior to access)
    - Access to site limited to site civil works and maintenance issues. Site access for other use should be by prior arrangement with Avon Waste and Roe ROC CEO's
- Roe ROC shires to agree to a Schedule of Plant/Labour rates prior to each yearly budget for works associated with the site operations and management. Individual shire time to be invoiced to Roe ROC.
- Current recommended plant rates for all Roe ROC shires:
    - Heavy Plant (Graders, Loaders, Trucks and semi-Trailers) - $130.00/hr (ex GST)
    - Light vehicles (Utility/Small Trucks) - $75.00/hr (ex GST)
- Working group to meet every 6 months, generally March and September.

1. Opening And Announcements

The Chair, President D Hickey declared the meeting open at 1.01 pm.

2. Attendance

Cr D Hickey	President, Shire of Corrigin
Cr S Jacobs	Deputy President, Shire of Corrigin
N Manton	CEO, Shire of Corrigin
K Caley	Deputy CEO, Shire of Corrigin *(left at 2.09pm)*
Cr S Stirrat	President, Shire of Narembeen
Cr H Cusack	Deputy President, Shire of Narembeen
R McCall	CEO, Shire of Narembeen *(via Teams)*
Cr B Smoker	Deputy President, Shire of Kulin
A Leeson	CEO, Shire of Kulin
M Burgess	MOWS, Shire of Kondinin *(left at 2.09pm)*
D Burton	CEO, Shire of Kondinin
B Gerrard	Principal Roe EHO *(left at 2.09pm)*
L Pitman	Environmental Health Officer *(left at 2.09pm)*
D Mollenoyux	Executive Officer, RoeROC

3. Apologies

Cr G Robins	*President, Shire of Kulin*
Cr K Mouritz	*President, Shire of Kondinin*
Cr B Gangell	*Deputy President, Shire of Kondinin*

4. Guests

Nil

5. Declarations of Interest

Nil

6. Minutes Of Meetings

Minutes of the RoeROC Council Meeting held on the 20th June 2024, included at Attachment 6.1.

Resolution
Moved: Cr B Smoker **Seconded: Cr S Stirrat**

That the Minutes of the Council Meeting held on the 20th June 2024 are received as a true and correct record of proceedings.

Carried

Minutes of the RoeROC CEO's Meeting held on the 11th July 2024, included at Attachment 6.2.

Resolution
Moved: Cr B Smoker **Seconded: Cr S Stirrat**

That the Minutes of the RoeROC CEO's Meeting held on the 11th July 2024 be received.

Carried

Minutes of the RoeROC Shared Services Working Group Meeting held on the 26th August 2024, included at Attachment 6.3.

Resolution
Moved: Cr B Smoker **Seconded: Cr S Stirrat**

That the Minutes of the RoeROC Shared Services Working Group Meeting held on the 26th August 2024 be received.

Carried

Minutes of the Bendering Tip Working Group Meeting held on the 27th August 2024, included at Attachment 6.4.

Resolution
Moved: Cr B Smoker **Seconded: Cr S Stirrat**

That the Minutes of the Bendering Tip Working Group Meeting held on the 27th August 2024 be received.

Carried

7. Presentations

Nil

8. Status Reports

8.1 RoeROC Status Report

The report is provided as attachment 8.1 to this document.

8.2 RoeROC Executive Officer Key Performance Indicators Status Report

At the RoeROC CEO's meeting it was recommended that a status report / update on the progress of the Executive Officer's Key Performance Indicators be provided at each meeting. A copy of the EO KPI Status Report is provided at attachment 8.2 of this document.

The status reports were presented and noted

9. Matters for Information / Update

9.1. Bendering Waste Site

B Gerard to provide an update on the following at the meeting;

- Bendering Landfill Compliance Audit and Waste Date Report
- Bendering Tip Operations Plan Update- updated based on LGIS feedback.

B Gerand presented report and update for Bendering Waste Site, copy attached.

9.2. ERP (Shire Software Options)

Representatives from each RoeROC Shire attended a joint Shire software presentation with WEROC and NEWROC Local Governments on the 6th August 2024. Four companies specializing in the provision of Local Government Software packages provided an overview and basic demonstration of their product.

The RoeROC Executive Officer sought feedback from each CEO, as to their thoughts on the presentations and next steps for considering options for future software options. It was agreed to provide the feedback to the RoeROC SSWG for consideration and next steps.

There was consensus that the process and implementation will take several years and to continue to progress the investigations into the most suitable, practical and financially viable option. Not all Shires will be ready at the same time, however a staged approach would be acceptable.

The SSWG recommended the next steps;

1. It was agreed that the Executive Officer is to arrange for Datacom to provide an in person interactive demonstration as a group.
2. That the Executive Officer seek quotations for the provision of ERP from Datacom and

ReadyTech, for both RoeROC Group and clarify any savings as a group with other ROC's.

The RoeROC Executive Officer is working towards suitable arrangements for the in-person presentations, noting that most finance staff are extremely busy with end of year financials and audits.

9.3. RoeROC Workforce Housing Investigation

We are awaiting an update from Wheatbelt Development Commission (WDC) so we can provide to the meeting. The Stakeholder Engagement report is in draft, we are hoping this will also be finalised so we can table at the meeting.

As the lead of this project, Rebecca McCall will present an update at the meeting.

Workforce Housing Investigation Project
Update 19 September 2024

- *The stakeholder engagement work has been completed with key takeaways being:*
  - *approximately 120 responses from businesses were received with >60% of businesses with employees indicating the need for an additional employee.*
  - *70% of businesses already provide housing for their employees either in-town or on-farm.*
  - *>50% of businesses expressed dissatisfaction with existing housing types, pointing to a need for 1 to 3-bed, 2-bath options.*
  - *75% of respondents were interested in investing in additional housing for their workers.*

- *JE Planning has completed a draft demand analysis report, titled 'ROEROC Workforce Housing Investigation,' which has been circulated to all CEOs. Clarification is required regarding definitions, consistency in data formatting, and the interpretation of the data.*

- *The Wheatbelt Development Commission is currently finalising the town development capacity/servicing assessments and aims to have draft 'Town Action Plans' available for review in early October.*

- *A market-testing exercise is underway with indicative costings and development costings sought from regionally based traditional and modular builders for priority sites in Corrigin and Narembeen.*

- *Thomas Chadwick (Chadwick Consulting) has been engaged to prepare additional feasibility testing of alternate development options on priority sites. This cost is within the existing project budget and the findings will inform Econisis' cost-benefit consideration and business case development. As per the project scope, the intention is that the feasibility testing and 'modelling' of development options will be broadly transferrable to other priority sites within the respective ROEROC Shire townsites.*

In terms of timeframes, the WDC are aiming to have the information from prospective builders and Chadwick Consulting work completed by 7 October which will allow Econisis to get their work done, hopefully, by the end of the week of 23 October.

For Interest:

- *Residential Housing & Land Development Steering Committee (RHLDSC) (consisting of Ministers Buti, Carey, Saffioti, and Punch) is a sub-Cabinet committee that aims to provide whole of government direction for all matters relating to housing and land supply, planning and infrastructure. Existing funding programs of particular relevance to regional WA include:*
  - *$80M Infrastructure Development Fund (Note: $40M was initially allocated for Regional WA projects under Stream 3 in 2023. 5 funding rounds have now been completed and it is estimated that <$5M remains.*
  - *Department of Communities have broadened their $50M Call for Submissions for housing projects (for social, affordable rental GROH, LG workers and workforce accommodation) to include proposals from Local Governments. Submissions to be*

considered for support through the selection process may include capital grant funding, land leases, or land contributions.

- *DPIRD is currently finalising a regional worker housing pilot proposal whereby funding would be made available to support local government led housing projects in regional WA. At this stage the concept has been supported by the RHLDSC, with the initial pilot open to select local governments that were partner to initial concept testing.*

- *Six Wheatbelt shires will receive funding through Stream 1 of the Commonwealth Government's $500M Housing Support Program. Congratulations to the Shire of Victoria Plains, Moora, Dandaragan, Toodyay, Goomalling and West Arthur who will share in $877,065 to support the future delivery of affordable housing in the region.*

- *Property developers looking at potential investment in the region based on a build to rent model (there will be meetings in the next 2 months with Moora, Dandaragan (Jurien), Narrogin and Williams).*

Action
Invite Janine Eriksson and Alex McKenzie to the November 2024 RoeROC Meeting.

9.4. Call for Local Government Submission on Housing

The Department of Communities (Communities) is calling for submissions from Local Government as part of several initiatives the State Government is undertaking to support the delivery of housing across the State.

Submissions are invited from metropolitan and regional Local Governments across Western Australia for proposals on:

- Social housing
- Government Regional Officers Housing (GROH)
- Local Government Officer Housing
- Key worker and service worker housing
- Affordable rental housing.

This call for submissions invites local governments to work with Communities, to develop their housing ideas during an early engagement process. View and download submission guidelines here

Submissions close on 14 August 2025 and may be lodged with the Department of Communities at any time until then.

Action
To be considered upon the completion and findings of the WDC RoeROC Workforce Housing Report.

Department of Communities – Consultation on Housing Issues

150Square has received contact from The APP Group (APP), who have been engaged as an external consultant by the Department of Communities to prepare Housing Issues Summaries for each of the ten Infrastructure WA regions.

They will be meeting with the RoeROC, WEROC & NEWROC Executive Officers via MS teams meeting on the 18th September 20204. The intended outcome of the meeting is to improve our understanding of specific challenges faced within the Wheatbelt Region in the supply of housing. Outcomes from stakeholder engagement will be brought together with data analysis to develop an evidence base for the Department of Communities' Regional Housing Plans.

The RoeROC Executive Officer provided an update on this consultation process and opportunities for further input, at the RoeROC Meeting.

10. Matters For Decision

10.1. Financial Report

APPLICANT	Shire of Corrigin
REPORTING OFFICER:	Natalie Manton
DATE:	13th September 2024
DISCLOSURE OF INTEREST:	Nil
FILE REFERENCE	
ATTACHMENT NUMBER:	**10.1** Roe Health Statements Bendering Waste Statements

COMMENT
Financial report for Roe Health Scheme and Bendering Waste Site is provided in Attachment 10.1.

RECOMMENDATION
That the financial report for the Roe Health Scheme and Bendering Waste Site prepared by the Shire of Corrigin for the period ended 31 August 2024 be received.

Resolution
Moved: Cr S Stirrat **Seconded: Cr B Smoker**

That the financial report for the Roe Health Scheme and Bendering Waste Site prepared by the Shire of Corrigin for the period ended 31 August 2024 be received.

Carried

10.2. ROEROC SHARED SERVICES WORKING GROUP

APPLICANT	
REPORTING OFFICER:	Darren Mollenoyux
DATE:	9th September 2024
DISCLOSURE OF INTEREST:	Nil
FILE REFERENCE	
ATTACHMENT NUMBER:	10.2 – SSWG Terms of Reference

SUMMARY
To endorse the RoeROC Shared Services Working Group (SSWG) Terms of Reference.

BACKGROUND
With the engagement of an Executive Officer for RoeROC a set of KPI's were adopted and included Action 5, Establish a shared services working group.

ACTION	**TIMELINE**
Establish a shared services working group.	2024/25
KPI #5a	**Timeline**
Establish a shared services working group to promote collaboration and efficiency among the Shires.	September 2024
KPI #5b	**Timeline**
Define the working group's objectives, scope, and meeting schedule.	October 2024
KPI #5c	**Timeline**
Develop a shared services plan outlining key areas for collaboration, resource sharing, and efficiency improvements.	December 2024

The Executive Officer sought representatives from each of the RoeROC Shires via email from each CEO. The following representatives have been appointed;

Shire of Corrigin	Kylie Caley	DCEO
Shire of Kondinin	Vince Bunga	MCS
Shire of Kulin	Fiona Murphy	EMFS
Shire of Narembeen	Ben Forbes	ESCS

The first meeting of the RoeROC SSWG was held on the 19th August 2024 where the committee considered the draft Terms of Reference prepared by the RoeROC Executive Officer.

The key components of the Terms of Reference will include;

1. Name of Group
2. Role of the Working Group
3. Role of RoeROC Executive Officer
4. Objectives of the Working Group
5. Membership / Representatives
6. Representatives – Specific Projects
7. Appointment of Chairperson
8. Meeting Schedule
9. Agendas and Minutes
10. Delegation Powers

COMMENT
The SSWG reviewed the proposed Terms of Reference, providing feedback and minor amendments. The endorsed Terms of Reference have been provided as Attachment 9.2 to this agenda.

RoeROC Council is now asked to consider the Terms of Reference and endorse them.

STATUTORY ENVIRONMENT
Local Government Act 1995

POLICY IMPLICATIONS
Nil

CONSULTATION
Rebecca McCall – Shire of Narembeen CEO
RoeROC SSWG

FINANCIAL IMPLICATIONS
Nil

COMMUNITY AND STRATEGIC OBJECTIVES
ROEROC Strategic Objectives 2024-2026
ROEROC Action 5 Establish a Shared Services Working Group

VOTING REQUIREMENT
Simple Majority

RECOMMENDATION
That RoeROC endorse the RoeROC Shared Services Working Group (SSWG) Terms of Reference, as presented.

Resolution
Moved: Cr B Smoker **Seconded: Cr S Jacobs**

That RoeROC endorse the RoeROC Shared Services Working Group (SSWG) Terms of Reference, as presented.

Carried

10.3. REGIONAL EDUCATION STRATEGY

APPLICANT	
REPORTING OFFICER:	Darren Mollenoyux
DATE:	12th September 2024
DISCLOSURE OF INTEREST:	Nil
FILE REFERENCE	
ATTACHMENT NUMBER:	10.3 – Draft RoeROC Regional Education Strategy Submission

SUMMARY
To endorse the Draft RoeROC Regional Education Strategy Submission.

BACKGROUND
The Minister for Education has released a regional education strategy draft for consultation. The strategy sets future directions for students in regional education focused on the 6 non-metropolitan education regions – Kimberley, Pilbara, Midwest, Goldfields, Wheatbelt and South West.

The Department will undertake targeted consultation on the draft strategy in the regions, with identified key stakeholders across education, government, industry and community. The consultation period closes on Friday 20 September 2024.

COMMENT
The following schools are located within the RoeROC Local Government areas:
- Corrigin District High School - Kindergarten – Yr 10
- Kondinin Primary School - Kindergarten – Yr 6
- Hyden Primary School - Kindergarten – Yr 6
- Kulin District High School - Kindergarten – Yr 10
- Narembeen District High School - Kindergarten – Yr 10

Public education is a critical service in the RoeROC communities and schools play a significant role in attracting and retaining people in our communities and retaining youth.

The RoeROC Executive has reviewed the draft strategy and provided the following comments to RoeROC CEO's for consideration:

Structure
There are no points of measurement in the plan, nor a prioritization of strategies. The document only provides a one size fits all approach to schools in regional WA.

Opportunities
Having reviewed the document, the following points are noted and should be addressed in our joint submission;
- There is no mention of housing and building capacity for regional staffing. The issues around either lack of housing or significantly high rental values is a major factor in attracting and retaining staff in our region.
- There is no reference to supporting School Boards in performing their duties under the Act (establishing and reviewing the school's objectives, priorities and general policy direction; planning of financial arrangements necessary to fund those objectives, priorities and directions, evaluating the school's performance).
- No reference to high performing schools in regional WA mentoring other rural schools.
- There should be consideration to additional strategies required to deliver programs and additional support to new graduates in the region.
- The strategy "*Growing great leaders in our schools trial will provide school leaders with the opportunity to take up principal appointments in regional schools while maintaining their appointment to a city school"* – we would like to encourage teachers to be residents in our communities and make a commitment. There would be a number of senior teachers and Principals that are transient (DIDO).
- Further expansion required on how the Department will increase access to local career development pathways and support.

Whilst most individual Councils were going to make submissions, it was agreed by the RoeROC CEO's that a joint RoeROC Submission should be prepared and submitted.

The Executive Officer has drafted a RoeROC Submission for the WA State Government's Regional Education Strategy (draft for consultation).

A copy of the RoeROC submission is included as attachment 10.3 to this agenda.

STATUTORY ENVIRONMENT
Nil

POLICY IMPLICATIONS
Nil

CONSULTATION
RoeROC CEOs were asked to advise of key areas to address and provide input for the joint submission.

FINANCIAL IMPLICATIONS
Nil

COMMUNITY AND STRATEGIC OBJECTIVES
ROEROC Strategic Objectives 2024-2026
Shire of Corrigin, Kondinin, Kulin, and Narembeen Strategic Community Plans

VOTING REQUIREMENT
Simple Majority

RECOMMENDATION
That RoeROC endorse the RoeROC Submission into the WA State Government's Draft Regional Education Strategy, as presented.

Resolution
Moved: Cr S Stirrat **Seconded: Cr H Cusack**

That RoeROC endorse the RoeROC Submission into the WA State Government's Draft Regional Education Strategy, as presented.

Carried

10.4. BENDERING LANDFILL MANAGEMENT PLAN

APPLICANT	Shire of Corrigin
REPORTING OFFICER:	Natalie Manton
DATE:	13th September 2024
DISCLOSURE OF INTEREST:	Nil
FILE REFERENCE	WM.0013
ATTACHMENT NUMBER:	10.4 - Draft Bendering Landfill Management Plan V4 August 2024

SUMMARY
Delegates are asked to receive the revised Draft Bendering Landfill Management Plan 2024.

BACKGROUND
The Shires of Kondinin, Corrigin, Kulin and Narembeen purchased 64 hectares of freehold land in the Shire of Kondinin for the Bendering Landfill Site in 2007. The four shires signed an agreement with Avon Waste in 2018 for a seven year period for kerbside and commercial waste collection and recycling as well as management of the landfill site. The contract also provides for transfer of waste from local transfer stations and the use of hook bins.

The Bendering Landfill Site is registered as a Category 89 Prescribed Premises under Part V of the *Environmental Protection Act*. The *Environmental Protection (Rural Landfill) Regulations 2002* apply to Category 89 Prescribed Premises in Schedule 1 Part 2 of the *Environmental Protection Regulations 1987* for putrescible landfill site that accepts between 20 and 5,000 tonnes of waste per year.

In 2021 Roe Regional Organisation of Councils (Roe ROC) engaged Talis Consultants to produce a Landfill Management Plan to guide the future development and rehabilitation of the site as required by regulation 17 of the *Environmental Protection (Rural Landfill) Regulations 2002.*

The regulations outline requirements for the tipping area, covering and containing of waste, the control of surface water runoff, dust suppression, separation distances, disposing of asbestos and clinical waste and a post-closure plan.

The original Landfill Management Plan was completed in May 2021 and was modelled on waste cells raised to two metres (2) above ground level. The quantities calculated for bund walls and capping seemed excessive and the cost was considered too expensive.
In June 2021 the option of staying in stage 1 or moving to stage 2 was considered and
Roe ROC decided that moving to stage 2 was cheaper as much less cover material was required.

The draft Landfill Management Plan was endorsed at the Roe ROC meeting on 22 July 2021 and delegates passed the following resolution:

That the Landfill Management Plan drafted by Talis be received by ROEROC.
Management investigates further options including the feasibility and implementation of drilling the whole site.

The delegates passed a resolution in support of additional costs to complete the Landfill Management Plan and update void modelling using newly provided trial pit information and update the lifespan calculations to feed into budget provision schedule. A modified capping design was also included following the decision to change the approach and move to stage 2 and 3 rather than raise the waste up to 2m in Stage 1.

The report was updated following the results of electromagnetic imaging of the site in May 2022.

In August 2021Talis was asked to revise the plan to remove the need for filling to a height of 2m above the existing trenches in Stage 1 (and subsequent stages) due to the unrealistic cost and excessive cover material required. The location for stages two and three was amended to consider an area of the site where a depth of 3m can be more easily achieved, depending on the drilling

results. The costs were also revise as the current plan was beyond the financial capacity of the shires.

In July 2022 the Landfill Management Plan was updated with the following changes:

- A slightly modified waste generation model that uses census data to allow Roe ROC to update the model in future years
- An updated capping design to reduce cover to 850mm, and 3D capping model for the Stage 1
- An updated layout design and filling direction for Stages 2 and 3 accounting for the existing gravel pit and estimated rock depths from EM38 mapping and historical trial pits
- Updated material balance calculations, with soil requirements shown as negative soil inputs
- Updated lifespan and void calculations, showing a total Site lifespan of approximately 96 years over which capital expenditure for trench development and capping can be spread
- Updated costings, with total capping costs now being approximately $2.25 million, or $514,000 for Stage 1 (reduced from $1.6mil for Stage 1 in the first Closure Plan); and
- Updated figures showing indicative trench coordinates and historical borehole locations.

The plan was further revised in 2022 with the following changes:

- New cells based on waste cells conservative estimated depth of 1.5m deep (hoping for deeper in some areas) and cover of 850mm.
- Updated costings, with total capping costs $331,000 for Stage 1 based on reduction in development and cover costs, loadings and contingencies.

A resolution was passed in June 2023 that Talis be consulted with a view to reviewing the schedule of capping works as detailed in section 4.9 (schedule of capping works) with the objective of extending stage 1 beyond 2026.

Following consultation with the Working Group in 2024 Talis was requested to update the Management Plan with the following changes:

- Stay in stage 1 for as long as possible.
- Modelling on 2m raise for waste cells and 800mm cover/ capping.
- Cover material requirements to minimum permissible within Rural Landfill Regulations.
- Separate inert waste from putrescible waste trenches if possible and use inert waste for bund walls or cover material to save on cover material.
- Use in house rates for cover/capping and new cell development costs which are much lower.

COMMENT

A Post Closure Plan is required by regulation 17 of the Environmental Protection (Rural Landfill) Regulations 2002. The Landfill Management Plan will assist the Roe ROC shires in meeting this requirement as well as planning the future development of waste trenches of the site and associated costs.

The calculations in the Landfill Management Plan are used to calculate the disclosure notes in the Annual Financial Reports.

The draft Landfill Management Plan was reviewed by the Works Managers with no comments received.

A review of the assumptions and calculations in the report is required before it is finalised.

STATUTORY ENVIRONMENT

Environmental Protection Act 1986
Environmental Protection (Rural Landfill) Regulations 2002
Environmental Protection Regulations 1987
Landfill Waste Classification and Waste Definitions 1996 (as amended 2019)

POLICY IMPLICATIONS

Nil

CONSULTATION

FINANCIAL IMPLICATIONS
The proceeds from the Bendering Landfill site are distributed to shires at the end of each financial year.

Roe ROC delegates previously resolved that each shire would contribute $5,000 per annum to a reserve for future provision for the Bendering Tip.

The predicted cost of capping works required to close stage 1 of the landfill site will be heavily dependent on the rate of waste intake.

COMMUNITY AND STRATEGIC OBJECTIVES
ROEROC Strategic Objectives 2024-2026

VOTING REQUIREMENT
Simple Majority

RECOMMENDATION
That
1. the Bendering Landfill Management Plan 4.0, prepared by Talis Consultants, for the Roe Regional Organisation of Councils (Roe ROC) be received.
2. A working group be formed to review the calculations and provide feedback to Talis so the plan can be finalised.

Recommendation varied to include the make up of the working group, to consist of Site Working Group and Finance staff.

Resolution
Moved: Cr B Smoker **Seconded: Cr Cusack**

That
1. **the Bendering Landfill Management Plan 4.0, prepared by Talis Consultants, for the Roe Regional Organisation of Councils (RoeROC) be received.**
2. **A working group consisting of finance staff and the existing Site Working Group be formed to review the calculations and provide feedback to Talis so the plan can be finalised.**

Carried

The following staff left the meeting at 2.09pm and did not return to the meeting;

B Gerrard	*Principal Roe EHO*
L Pitman	*Environmental Health Officer*
K Caley	*Deputy CEO, Shire of Corrigin*
M Burgess	*MOWS, Shire of Kondinin*

11. Other Matters

11.1. Road Safety Forum – Regional Speed Limits

One of the potential outcomes from the current road safety discussions at a state level is a push for a reduction for regional speed limits. The CEO from the Shire of Kulin has asked that we put this on the agenda for discussion as it may have impacts on our communities and its residents who traverse the road network.

Action
That the CEO's work with the EO to develop a survey to gain community feedback on road safety priorities within the RoeROC area.

11.2. Regional Drought Resilience Planning Consultation

150Square has been engaged by the Wheatbelt Development Commission to undertake consultation for the development of Regional Drought Resilience Plan for the Wheatbelt as part of the Regional Drought Resilience Planning (RDRP) program, funded through the Federal Governments Future Drought Fund (FDF).

Background
The objective of the program is to develop a drought resilience plan that identifies priority actions to equip our region with the necessary strategies and resources to effectively prepare for, and manage, potential future drought risks.

The plans will be regionally led and owned and focus on innovative ways to build regional drought resilience across the region through the agricultural sector and supporting industries (regional economies), communities, landscape and water.

The Wheatbelt Development Commission participated in the pilot year of the program, completing a plan for the Southern Wheatbelt (Shires of Dumbleyung, Kondinin, Kulin, Lake Grace and Wagin). The Wheatbelt Development Commission are now working on an extension for the RDRP which was announced in 2023, and they are coordinating the drought resilience plan for the Wheatbelt region, covering the remaining 37 Wheatbelt Shires.

Upon adoption, the Wheatbelt Regional Drought Resilience Plan is intended to support funding applications from regional communities and/or organisations that will help them prepare for and respond to drought.

Get Involved
There are varying ways to get involved and the RoeROC Executive Officer will be hosting a RoeROC Teams Session in the near future, an invite will be sent out shortly.

The purpose of the session will be to hear your ideas and priorities so we can co-design priority actions to equip the region with the necessary strategies and resources to effectively prepare for and manage potential future drought risks.

To help you prepare we would like you to consider the following questions:

- What does an adaptable / resilient region look like?
- What is your organisation (or the region) doing well in drought resilience, that we should continue to build on in the future?
- What are the gaps that we haven't been able to address to date?
- Have any projects or actions already been identified that need to be funded? Or are there other opportunities?

A survey is also available for any interested member of your community, and we ask that you promote and share this (Wheatbelt RDRP Consultation Info). An information sheet is provided at attachment 10.2.

Action
The Executive Officer will arrange a Teams Meeting with RoeROC CEO's in October 2024.

11.3. RoeROC Newsletter

It was agreed at the July 2024 RoeROC CEO's meeting that the Executive Officer was to produce a RoeROC Newsletter to assist in keeping Council and communities informed of activities, projects and achievements. The first edition is attached at Attachment 11.3.

11.4. Annual Roe ROC Dinner

The Shire of Corrigin is seeking guidance from RoeROC Shires as to a suitable date in September / October 20204 to hold the Annual RoeROC dinner.

Action
Proposed RoeROC Dinner to be held on either 18th or 25th October 2024. CEO's to inform Shire of Corrigin of their Council's preferred date.

12. Next Meeting

The next RoeROC Council meeting be held on the 21st November 2024 at the Shire of Corrigin.

13. Closure

The Chair, President D Hickey thanked everyone for their attendance and declared the meeting closed at 2.26pm.

14. STATUS REPORT

The following provides a status report as of 12th September 2024

MINUTES REFERENCE/DATE	DETAIL	RESPONSIBLE OFFICER	STATUS	ANTICIPATED COMPLETION DATE
27 March 2018	Member shires agreed to allocate $5,000 to a reserve fund to be included in each shire's annual budget		Proceeds from Bendering Tip fees after expenses distributed to shires and can be used for reserves. Bendering Waste Site Management Plan identified a need for each shire to have a reserve of approximately $83,000 by 2026 to cap stage 1	
1 July 2018	Avon Waste Operations Plan outlining procedures for the management of the Roe ROC regional landfill site at Bendering	Ashley Fisher Avon Waste EHO's	Draft prepared to be finalised in conjunction with Management Plan	Originally June 2021 Promised Sept 2023 Due June 2024 **Overdue**
16 March 2023	1.That the Works Managers, EHO's and CEOs to plan and move gravel from stage 2 (pit 2.1 and 2.10) to stage 1 with the cost split between each council Corrigin, Kulin, Narembeen 22% and the Shire of Kondinin 34% in recognition of the former asbestos pit that was filled in. 2. That each council seek a budget amendment for a contribution towards digging new asbestos pit, general waste pit, construction of stock proof fence and surface water pond in stage 2 of approximately $10,000 each.	B Gerrard	Completed New asbestos pit completed and stage 2 fenced.	December 2023
15 June 2023	Roe EHO to identify the highest priority tasks within each shire's Public Health Plan. This initial assessment will help establish specific areas of focus that can be addressed through collaborative efforts. Roe EHO will discuss who will form a working group that will collectively plan and execute strategies to address the identified priority tasks.	B Gerard		
15 June 2023	Talis be consulted with a view to reviewing the schedule of capping works as detailed in section 4.9 (Schedule of capping works) with the objective of extending stage 1 beyond 2026	B Gerard		

15 June 2023 **21 March 2024 (Amendment)**	Roe ROC delegates endorse the Memorandum of Understanding for period 1 July 2024 to 30 June 2029.	Shire's of Corrigin, Kondinin, Kulin, Narembeen and Lake Grace	March 2024 amendment to be taken to Councils prior to signing	Corrigin 21 May 2024 Kondinin Completed Kulin_____ Narembeen Completed Lake Grace_____
15 June 2023	Roe ROC delegates endorse the Roe Regional Environmental Health Services Scheme Memorandum of Understanding for period 1 July 2023 to 30 June 2028.	Shire's of Corrigin, Kondinin, Kulin, Narembeen and Lake Grace	Sent to Kulin for Signing	Corrigin 21 May 2024 Kondinin Completed Kulin_____ Narembeen Completed Lake Grace_____
21 March 2024	Work with WDC to develop a scope and cost estimate for a housing needs analysis and business case based on a similar approach from other groups in the wheatbelt region.	R McCall	Project Agreement Signed. Project progressing.	October 2024
21 March 2024	Review previous notes to identify issues and obtain costs associated with getting the weighbridge working and bring back to working group and June meeting for further discussion.	L Pitman		
21 March 2024	The Fees and Charges for 2024/2025 for the Bendering site be increased as per the proposed table (Perth March CPI of 4.1%) Any work carried out at the Bendering Waste Site by the Shires of Corrigin Kondinin, Kulin and Narembeen be charged out at the agreed in-house rates for heavy plant (graders/loaders/trucks-semi trailers) at $130 per hour (ex GST) and light vehicles (utilities/small trucks) at $75 per hour (ex GST) Remove power poles from Fees and Charges Remove gravel from Fees and Charges Review administration fee to ensure staff costs are covered and charged at a 1 hour minimum.	N Manton	For adoption with Shire of Corrigin budget	July 2024
19 April 2024	Each shire to commit $12,000 into their 2024/2025 budget towards the development of a business case for Workforce Housing Project.	Roe ROC Shires	For adoption with annual budget	July / August 2024
19 April 2024	That Roe ROC recommend to Council 1. Receives and notes the following documents for review • Meeting notes from the planning session held on 21 March 2024 in Corrigin.	Shire CEO's		

	• DRAFT Strategic Priorities with indicative 3 year timeframe to help the group achieve some short to medium term projects and gain some momentum. • DRAFT job description for an Executive Officer • Indicative budget for a human resource based on an average • A high level review of the current Roe ROC MOU • Potential governance models. 2. Endorse the minor amendments to the Roe ROC Memorandum of Understanding, as shown in red in Attachment 5.1.1 and change the period to 1 July 2024 to 30 June 2029 for presentation to member local governments. 3. The Shire President and Chief Executive Officer to execute the Memorandum of Understanding and affix the Shire's common seal. 4. Form a short term working group comprising of Roe ROC CEO's to review and finalise the Executive Officer job description, budget and governance models for presentation to June 2024 meeting.	CEO Meeting	Revised MOU taken to Councils prior to signing Meeting Held	Corrigin 21 May 2024 Kondinin _____ Kulin_____ Narembeen_____ 7th June 2024
19 April 2024	Shire of Kulin Finance Officer has requested a one page working paper with the financial figures and timelines put in place for the rehabilitation of the Bendering waste facility, with the purpose of ensuring all councils have the same information, particularly for when it comes to audit.	N Manton DCEO	Notes circulated site details Quotes for independent accounting opinion if necessary	July 2024
20 June 2024	That Roe ROC recommend Member Councils to: 1. Receive and note the following: • Executive Officer position description. • Draft contract. • Draft Key Performance Indicators. 2. Endorse the appointment of 150Square for the purpose of delivering Executive Officer services under a contract for a three-year period. 3. Request that the Shire of Narembeen, as the lead council member facilitating the appointment of 150Square, execute the contract for a 3-year period commencing 1 July 2024. 4. Ensure meetings are held regularly with the Executive Officer and CEO's, prior to scheduled Roe ROC meetings.	Shire of Narembeen	EO contract finalised Key Performance Indicators set	July 2024

20 June 2024	That Roe ROC request the Executive Officer investigate Enterprise Resource Planning Software solutions and explore opportunities to work with Wheatbelt East Regional Organisation of Councils (WE ROC).	EO	Shire representatives attended joint presentation on 7th August 2024 Shared Services Working Group provided recommendation for next steps	July 2024
20 June 2024	Shire of Corrigin to organise local dinner for Roe ROC councillors in September/ October 2024	Shire of Corrigin	Seeking a suitable date	Sept / Oct 2024

15. EXECUTIVE OFFICER KPI - STATUS REPORT

The following provides a status report as of 12th September 2024

ACTION	TIMELINE	STATUS
Employ an executive officer to administer the organisation, develop and implement strategic projects as well as governing frameworks.	2024	Completed
KPI #1a	**Timeline**	
Effectively manage the process of determining and establishing a governing framework, ensuring a smooth transition and successful implementation. Determine Best governance structure going forward.	June 2025	Initial discussions held at the RoeROC CEO's meeting.
KPI #1b	**Timeline**	
Define the Council and CEO Working Group meeting schedule for 2024/25.	July 2024	It was agreed at the CEO's Meeting on the 11 July 2024, the meetings would be held on an ad hoc basis to be set as needed by the EO and lead CEO.

ACTION	TIMELINE	STATUS
Advocate for the development of a shared policy framework for renewable energy and carbon offsets among Shires for the betterment of the region.	2025/26	Not commenced, EO has had brief discussion and researching with other ROC's as to their approach.
KPI #2	**Draft**	
Develop a shared policy framework for renewable energy and carbon offsets among the Shires for the betterment of the region. Potential planning policy to be drafted.	April 2025	Not commenced, EO has had brief discussion and researching with other ROC's as to their approach.

ACTION	TIMELINE	STATUS
Research the requirements for workforce housing and develop and investment plan encompassing: identification of key housing priorities, estimation of housing delivery costs, formulation of funding and advocacy strategies.	2024/25	WDC Currently preparing report
KPI #3	**Lodgement**	
Identify funding sources and prepare applications with supporting documentation to secure external funding for the implementation of the strategies outlined in the investment plan.	Prior to closing date of funding program.	Report needs to be completed prior to considering funding. Potential funding may be available through the State Government's recently announced $50 million housing initiative for Local Governments.

ACTION	TIMELINE	STATUS
Develop an external funding proposal aimed at enhancing member Shire facilities to align with local emergency management arrangements and evacuation center requirements.	2024/25	Executive Officer has been liaising with Jo Spadaccini, Regional Officer for Wheatbelt Emergency Relief and Support at the Department of Communities. The Executive Officer has an in person meeting on the 18th September with JO and will provide a further update at the meeting.
KPI #4a	**Timeline**	
Conduct a needs assessment to identify facility enhancements required for emergency management and evacuation centres.	November 2024	The Department of Communities team have commenced undertaking their review of each of the RoeROC Evacuation Centers. This will form the basis of the assessment that will be undertaken by the Executive Officer
KPI #4b	**Lodgement**	
Prepare funding proposal(s), including project scope, budget, timelines, and expected outcomes.	Prior to closing date of funding program.	

ACTION	TIMELINE	STATUS
Establish a shared services working group.	2024/25	Working Group established.
KPI #5a	**Timeline**	
Establish a shared services working group to promote collaboration and efficiency among the Shires.	September 2024	Shared Services Working Group SSWG established in August 2024.
KPI #5b	**Timeline**	
Define the working group's objectives, scope, and meeting schedule.	October 2024	Terms of Reference endorsed and to be presented for adoption by RoeROC at the September 2024 RoeROC Council Meeting.
KPI #5c	**Timeline**	
Develop a shared services plan outlining key areas for collaboration, resource sharing, and efficiency improvements.	December 2024	

ACTION	TIMELINE	STATUS
Facilitate the sharing of knowledge and understanding between Shires for regional benefit.	Ongoing	Commenced
KPI #6a	**Present Findings**	
Develop and distribute a skills audit survey to all Shires, collecting and analyzing survey data to identify key skills, gaps, and areas of expertise within each Shire.	October 2024	Skills Matrix has been distributed to each RoeROC Shire for completion by mid September 2024. EO to compile and present to SSWG for discussion and setting next steps.
KPI #6b	**Timeline**	
Establish a digital platform for Shires to share best practices, knowledge, and resources.	December 2024	
KPI #6c	**Timeline**	
Populate the platform with expert contacts and initial resources.	December 2024	

Roe Regional Organisation of Councils (Roe ROC)

Corrigin – Kondinin – Kulin - Narembeen

ROEROC ATTACHMENTS SEPTEMBER 2024

ATTACHMENT 6.1 - ROEROC COUNCIL MEETING MINUTES – 20 JUNE 2024

ATTACHMENT 6.2 - ROEROC CEO MEETING MINUTES – 11 JULY 2024

ATTACHMENT 6.3 - ROEROC SSWG MEETING MINUTES – 26 AUGUST 2024

ATTACHMENT 6.4 - BENDERING WORKING GROUP MINUTES – 27 AUGUST 2024

ATTACHMENT 10.1 - ROEROC STATEMENTS AS AT 31 AUGUST 2024

ATTACHMENT 10.2 - SHARED SERVICES WORKING GROUP TERMS OF REFERENCE

ATTACHMENT 10.3 - ROEROC SUBMISSION – REGIONAL EDUCAITON STRATEGY

ATTACHMENT 10.4 - DRAFT BENDERING LANDFILL MANAGEMENT PLAN V4 August 2024

ATTACHMENT 11.3 - ROEROC NEWSLETTER

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Roe Regional Organisation of Councils (Roe ROC)

Corrigin – Kondinin – Kulin - Narembeen

MINUTES

Shire of Corrigin
Council Chambers
Friday 20 June 2024

TERMS OF REFERENCE

1.0 NAME

The Committee shall be known as the Roe Regional Organisation of Councils (Roe ROC).

2.0 ROLE OF THE COMMITTEE

To undertake projects, deliver services and share resources where there are common interests to provide financial benefit to the Member Councils

3.0 OBJECTIVES OF THE COMMITTEE

The objectives of Roe ROC are:

- to enhances and assist in the advancement of the region,
- To form a strategic alliance for the retention of infrastructure, community services and population, increased funding for development and maintenance/improvement of local road network, economic development initiatives, promotion and marketing initiatives, retention of health services, salinity and environment and general local government industry issues,
- To encourage cooperation and resource sharing on a regional basis
- Not to detract from the relationships an individual shire holds within its community, with the state and federal governments and other entities it interacts with in the course of usual business.

4.0 MEMBERSHIP

The membership of the Roe ROC is governed by a Memorandum of Understanding with the current term expiring 30 June 2028.

Membership of the Committee shall be:

- President of the member Council.
- Deputy Delegate - one elected member from each member Council
- Chief Executive Officer of the member shire.
- Deputy Officer –one officer from each member Council

5.0 HOST COUNCIL

The indicative host council rotation will be as follows:

March 2015-2018	Shire of Narembeen
March 2018-2020	Shire of Kulin
March 2020-2023	Shire of Kondinin *
March 2023-2025	Shire of Corrigin
March 2025-2027	Shire of Narembeen
March 2027-2029	Shire of Kulin

* Shire of Kondinin extra year to assist Shire of Corrigin after fire in 2022

Roe ROC Dinner

Member councils generally organise a dinner each year on a rotational basis which is usually held during Local Government Convention.

2018	Shire of Narembeen
2019	Shire of Kulin
2020	Shire of Corrigin
2021	Shire of Kondinin
2022	Shire of Narembeen
2023	Shire of Kulin
2024	Shire of Corrigin
2025	Shire of Kondinin

6.0 PRESIDING MEMBER

The members of the Roe ROC shall elect a Chairperson, Deputy Chairperson on a rotational basis as decided by Member Councils following the bi-annual local government elections.

7.0 CONDUCT OF MEETINGS

Ordinary meetings of the Committee shall be held on the third Thursday of the month commencing at 1pm generally in March, June, September and November each year or as otherwise determined by the Presiding Member. Written notice shall be given to all Committee members, at least 7 days prior to the meeting.

The host council will be responsible for administration support and providing lunch for delegates prior to the meeting.

Each meeting should consider, but not be restricted to, the following matters:

Every meeting

- Confirmation of financial reports for Roe Environmental Health Scheme and Bendering Waste Facility.

March Meeting

- Business Case for potential joint projects for coming year and grant funding.
- Fees and charges for Bendering Tip
- Invitation to Shire of Lake Grace - Roe Health Environmental Health Scheme.

June Meeting

- Invitation to Avon Waste as waste contractor.

September Meeting

- Update on joint projects

November Meeting

- Identify potential joint projects for coming year and grant funding.
- Licences, contracts and agreements due to expire.

8.0 DELEGATED POWERS

The Committee has no delegated powers and is an advisory committee to member Councils only.

9.0 EXISTING AGREEMENTS AND DOCUMENTS

Roe Regional Organisation of Councils Memorandum of Understanding (MOU)
Agreement between Shires of Corrigin, Kondinin, Kulin and Narembeen.
Current MOU commenced on 1 July 2023 and expires on 30 June 2028.

Roe Health Scheme Memorandum of Understanding
Agreement between Shires of Corrigin, Kondinin, Kulin, Lake Grace and Narembeen.
Current MOU commenced on 1 July 2023 and expires on 30 June 2028 unless otherwise agreed or extended by the Member Councils in writing.
To be reviewed 6-12 months prior to the expiration of the term.
The MOU includes Operational Guidelines and is currently administered by the Shire of Corrigin including the employment of 1.2 Full time equivalent Environmental Health Officers.

Bendering Waste Facility Land Details Avon Location 23945 Kondinin-Narembeen Road, Bendering Deposited Plan 151345 CT 1044/171

Licence to Use Land – Lot 23495 on DP 151345
Agreement with Kondinin Community Recreation Council for cropping lease expires March 2028 with an option to renew for 5 years.

Deed of Easement
Between Notting Nominees Pty Ltd and Shires of Corrigin, Kondinin, Kulin and Narembeen

Certificate of Registration Environmental Protection (Rural Landfill) Regulations 2002

Contract for the Supply of Waste Disposal Goods and Services – Avon Waste
Individual contracts between Avon Waste and shires of Corrigin, Kondinin, Kulin and Narembeen expires 30 June 2025 with extension of 3 x 1 year periods.
Avon Waste responsible for management of Bendering Tip Facility.
Waste disposal contract supersedes Regional Waste Site Agreement

Bendering Landfill Report
Site selection and geotechnical assessment for proposed regional landfill June 2007

Bendering Landfill Management Plan
Completed in July 2022 by Talis Consultants in conjunction with Roe EHO. Replaces previous 20 year plan.

Roe ROC Strategic Priorities 2024 – 2026

10.0 SITE WORKING GROUP

- Deal with civil work issues associated with the site including planning future cell opening / construction work, cover and fill strategy, fencing, internal roads, access for large machinery, maximising raw materials, etc.
- Group comprises of Works Managers, Roe ROC EHO and Avon Waste (Ashley Fisher or other person as designated by Avon Waste)
- Quorum consists of at least four members of the Working Group
- Develop work strategy and budget in relation to construction of new Stage 2 cells at site as a priority task
- Define technical design limitations associated with cell construction, in particular maximising cell depth, referencing latest Tallis Report 2022 and Rural Landfill Regulations
- Establish and utilise a WhatsApp group for communications
- Discuss site access with Avon waste. Bendering Landfill Operations Plan to include agreement that each Roe ROC Works Manager is to have a key for access to the site for civil works and emergency access.
    - Access to site to be communicated by working group members (prior to access)
    - Access to site limited to site civil works and maintenance issues. Site access for other use should be by prior arrangement with Avon Waste and Roe ROC CEO's
- Roe ROC shires to agree to a Schedule of Plant/Labour rates prior to each yearly budget for works associated with the site operations and management. Individual shire time to be invoiced to Roe ROC.
- Current recommended plant rates for all Roe ROC shires:
    - Heavy Plant (Graders, Loaders, Trucks and semi-Trailers) - $130.00/hr (ex GST)
    - Light vehicles (Utility/Small Trucks) - $75.00/hr (ex GST)
- Working group to meet every 6 months, generally March and September.

1. Opening And Announcements

The Chair, President D Hickey opened the meeting at 1:01pm.

2. Attendance

Cr D Hickey	President, Shire of Corrigin
N Manton	CEO, Shire of Corrigin
Cr H Cusack	Deputy President, Shire of Narembeen
B Forbes	A/CEO, Shire of Narembeen
Cr B Smoker	Deputy President, Shire of Kulin
A Leeson	CEO, Shire of Kulin
Cr B Gangell	Deputy President, Shire of Kondinin (Via Teams)
D Burton	CEO, Shire of Kondinin (Via Teams)
B Gerrard	Principal Roe EHO
J Filinski	Executive Support Officer, Shire of Corrigin (Minutes)

3. Apologies

Cr S Jacobs	Deputy President, Shire of Corrigin
Cr G Robins	President, Shire of Kulin
Cr K Mouritz	President, Shire of Kondinin
L Pitman	Environmental Health Officer
R McCall	CEO, Shire of Narembeen
Cr S Stirrat	President, Shire of Narembeen
A Fisher	Avon Waste

4. Guests

5. Minutes Of Meeting

5.1. Roe ROC Council Meeting – 19 April 2024

Minutes of the Roe ROC Meeting held 19 April 2024 (Attachment 5.1).

RESOLUTION
Moved: Cr. Smoker **Seconded: Cr. Gangell**
That the Minutes of the Roe ROC Meeting held on 19 April 2024 (Attachment 5.1) be confirmed as a true and correct record.

Carried

See Status Report at end of agenda for update on previous resolutions.

6. Presentations

NIL

7. Matters For Decision

7.1. Financial Report

Financial report for Roe Health Scheme and Bendering Waste Site are provided in Attachment 7.1.

RESOLUTION
Moved: Cr. H Cusack **Seconded: Cr. B Smoker**
That the financial report for the Roe Health Scheme and Bendering Waste Site prepared by the Shire of Corrigin for the period ended 31 May 2024 be received.

Carried

7.2. Notes for Annual Report

Financial information in Talis plan was not able to be updated by 30 June due to delay in Working Group meeting and proposed changes to Stage 1 layout.

Deputy CEO's working towards resolving notes for annual report.

B Gerard outlined updates to financials in Talis's plan should be ready in approximately 7 weeks/middle of August 2024.

7.3. Bendering Waste Site

B Gerard provided an update on Waste Site Inspection Report and volumes received to the site as per (Attachment 7.3)

The inspection report highlighted some areas for action by Avon Waste and for consideration at the next working group to ensure compliance with the Rural Landfill Regulations.

The draft Operations Plan provides guidance on issues such as site safety, communication and access. LGIS have reviewed the document and made some suggested some changes to clarify Work Health and Safety matters.

Discussion of e waste requirements and need for education of community members and staff at individual shire transfer stations. D Burton reported that Department Water and Environmental Regulation is commencing and education campaign on 1 July 2024.

7.4. ROE REGIONAL ORGANISATION OF COUNCILS EXECUTIVE OFFICER

Applicant:	Shire of Narembeen
Date:	11/06/2024
Reporting Officer:	Rebecca McCall, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	GR.0030
Attachment Ref:	Attachment 7.4.1 Position Description Attachment 7.4.2 Draft Contract – Confidential Attachment Attachment 7.4.3 Draft Key Performance Indicators

SUMMARY

To appoint 150Square for the purpose of delivering Executive Officer services to Roe ROC.

BACKGROUND

The Roe ROC Strategic Priorities 2024-2026 outlines the following action:

- Employ a resource to administer the organisation, develop and implement strategic projects, as well as governing frameworks.

The Executive Officer contract will reflect the Roe ROC strategic priorities, whilst undertaking the administration of the group. Key Performance Indicators will be collectively agreed upon and will be specified in the contract, to be reviewed annually by the members.

The Shire of Narembeen has offered to be the lead Council in the facilitation, appointment, and management of the Executive Officer on the behalf of Roe ROC.

COMMENT

The request for quote process received two proposals for consideration. The CEO's from the member Councils assessed the received proposals against the weighted criteria, with the pertinent financial information detail below:

Provider	Standard Rate ($)	Base Cost Per Annum (615 hours - 11.82 hours per week)	Additional Work ($)	Monthly Comms & Office Expenses ($)	Travel Per KM ($)	Work Base	Estimated Travel Cost (based on 8 meetings)	Estimated Total Cost (no additional work)
150Square	$75	$46,125	$145	$840	$0.85	Merredin	$1,632.00	**$48,597.00**
Wild Orange	$135	$83,025	$135	$1,200	$1.00	Bencubbin	$3,328.00	**$87,553.00**

150Square's proposal was ranked highest, scoring well across all assessed criteria. Further, the 150Square team resides in and understands the region, demonstrating a strong commitment to assisting local organisations with their extensive experience, knowledge, and networks.

It is recommended to accept the proposal submitted by 150Square and request the Shire of Narembeen to facilitate and arrange for the execution of a 3-year contract commencing from 1 July 2024. Key Performance Indicators will be finalised in consultation with 150Square and reviewed in 6 months to track progress.

The quotes received from 150Square and Wild Orange were on the basis of an estimated 615 hours per annum. These quotes exceed the original cost estimates, as outlined below:

ITEM	ROEROC	PER SHIRE
Executive Officer	$44,000	$11,000

Accordingly, it is suggested the requisite hours are reduced in the contract to 572 hours per annum. This alteration will align the minimum cost with the budget without significantly impacting on the scope or identified outcomes. The estimated total cost of 572 hours per annum if 150Square is engaged is $45,372 including disbursements, resulting in a slight increase to the proposed budget of $1,372. To fund the shortfall, it is recommended that each member Council budgets an additional $500 to their annual contributions to RoeROC.

Proposal	**Standard Rate ($)**	**Base Cost Per Annum (572 hours - 11 hours per week)**	**Additional Work ($)**	**Monthly Comms & Office Expenses ($)**	**Travel Per KM ($)**	**Work Base**	**Estimated Travel Cost (based on 8 meetings)**	**Estimated Total Cost (no additional work)**
150Square	$75	$42,900	$145	$840	$0.85	Merredin	$1,632.00	**$45,372.00**

STATUTORY ENVIRONMENT
Local Government Act 1995

POLICY IMPLICATIONS
NIL

FINANCIAL IMPLICATIONS
The financial implications per annum for a three-year period to engage an Executive Officer are outlined below:

ITEM	**ROEROC**	**PER SHIRE**
Executive Officer (572 hours per annum)	$44,000	11,000
Monthly communications and office expenses	$840	$210
Travel expenses ($0.85/km) (estimation)	$2,000	$500
TOTAL ANNUAL COST	$46,840	$11,710
TOTAL COST OVER 3 YEARS	**$140,520**	**$35,130**

COMMUNITY AND STRATEGIC OBJECTIVES
ROEROC Strategic Objectives 2024-2026
Shire of Corrigin, Kondinin, Kulin, and Narembeen Strategic Community Plans

VOTING REQUIREMENT
Absolute Majority

RESOLUTION
Moved: Cr. B Smoker **Seconded: Cr. H Cusack**
That Roe ROC recommend Member Councils to:

1. *Receive and note the following:*
    - *Executive Officer position description.*
    - *Draft contract.*
    - *Draft Key Performance Indicators.*

2. *Endorse the appointment of 150Square for the purpose of delivering Executive Officer services under a contract for a three-year period.*

3. *Request that the Shire of Narembeen, as the lead council member facilitating the appointment of 150Square, execute the contract for a 3-year period commencing 1 July 2024.*

4. *Ensure meetings are held regularly with the Executive Officer and CEO's, prior to scheduled Roe ROC meetings.*

Carried

Cr. B Smoker thanked Shire of Narembeen for their work on the Executive Officer project.

8. Other Matters
8.1. Roe ROC Workforce Housing Investigation
Attachment 8.1 – Project Agreement

The Project Agreement has been signed by all parties. The Shire of Narembeen, serving as the lead council member, will manage the contract, including procurement, for the project.

The Wheatbelt Development Commission has initiated preliminary steps in preparation for the project kick-off meeting scheduled for Tuesday 25 June 2024. The meeting will involve the CEO's, the supplier and the Wheatbelt Development Commission.

A Leeson contacted Hon Hannah Beazley, Minister for Local Government regarding the $40 million Infrastructure Development Fund that has been allocated to regional projects

Unlocking Regional Accommodation Opportunities
The funding stream has been designed to address infrastructure constraints in the water, wastewater and electricity network impacting the delivery of accommodation for key workers and community housing in regional areas.

Unlocking Regional Accommodation Opportunities Guidelines for Applicants
www.wa.gov.au/organisation/department-of-planning-lands-and-heritage/infrastructure-development-fund

8.2. Shire Software Options

B Forbes outlined the discussion at the recent LG Professionals Central Wheatbelt Branch meeting about options for Synergysoft which is no longer supported. Several shires in the WE ROC and NEW ROC are investigating alternatives including Readytech and Council First.

There may be opportunities to collaborate with other shires to find a more cost effective option through combined purchasing power.

RESOLUTION
Moved: Cr. B Smoker **Seconded: Cr. H Cusack**
That Roe ROC request the Executive Officer investigate Enterprise Resource Planning Software solutions and explore opportunities to work with Wheatbelt East Regional Organisation of Councils (WE ROC) to reduce the migration and ongoing costs.

Carried

A Leeson suggested it may be worthwhile meeting with Scott Clayton at Shire of Chittering to learn more about the Council First option.

K Caley is on the Readytech user Group committee.

8.3. Annual Roe ROC dinner

The Shire of Kulin suggested that delegates attend the WALGA Local Government Convention Cocktail Gala (6:30pm - 10:30pm) which provided an opportunity to network with other local government delegates and then hold a local dinner for all Roe ROC Councillors.

The Shire of Corrigin hosted a successful dinner at the CREC in 2020 during COVID restricted travel. A local dinner was considered beneficial as it provides a better opportunity for networking with neighbouring shires.

The Shire of Corrigin is due to host a dinner in 2024 and councillors are supportive of the idea.

Action: Shire of Corrigin to organise local dinner for Roe ROC councillors in September/ October 2024.

9. Next Meeting

To be held on 19 September 2024 commencing at 1pm at the Shire of Corrigin chambers. Agenda Items by 9 September 2024.

10. Closure

The Chair, President D Hickey closed the meeting at 2:02pm and thanked everyone for their attendance.

ROEROC

Roe Regional Organisation of Councils

Corrigin | Kondinin | Kulin | Narembeen

ROEROC CEO MEETING

MEETING NOTES

Shire of Narembeen Council Chambers

Tuesday, 11 July 2024 – 3.30pm

Attendance	Natalie Manton, CEO Shire of Corrigin (via Teams) David Burton, CEO Shire of Kondinin Alan Leeson, Shire of Kulin Rebecca McCall, Shire of Narembeen Darren Mollenoyux, Executive Officer
Apologies	Nil

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1. **Contract – Provision of Executive Officer Services**

Noted The contract was signed, and a copy emailed on 7 July 2024, to member councils for recordkeeping purposes.

2. Meeting Structure

Establish a meeting structure for the Executive and Council to ensure regular meetings that facilitate the progression of identified objectives and milestones and allow the Executive Officer to provide feedback on progress and seek directives.

Action CEO Working Group to meet as required.
Recommendation to Council Meeting structure outlined in Terms of Reference to remain unchanged.

DRAFT

3. EO Position Description / Role of Host Council

- Expectations and responsibilities
- Conduct of meetings
- Role of host Council
- Handover
- Provision of records

Action and/or Noted
All parties clear of:
- expectations and responsibilities
- conduct of meetings (as per the terms of reference)

Role of Lead Council (EO Position):
- SoN to coordinate procurement and debtor invoicing
- SoN to coordinate management of contract and performance in liaison with Member CEOs
- EO to liaise with host SoN regarding working group meetings, status of actions and communications

Role of Host Council (ROEROC Council):
- EO to liaise with host council CEO regarding meeting venues, agendas and minutes (currently SoC)

Role of Lead Council (special projects):
- EO to liaise with lead council CEO regarding identified special project

Handover
- EO to coordinate the ROEROC Council meetings commencing in September 2024

Provision of Records
- EO to liaise SoC to liaise to arrange copies of previous records
- EO to provide copies of relevant records to Member Councils

4. KPI's

- Priority actions, logistics, and timelines

Action
Slight adjustment to timelines.
- EO to develop report to track status of KPI's.
- KPI 1b – retain Council meeting structure outlined in ToR
- KPI 1b – CEO Working Group to meet as required
- KPI 2 – policy framework development to be aligned with the consideration of TSP and/or LSP amendments.
- KPI 5a – shared services working group to consist of DCEOs/MCS. EO to coordinate first meeting. Group to draft scope for CEO's consideration.

DRAFT

5. ROEROC Branding

Effective branding, even with limited investment, builds a distinct identity and credibility while conveying values and engaging stakeholders. Benefits include increased visibility and stronger stakeholder relationships, driving overall success.

Is there a need to endorse a brand?

Action
Given the consensus to avoid significant investment in branding, SoN will draft styling options for document cover pages and communications, based on the existing logo.

6. Communication and Engagement

If there a need to establish a communication and engagement policy to determine how we consult and inform the communities within the ROEROC region? While consultation may be project-based, we could consider introducing a quarterly newsletter to inform the communities about highlighted projects and achievements.

Action
Decision to implement quarterly newsletter to be prepared by the EO. Member Councils to disperse newsletter via adopted media channels.

7. MoU's – Status

- ROEROC MOU
- ROEROC Health MOU

Noted
Signed by the Shires of Corrigin and Narembeen. Currently with the Shire of Kondinin.

8. Budget

Confirmation that all member councils have allocated budget.

ITEM	ROEROC	PER SHIRE
Start Up (set up own Reserve)	20,0000	5,000
Business Case Development (annual contribution)	8,000	2,000
Executive Officer	44,000	11,000
Workforce Housing Investigation Project	48,000	12,000

Noted
All Member Council's have included allocation in the 2024/25 budgets.

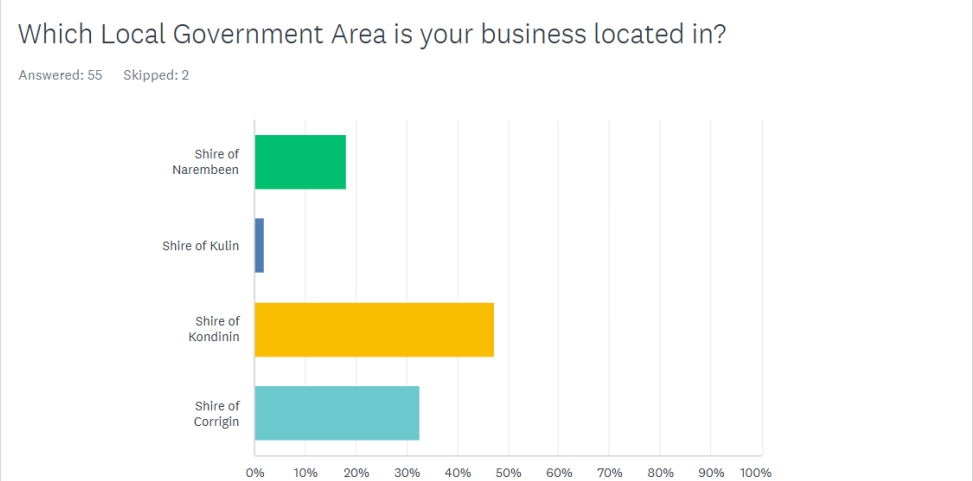
10. Workforce Housing Investigation

- Any concerns or questions?
- Housing Support Program (HSP) Stream 2 – closes 16 August 2024

Status

DRAFT

Responses to date below. Due to annual leave commitments to Shire of Kulin is yet to commence process.



ANSWER CHOICES	RESPONSES	
Shire of Narembeen	18.18%	10
Shire of Kulin	1.82%	1
Shire of Kondinin	47.27%	26
Shire of Corrigin	32.73%	18
TOTAL		55

11. **EHO Housing**

Options available and possible implications to amend current employment package (housing component).

Item deferred

DRAFT

ROEROC
Roe Regional Organisation of Councils
Corrigin | Kondinin | Kulin | Narembeen

Shared Services Working Group Committee Meeting

Monday 26th August 2024

Shire of Narembeen Council Chambers

MINUTES

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ROE REGIONAL ORGANISATION OF COUNCILS

Minutes of the Shared Services Working Group Meeting to be held at the Shire of Narembeen Council Chambers on Monday 26th August 2024

AGENDA

1. OPENING AND ANNOUNCEMENTS

The RoeROC Executive Officer, Darren Mollenoyux opened the meeting at 10.00am

Appointment of Chairperson
The Working Group discussed the appointment of a Chairperson and it was agreed that Ben Forbes would be the Chairperson of the Shared Services Working Group.

2. RECORD OF ATTENDANCE AND APOLOGIES

2.1. Attendance

Ben Forbes	ESCS, Shire of Narembeen
Vince Bugna	MCS Shire of Kondinin
Fiona Murphy	EMFS, Shire of Kulin
Natalie Maton	CEO, Shire of Corrigin
Darren Mollenoyux	Executive Officer, RoeROC

2.2. Apologies

Kylie Caley DCEO, Shire of Corrigin

2.3. Guests

Nil

3. Presentations

Nil

4. MINUTES OF MEETINGS

As this is the first meeting of the RoeROC Shared Services Working Group there are no previous minutes for acceptance.

4.1. Business Arising

As this is the first meeting of the RoeROC Shared Services Working Group there is no matters for business arising.

5. MATTERS FOR DECISION

5.1. Establishment Shared Services Working Group - Terms of Reference

FILE REFERENCE:
REPORTING OFFICER: Darren Mollenoyux
DISCLOSURE OF INTEREST: Nil
DATE: 19 August 2024
ATTACHMENT NUMBER: #1 Draft Terms of Reference

CONSULTATION: Rebecca McCall, RoeROC CEO

SUMMARY
The working group is to assist in the development of terms of reference for the RoeROC Shared Services Working Group, to be endorsed and presented for adoption by the RoeROC CEO's and Council.

BACKGROUND
With the engagement of an Executive Officer for RoeROC a set of KPI's was set and included Action 5, Establish a shared services working group.

ACTION	**TIMELINE**
Establish a shared services working group.	2024/25
KPI #5a	**Timeline**
Establish a shared services working group to promote collaboration and efficiency among the Shires.	September 2024
KPI #5b	**Timeline**
Define the working group's objectives, scope, and meeting schedule.	October 2024
KPI #5c	**Timeline**
Develop a shared services plan outlining key areas for collaboration, resource sharing, and efficiency improvements.	December 2024

The Executive Officer sought representatives from each of the RoeROC Shires via email from each CEO.

The following representatives have been provided;

Shire of Corrigin	Kylie Caley	DCEO
	Natalie Manton CEO	Proxy
Shire of Kondinin	Vince Bugna	MCS
Shire of Kulin	Fiona Murphy	EMFS
Shire of Narembeen	Ben Forbes	ESCS

In line with KPI #5b the Shared Servies Working Group now need to develop and draft terms of reference to including working groups objectives, scope and meeting schedule.

COMMENT
The Executive Officer has prepared a draft template to enable discussion and input into the development of the draft terms of reference. A copy will be provided at the meeting, which will be workshopped.

The key components of the Terms of Reference will include;

1. Name of Group
2. Role of the Working Group
3. Role of RoeROC Executive Officer
4. Objectives of the Working Group
5. Membership / Representatives
6. Representatives – Specific Projects
7. Appointment of Chairperson
8. Meeting Schedule
9. Agendas and Minutes
10. Delegation Powers

STATUTORY ENVIRONMENT
Nil

POLICY IMPLICATIONS
Establishment of Terms of Reference will assist in providing guidance, terms and conditions of the working group.

FINANCIAL IMPLICATIONS
Nil

STRATEGIC OBJECTIVES
Action - KPI #5b Define the working group's objectives, scope, and meeting schedule. Draft to be discussed at initial meeting.

VOTING REQUIREMENTS
Simple Majority

OFFICER RECOMMENDAITON
That the RoeROC Shared Services Working Group provide the Executive Officer guidance in the development of a Terms of Reference for the "Working Group".

Working Group Resolution
Moved: Vince Bugna Seconded Fiona Murphy

That the RoeROC Shared Services Working Group Terms of Reference, attached are endorsed with amendment to include meetings to be held on the fourth Monday of the month prior to RoeROC Council Meetings.

Carried

6. MATTERS FOR DISCUSSION

6.1. Staff Key Skills Matrix

FILE REFERENCE:
REPORTING OFFICER: Darren Mollenoyux
DISCLOSURE OF INTEREST: Nil
DATE: 19 August 2024
ATTACHMENT NUMBER: #2 Draft Staff Skills / Resource Matrix
CONSULTATION: RoeROC CEO's and Senior Managers

SUMMARY
The working group is to provide further input or areas that could be explored in identifying key skills that could be included in the attached skills matrix.

BACKGROUND
With the engagement of an Executive Officer for RoeROC the below Action has been included as a key performance area.

KPI #6a	Present Findings
Develop and distribute a skills audit survey to all Shires, collecting and analysing survey data to identify key skills, gaps, and areas of expertise within each Shire.	October 2024

COMMENT
The Executive Officer has distributed a Staff Skills Matrix to each RoeROC CEO to be completed and returned to start the process of identifying gaps and areas of expertise within each Shire.

STATUTORY ENVIRONMENT
Nil

POLICY IMPLICATIONS
Nil

FINANCIAL IMPLICATIONS
Nil

STRATEGIC OBJECTIVES
KPI #6a - Develop and distribute a skills audit survey to all Shires, collecting and analysing survey data to identify key skills, gaps, and areas of expertise within each Shire.

VOTING REQUIREMENTS
Simple Majority

OFFICER RECOMMENDAITON
That the RoeROC Shared Services Working Group review the matrix to identify any further key skills that should be included or explored.

Discussion
The skills matrix was noted, and discussion as held to ensure that adequate usage and distribution of the document would benefit member Councils.

7. GENERAL BUSINESS

7.1 ERP Project

A copy of responses received from each Shire was presented for discussion. General consensus that the process will take several years and to continue to progress the investigations into the most suitable, practical and financially viable option. Not all Shires will be ready at the same time, however a staged approach would be acceptable.

Action

1. **It was agreed that the Executive Officer is to arrange for Datacom to provide an in person interactive demonstration as a group.**
2. **That the Executive Officer seek quotations for the provision of ERP from Datacom and ReadyTech, for both RoeROC Group and to seek clarification on any savings as a group with other ROC's.**

8. NEXT MEETING SCHEDULE

The next meeting will be held on the 28th October 2024 at 10.00am at the Shire of Narembeen.

9. CLOSURE

There being no further business the Chairperson thanked everyone for their attendance and declared the meeting closed at 11.23am.

Bendering Tip Working Group Meeting Minutes – 27 August 2024

Attendance:
Mark Burgess (Works Manager Shire of Kondinin)
Judd Hobson (Works Manager Shire of Kulin)
Terry Barron (Works Manager Shire of Corrigin)
Ken Markham (Works Manager Shire of Narembeen)
Ashley Fisher (Avon Waste)
Lauren Pitman (EHO Roe ROC)

Apologies:
Brendon Gerrard (PEHO Roe Health)

Start time:
12pm

1. Stage 1 – New Trench Cell 2

All agreed we need to act on getting the next cell built sooner rather than later and while everybody has machinery available before we all get busy with the construction season ahead.

Continue with cell 2m above ground across the Stage 1 area in the same fashion as the cell 1. Not more than 30mx30m with 1:3 slope to side walls as per regulation and Landfill Management Plan.

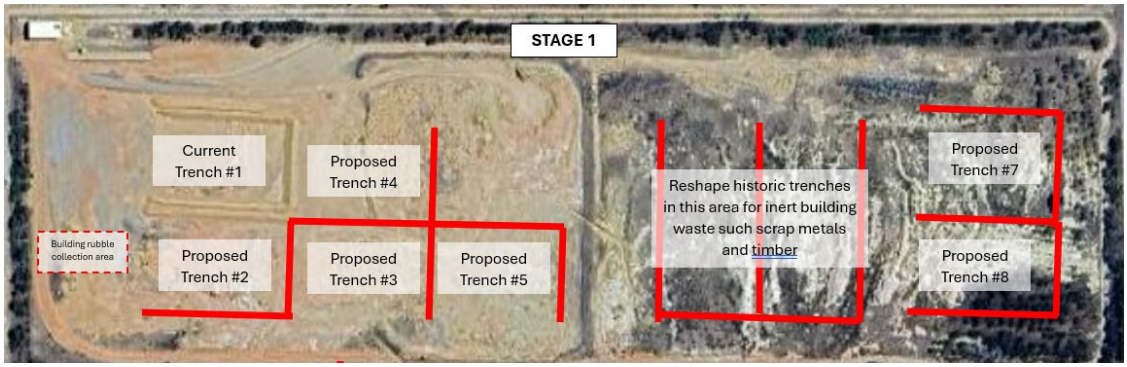
Below is a summary for the works to commence next Tuesday the 3rd September.

Corrigin	2 x Road Trains	1 x Loader
Kulin	2 x Road Trains	1 x Loader
Narembeen	2 Single Semis	
Kondinin	1 x Operator	1 x Supervisor.
Avon Waste	1 x Loader (to be confirmed)	

- There is approximately 3,000m3 of spoil located at the Kondinin CBH Bin that we have access to that we will cart with the road trains to site.
- Single trailers will cart spoil from old gravel pit south of the tip site to start building the cell walls.
- Loaders will be used in various location to load trucks and build the walls.

It is anticipated that the works will take approx. 4 days, and this will allow us to get as much spoil in place with any final wall building works can be completed later with machinery on suite using the stockpile of spoil form CBH.

The estimated cost for the works is close to $40,000 exc. See spreadsheet attached



2. Weighbridge

Weighbridge is now working but needs to be calibrated so accurate weights can be used for invoicing.

There is a green button on the front that you need to press to get it going before you drive onto the bridge. Currently it was weighing 80-100 kg over compared to the Kulin CBH site.

Cost for this is approx. $3,000 and potentially another $500-700 to get the printer working.

3. Avon Waste Operational Management Plan Review

Discussion about the above documents with Ashley Fisher.

Meeting ended: 1pm
Next meeting: May 2025 or as required

1.0 BENDERING TIP SITE WORKING GROUP TERMS OF REFERENCE

- Deal with civil work issues associated with the site including planning future cell opening / construction work, cover and fill strategy, fencing, internal roads, access for large machinery, maximising raw materials, etc.
- Group comprises of Works Managers, Roe ROC EHO and Avon Waste (Ashley Fisher or other person as designated by Avon Waste)
- Quorum consists of at least four members of the Working Group
- Develop work strategy and budget in relation to construction of new Stage 2 cells at site as a priority task
- Define technical design limitations associated with cell construction, in particular maximising cell depth, referencing latest Tallis Report 2022 and Rural Landfill Regulations
- Establish and utilise a WhatsApp group for communications
- Discuss site access with Avon waste. Bendering Landfill Operations Plan to include agreement that each Roe ROC Works Manager is to have a key for access to the site for civil works and emergency access.
    - Access to site to be communicated by working group members (prior to access)
    - Access to site limited to site civil works and maintenance issues. Site access for other use should be by prior arrangement with Avon Waste and Roe ROC CEO's
- Roe ROC shires to agree to a Schedule of Plant/Labour rates prior to each yearly budget for works associated with the site operations and management. Individual shire time to be invoiced to Roe ROC.
- Current recommended plant rates for all Roe ROC shires:
    - Heavy Plant (Graders, Loaders, Trucks and semi-Trailers) - $130.00/hr (ex GST)
    - Light vehicles (Utility/Small Trucks) - $75.00/hr (ex GST)
- Working group to meet every six months, generally March and September.

ROEROC BENDERING TIP

Financial Statement for the period ended 30 June 2024

Date	PARTICULARS	Quantity (tonne)	YTD 2023 / 2024	Corrigin	Kulin	Kondinin	Narembeen	TOTAL
	2023 / 2024 INCOME							
24/07/2023	Wrapped asbestos waste Cubic metres: 4 4 @ $115.00 per cubic metr 26:110	1.41	418.18	104.55	104.55	104.55	104.55	418.18
7/08/2023	IGO Forrestania Limited (Western Areas) Bendering tip 18.10 tonnes Western Areas rubbish - July 2023 PO: 74085	18.10	905.00	226.25	226.25	226.25	226.25	905.00
7/08/2023	Avon Waste Bendering tip 12 x 3m3 skip bins - July 2023	12.71	218.18	54.55	54.55	54.55	54.55	218.18
7/08/2023	Avon Waste Bendering tip 6 x 4.5m3 skip bins - July 2023	9.53	136.36	34.09	34.09	34.09	34.09	136.36
7/08/2023	Avon Waste Bendering tip 1 x 10m3 hook bin - July 2023	3.53	45.45	11.36	11.36	11.36	11.36	45.45
14/08/2023	Wrapped asbestos waste Cubic metres: 4m3 4 @ $115.00 per cubic metr 26:110	1.41	418.18	104.55	104.55	104.55	104.55	418.18
5/09/2023	IGO Forrestania Limited (Western Areas) Bendering tip 15.10 tonnes Western Areas rubbish - August 2023	15.10	837.36	209.34	209.34	209.34	209.34	837.36
5/09/2023	Avon Waste Bendering tip 10 x 3m3 skip bins - August 2023	10.59	209.09	52.27	52.27	52.27	52.27	209.09
5/09/2023	Avon Waste Bendering tip 6 x 4.5m3 skip bins - August 2023	9.53	152.73	38.18	38.18	38.18	38.18	152.73
5/09/2023	Avon Waste Bendering tip 1 x 10m3 hook bin - August 2023	3.53	50.91	12.73	12.73	12.73	12.73	50.91
3/10/2023	IGO Forrestania Limited (Western Areas) Bendering tip 13 tonnes Western Areas rubbish - Septemper 2023	13.00	720.91	180.23	180.23	180.23	180.23	720.91
3/10/2023	Avon Waste Bendering tip 10 x 3m3 skip bins - September	10.59	204.91	51.23	51.23	51.23	51.23	204.91
3/10/2023	Avon Waste Bendering tip 4 x 4.5m3 skip bins - September 2023	6.36	101.82	25.46	25.46	25.46	25.46	101.82
3/10/2023	Avon Waste Bendering tip 1 x 10m3 hook bin - September 2023	3.53	50.91	12.73	12.73	12.73	12.73	50.91
16/10/2023	Wrapped asbestos waste Cubic metres: 12m3 12 @ $124.00 per cubic metr 26:110	4.24	1,352.73	338.18	338.18	338.18	338.18	1,352.73
23/10/2023	Wrapped asbestos waste Cubic metres: 1m3 26:110	0.35	112.73	28.18	28.18	28.18	28.18	112.73
2/11/2023	IGO Forrestania Limited (Western Areas) Bendering tip 14.40 tonnes Western Areas rubbish - October 2023 PO74085	14.40	798.55	199.64	199.64	199.64	199.64	798.55
2/11/2023	Avon Waste Bendering tip 12 x 3m3 skip bins - October 2023	12.71	250.91	62.73	62.73	62.73	62.73	250.91
2/11/2023	Avon Waste Bendering tip 7 x 4.5m3 skip bins - October 2023	11.12	178.18	44.55	44.55	44.55	44.55	178.18
2/11/2023	Avon Waste Bendering tip 1 x 10m3 hook bin - October 2023	3.53	50.91	12.73	12.73	12.73	12.73	50.91
8/12/2023	IGO Forrestania Limited (Western Areas) Bendering tip 10.56 tonnes Western Areas rubbish - Novemeber 2023	10.56	585.60	146.40	146.40	146.40	146.40	585.60
8/12/2023	Avon Waste Bendering tip 11 x 3m3 skip bins - November 2023	11.65	230.00	57.50	57.50	57.50	57.50	230.00
8/12/2023	Avon Waste Bendering tip 5 x 4.5m3 skip bins - November 2023	7.95	127.27	31.82	31.82	31.82	31.82	127.27
8/12/2023	Avon Waste Bendering tip 1 x 10m3 hook bin - November 2023	3.53	50.91	12.73	12.73	12.73	12.73	50.91
11/12/2023	Wrapped asbestos waste Cubic metres: 2.5m3 2.5 @ $124.00 per cubic metr 26:110	0.88	281.82	70.46	70.46	70.46	70.46	281.82
8/01/2024	IGO Forrestania Limited (Western Areas) Bendering tip 13.90 tonnes Western Areas rubbish - December 2023	13.90	770.82	192.71	192.71	192.71	192.71	770.82
8/01/2024	Avon Waste Bendering tip 14 x 3m3 skip bins - December 2023	14.83	292.73	73.18	73.18	73.18	73.18	292.73
8/01/2024	Avon Waste Bendering tip 16 x 4.5m3 skip bins - December 2023	25.43	407.27	101.82	101.82	101.82	101.82	407.27
8/01/2024	Avon Waste Bendering tip 1 x 10m3 hook bin - December 2023	3.53	50.91	12.73	12.73	12.73	12.73	50.91
6/02/2024	IGO Forrestania Limited (Western Areas) Bendering tip 11.10 tonnes Western Areas rubbish - January 2024	11.10	615.55	153.89	153.89	153.89	153.89	615.55
6/02/2024	Avon Waste Bendering tip 18 x 3m3 skip bins - January 2024	19.07	376.36	94.09	94.09	94.09	94.09	376.36
6/02/2024	Avon Waste Bendering tip 21 x 4.5m3 skip bins - January 2024	33.37	534.55	133.64	133.64	133.64	133.64	534.55
6/02/2024	Avon Waste Bendering tip 2 x 10m3 hook bin - January 2024	7.06	101.82	25.46	25.46	25.46	25.46	101.82
19/02/2024	Wrapped asbestos waste Cubic metres: 5m2 5 @ $124.00 per cubic metr 26:110	1.77	563.64	140.91	140.91	140.91	140.91	563.64
19/02/2024	Bulk Commercial/Indust Waste Tonnes: 25 tonne 25 @ $56.00 per per tonne 26:124	25.00	1,272.73	318.18	318.18	318.18	318.18	1,272.73
1/03/2024	Wrapped asbestos waste Cubic metres: 5m2 5 @ $124.00 per cubic metr 26:110	1.77	563.64	140.91	140.91	140.91	140.91	563.64
7/03/2024	IGO Forrestania Limited (Western Areas) Bendering tip 5.80 tonnes Western Areas rubbish - February 2024	5.80	321.64	80.41	80.41	80.41	80.41	321.64
7/03/2024	Avon Waste Bendering tip 11x 3m3 skip bins - February 2024	11.65	230.00	57.50	57.50	57.50	57.50	230.00
7/03/2024	Avon Waste Bendering tip 17 x 4.5m3 skip bins - February 2024	27.02	432.73	108.18	108.18	108.18	108.18	432.73
7/03/2024	Avon Waste Bendering tip 2 x 10m3 hook bin - February 2024	7.06	101.82	25.46	25.46	25.46	25.46	101.82
8/03/2024	Wrapped asbestos waste Cubic metres: 0.75m3 0.75 @ $124.00 per cubic metr 26:110	0.26	84.55	21.14	21.14	21.14	21.14	84.55
20/03/2024	Wrapped asbestos waste Cubic metres: 24m3 24 @ $124.00 per cubic metr 26:110	8.48	2,705.45	676.36	676.36	676.36	676.36	2,705.45
5/04/2024	IGO Forrestania Limited (Western Areas) Bendering tip 9.10 tonnes Western Areas rubbish - March 2024	9.10	504.64	126.16	126.16	126.16	126.16	504.64
5/04/2024	Avon Waste Bendering tip 9 x 3m3 skip bins - March 2024	9.53	188.18	47.05	47.05	47.05	47.05	188.18
5/04/2024	Avon Waste Bendering tip 16 x 4.5m3 skip bins - March 2024	25.43	407.27	101.82	101.82	101.82	101.82	407.27
5/04/2024	Avon Waste Bendering tip 1 x 10m3 hook bin - March 2024	3.53	50.91	12.73	12.73	12.73	12.73	50.91
15/04/2024	Wrapped asbestos waste Cubic metres: 5.6 Rick Gilmore 5.6 @ $124.00 per cubic metr 26:110	1.98	631.27	157.82	157.82	157.82	157.82	631.27
21/05/2024	GDR Civil Contracting Bendering tip 4 Loads /10tonne per load Mon 25/3/2024	40.00	2,036.36	509.09	509.09	509.09	509.09	2,036.36
21/05/2024	Bendering tip 6 loads/ 10 tonne per load 02/04/2024	60.00	3,054.55	763.64	763.64	763.64	763.64	3,054.55
21/05/2024	Bendering tip 2 Loads / 10 tonne per load	20.00	1,018.18	254.55	254.55	254.55	254.55	1,018.18
21/05/2024	Bendering tip Admin Fee Disposals on 02/04/2024 & 23/04/2024		194.55	48.64	48.64	48.64	48.64	194.55
21/05/2024	IGO Forrestania Limited (Western Areas) Bendering tip 10.80 tonnes Western Areas rubbish - April 2024	10.80	598.91	149.73	149.73	149.73	149.73	598.91
21/05/2024	Avon Waste Bendering tip 13 x 3m3 skip bins - April 2024	13.77	271.82	67.96	67.96	67.96	67.96	271.82
21/05/2024	Bendering tip 20 x 4.5m3 skip bins - April 2024	31.78	509.09	127.27	127.27	127.27	127.27	509.09
21/05/2024	Bendering tip 2 x 10m3 hook bin - April 2024	7.06	101.82	25.46	25.46	25.46	25.46	101.82
27/05/2024	Wrapped asbestos waste Cubic metres: 9m3 9 @ $124.00 per cubic metr 26:110	3.18	1,014.55	253.64	253.64	253.64	253.64	1,014.55
20/06/2024	IGO Forrestania Limited (Western Areas) Bendering tip 9.20 tonnes Western Areas rubbish - May 2024	9.20	510.18	127.55	127.55	127.55	127.55	510.18
20/06/2024	Avon Waste Bendering tip 12 x 3m3 skip bins - May 2024	12.71	250.91	62.73	62.73	62.73	62.73	250.91
20/06/2024	Bendering tip 16 x 4.5m3 skip bins - May 2024	25.43	407.27	101.82	101.82	101.82	101.82	407.27
20/06/2024	Bendering tip 1 x 10m3 hook bin - May 2024	3.53	50.91	12.73	12.73	12.73	12.73	50.91
24/06/2024	Wrapped asbestos waste Cubic metres: 9 cubes West Coast Asbestos Rick Gilmore 9 @ $124.00 per cubic metr 26:110	3.18	1,014.55	253.64	253.64	253.64	253.64	1,014.55
31/07/2024	IGO Forrestania Limited (Western Areas) Bendering tip 9.20 tonnes Western Areas rubbish - June 2024	9.20	510.18	127.55	127.55	127.55	127.55	510.18
31/07/2024	Avon Waste Bendering tip 14 x 3m3 skip bins - June 2024	14.83	305.45	76.36	76.36	76.36	76.36	305.45
31/07/2024	Bendering tip 14 x 4.5m3 skip bins - June 2024	22.25	381.82	95.46	95.46	95.46	95.46	381.82
31/07/2024	Bendering tip 1 x 10m3 hook bin - June 2024	38.49	52.73	13.18	13.18	13.18	13.18	52.73
31/07/2024	Bendering tip 1 x 1.5m3 skip Bin - June 2024	0.53	18.18	4.55	4.55	4.55	4.55	18.18
		792.50	32,000.09	8,000.02	8,000.02	8,000.02	8,000.02	32,000.09
			32,000.09	**8,000.02**	**8,000.02**	**8,000.02**	**8,000.02**	**32,000.09**
	2023 / 2024 EXPENSE							
31/07/2023	Avon Waste New locks gate Bendering Waste Site		690.91	172.73	172.73	172.73	172.73	690.91
1/12/2023	Shire of Kondinin Reimbursement - Roe Roc Regional Rubbish Site - Insurnace 2022-2023		674.91	168.73	168.73	168.73	168.73	674.91
12/12/2023	Shire of Kondinin New Waste Cells at Bendering Tip		13,330.00	2,932.60	2,932.60	4,532.20	2,932.60	13,330.00
15/12/2023	Shire of Kondinin New Waste Cells at Bendering Tip		19,890.00	4,375.80	4,375.80	6,762.60	4,375.80	19,890.00
15/12/2023	Shire of Kondinin New Waste Cells at Bendering Tip - Water		120.00	26.40	26.40	40.80	26.40	120.00
15/12/2023	Shire of Kondinin New Waste Cells at Bendering Tip		910.00	200.20	200.20	309.40	200.20	910.00
21/12/2023	Shire of Kulin New Waste Cells - Bendering Tip - Supply Padfoot Roller		1,654.55	364.00	364.00	562.55	364.00	1,654.55
31/05/2024	Talis Consultants Pty Ltd Updates to Void modelling spreadsheet including adaptation for new 2m raise - Bendering Landfill Management Plan		1,820.00	400.40	400.40	618.80	400.40	1,820.00
			39,090.37	8,640.86	8,640.86	13,167.80	8,640.86	39,090.37
			39,090.37	**8,640.86**	**8,640.86**	**13,167.80**	**8,640.86**	**39,090.37**
	Income Received		32,000.09	8,000.02	8,000.02	8,000.02	8,000.02	32,000.09
	LESS: Expenditure		39,090.37	8,640.86	8,640.86	13,167.80	8,640.86	39,090.37
			(7,090.28)	**(640.83)**	**(640.83)**	**(5,167.78)**	**(640.83)**	**(7,090.28)**
	Summary of Movements			**Corrigin**	**Kulin**	**Kondinin**	**Narembeen**	**TOTAL**
	2020 / 2021 CLOSING FUNDING SURPLUS - $47,652.00. Funds reimbursed to Councils on 28 June 2021 ($11,913/Council)							
	2021 / 2022 CLOSING FUNDING SURPLUS - $3,979.60. Funds reimbursed to Councils on 20 Semptember 2022 ($994.90/Council)							
	2022 / 2023 CLOSING FUNDING SURPLUS - $1,557.40. Funds reimbursed to Councils on 17 August 2023 ($389.35/Council)							
	2023/2024 CLOSING FUNDING DEFICIT - $7090.28. Funds recouped from Councils on 12 August 2024			640.83	640.83	5,167.78	640.83	7,090.28
	Net Distribution(Recoup) at year ending 30 June 2024			**(0.00)**	**(0.00)**	**0.00**	**(0.00)**	**0.00**

ROEROC BENDERING TIP
Financial Statement for the period ended 31 August 2024

Date	PARTICULARS	Quantity (tonne)	YTD 2024 / 2025	Corrigin	Kulin	Kondinin	Narembeen	TOTAL
	2024 / 2025 INCOME							
22/07/2024	Wrapped asbestos waste Cubic metres: 6.5m3 6.5 @ $124.00 per cubic metr 26:110	2.30	732.73	183.18	183.18	183.18	183.18	732.73
5/08/2024	Wrapped asbestos waste Cubic metres: 6 6 @ $130.00 per cubic metr 26:110	2.12	709.09	177.27	177.27	177.27	177.27	709.09
26/08/2024	Wrapped asbestos waste Cubic metres: 7.5m3 7.5 @ $130.00 per cubic metr 26:110	2.65	886.36	221.59	221.59	221.59	221.59	886.36
		7.06	2,328.18	582.05	582.05	582.05	582.05	2,328.18
			2,328.18	**582.05**	**582.05**	**582.05**	**582.05**	**2,328.18**
	2024 / 2025 EXPENSE							
31/07/2024	Talis Consultants Pty Ltd Updated Closure Plan Report		1,680.00	420.00	420.00	420.00	420.00	1,680.00
			1,680.00	420.00	420.00	420.00	420.00	1,680.00
			1,680.00	**420.00**	**420.00**	**420.00**	**420.00**	**1,680.00**
	Income Received		2,328.18	582.05	582.05	582.05	582.05	2,328.18
	LESS: Expenditure		1,680.00	420.00	420.00	420.00	420.00	1,680.00
			648.18	**162.05**	**162.05**	**162.05**	**162.05**	**648.18**

Summary of Movements	Corrigin	Kulin	Kondinin	Narembeen	TOTAL
2021 / 2022 - $3,979.60. Funds reimbursed to Councils on 20 Semptember 2022 ($994.90/Council) 2022 / 2023 - $1,557.40. Funds reimbursed to Councils on 17 August 2023 ($389.35/Council) 2023 / 2024 - $7,090.28. Councils invoiced on 12 August 2024 ($640.83/Council & $5,167.78 for Kondinin)					
Net Distribution(Recoup) at year ending 30 June 2025	**162.05**	**162.05**	**162.05**	**162.05**	**648.18**

ROE REGIONAL ENVIRONMENTAL HEALTH SERVICES SCHEME
Financial Statement for the period ended 31 August 2024

Account	PARTICULARS	BUDGET 2024/2025	ACTUAL YTD 2024/2025	Corrigin 23.08%	Kulin 15.38%	Narembeen 15.38%	Lake Grace 23.08%	Kondinin 23.08%	TOTAL
31217	Scheme Contribution's repaid to Shire of Corrigin	187,875	14,140		2,827	2,827	4,243	4,243	14,140
	Corrigin's Share of Expenditure Recognition	56,372	4,243	4,243					4,243
31218	Miscellaneous Income	-	17	4	3	3	4	4	17
	Total Contributions	244,247	18,400	4,247	2,830	2,830	4,247	4,247	18,400
	Total Scheme Income	244,247	18,400	4,247	2,830	2,830	4,247	4,247	18,400
	TOTAL INCOME	**244,247**	**18,400**	**4,247**	**2,830**	**2,830**	**4,247**	**4,247**	**18,400**
31201	ROE Health - Admin & Inspection Wages	139,567	19,856	4,583	3,054	3,054	4,583	4,583	19,856
31202	ROE Health - Admin & Inspection Superannuation	21,275	3,083	712	474	474	711	711	3,083
31203	ROE Health - Admin & Inspection FBT Expense	10,000	-	-	-	-	-	-	-
31204	ROE Health - Admin & Inspection Uniform Expense	789	-	-	-	-	-	-	-
31205	ROE Health - Admin & Inspection Training & Conference Expense	3,200	-	-	-	-	-	-	-
31206	ROE Health - Admin & Inspection Telephone Expense	2,136	295	68	45	45	68	68	295
31207	ROE Health - Admin & Inspection Subscription Expense	1,161	161	37	25	25	37	37	161
31208	ROE Health - Admin & Inspection Analytical Expense	1,200	840	194	129	129	194	194	840
31209	ROE Health - Admin & Inspection Insurance Expense	11,580	5,790	1,336	891	891	1,336	1,336	5,790
31210	ROE Health - Admin & Inspection Advertising Expense	-	-	-	-	-	-	-	-
31211	ROE Health - Admin & Inspection Housing Allocation	5,964	- 69	- 16	- 11	- 11	- 16	- 16	- 69
31212	ROE Health - Admin & Inspection Vehicle Expense	15,850	-	-	-	-	-	-	-
31213	ROE Health - Admin & Inspection Other Expense	1,000	235	54	36	36	54	54	235
31214	ROE Health - Admin & Inspection Admin Allocation	24,817	1,600	369	246	246	369	369	1,600
31215	ROE Health - Admin & Inspection Office Equipment Expense	5,708	4,528	1,045	696	696	1,045	1,045	4,528
31216	ROE Health - Admin & Inspection Consultant Expense	-	-	-	-	-	-	-	-
	Total - Operating Expenditure	**244,247**	**36,319**	**8,383**	**5,586**	**5,586**	**8,382**	**8,382**	**36,319**
	TOTAL EXPENDITURE	**244,247**	**36,319**	**8,383**	**5,586**	**5,586**	**8,382**	**8,382**	**36,319**
	Net Scheme Expenditure	244,247	36,319	8,383	5,586	5,586	8,382	8,382	36,319
	LESS: Income	244,247	18,400	4,247	2,830	2,830	4,247	4,247	18,400
	NET POSITION	**0**	**17,919**	**4,136**	**2,756**	**2,756**	**4,136**	**4,136**	**17,920**

COUNCIL REMAINING COST RECOUP

	Corrigin 23.08%	Kulin 15.38%	Narembeen 15.38%	Lake Grace 23.08%	Kondinin 23.08%	TOTAL REMAINING TO BE INVOICED
	4,136	*2,756*	*2,756*	*4,136*	*4,136*	*17,920*
Total Scheme Expense to be billed as at 31 August 2024	**4,136**	**2,756**	**2,756**	**4,136**	**4,136**	**17,920**

ROEROC

Roe Regional Organisation of Councils

Corrigin | Kondinin | Kulin | Narembeen

Shared Services Working Group

Terms of Reference

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1. NAME OF WORKING GROUP

The Working Group shall be known as the RoeROC Shared Services Working Group.

2. BACKGROUND

The RoeROC Shared Services Working Group has been established through recommendation of RoeROC Council to investigate opportunities for shared services between member Councils. A key action from the appointment of the RoeROC Executive Officer was to establish the Shared Services Working Group.

ACTION	**TIMELINE**
Establish a shared services working group.	2024/25
KPI #5a	**Timeline**
Establish a shared services working group to promote collaboration and efficiency among the Shires.	September 2024
KPI #5b	**Timeline**
Define the working group's objectives, scope, and meeting schedule.	October 2024
KPI #5c	**Timeline**
Develop a shared services plan outlining key areas for collaboration, resource sharing, and efficiency improvements.	December 2024

3. ROLE OF MEMBERS

The role of a committee member is to;

1. Attend meetings
2. Share questions, views and feedback
3. Provide input on issues and opportunities through the working group
4. Contribute to group discussions
5. Provide feedback or information requested by the Executive Officer in a timely manner
6. Make recommendations, through the working group to RoeROC CEO's

4. ROLE OF EXECUTIVE OFFICER

The Executive Officer is employed through RoeROC to perform executive and administration functions, including supporting working groups in line with KPI's.

1. Compiling and forwarding timely notice and agendas of all meetings to delegates.
2. Collating correspondence and agenda items from Member Shires representatives and compiling agendas for meetings.
3. Liaise with host Shire of each meeting to arrange the meeting venue.
4. Act as the conduit between the Working Group and RoeROC CEO and Council.
5. Attending meetings in an administrative capacity and recording minutes.

6. Compiling minutes and circulating same to meeting attendees promptly after the meetings.
7. Following up all actions formally raised at meetings.
8. Compiling and forwarding correspondence initiated from meetings.
9. Additional activities as reasonably requested.

5. OBJECTIVES OF WORKING GROUP

The objectives of the RoeROC Shared Services Working Group are:

1. To act as a Working Group for RoeROC Council and support their objectives of RoeROC Council *"to form a strategic alliance for the retention of infrastructure, community services and population, increased funding for development and maintenance/improvement of local road network, economic development initiatives, promotion and marketing initiatives, retention of health services, salinity and environment and general local government industry issues."*
2. To enhances and assist in the advancement of shared services on behalf of the RoeROC Council.
3. To encourage cooperation and resource sharing on a regional basis.

6. SCOPE OF WORKING GROUP

1. Develop a shared services plan outlining key areas for collaboration, resource sharing, and efficiency improvements.
2. Identify and recommend strategies / opportunities to improve and enhance member Council's sustainability, resource sharing and capacity building through shared services.
3. Investigate referred projects from RoeROC Council or CEO Group.
4. To investigate opportunities for shared services that benefit the member RoeROC member Councils.
5. Review the progress and outcomes / benefits of implemented shared services.

7. MEMBERSHIP / REPRESENTATIVES

The membership of the RoeROC Shared Services Working Group is established under the RoeROC Memorandum of Understanding with the current term expiring 30 June 2028.
Membership of the Working Group shall be:

1 staff member from each of the four RoeROC member Councils, appointed by the CEO of each Council.

8. SPECIAL PROJECT REPRESENTATIVES

Member Councils can nominate a staff member for specialized / specific projects that that staff member has qualifications and expertise skills in that area.

A special project representative does not have a vote and meeting and is to act in and advisory role.

9. APPOINTMENT OF CHAIRPERSON

The Shared Services Working Group shall appoint a Chairperson who will be appointed for a two year term.

10. MEETING SCHEDULE

Meetings of the Shared Services Working Group shall be held on the last Monday of the month commencing at 10.00am generally in February, May, August and October each year or as otherwise determined by the Chairperson for specific project works or deadlines.

Meetings are to be held in person, unless it is a special meeting, that can be determined via Microsoft Teams meeting, as determined by the Executive Officer and Chairperson.

11. AGENDAS AND MINUTES

Written notice shall be given to all Working Group members, at least 10 days prior to the meeting, unless deemed urgent by the Chairperson.

Any items for the agenda should be presented to the secretariat at least seven (7) days prior to a scheduled meeting.

The agenda and draft minutes from the previous meeting will be distributed to members at least five (5) day prior to a scheduled meeting.

These will be sent electronically via email.

Any additional items for discussion raised at the meeting will be discussed under "Other Business" at the discretion of the Chairperson.

Minutes of the meeting will be taken by the Executive Officer.

The draft minutes of each meeting will be circulated no later than five (5) days after each meeting by the Executive Officer.

The minutes shall be also provided to the CEO of each member Council and recommendations and minutes will be provided to the RoeROC Council at the next scheduled meeting.

12. DELEGATION POWERS

The Working Group has no delegated powers and is to act in an advisory capacity to RoeROC CEO Committee.

13. MEMBER CODE OF CONDUCT

The Code of Conduct sets guidance for how we work together effectively and respectfully as a group. As a member of the Working Group, I agree to:

- Attend meetings and provide apologies in advance where attendance is not possible
- Act in a professional capacity by providing insight, advice and feedback
- Distribute information to Working Group as required and/or supply information when requested in a timely manner
- Be open and available to those who are seeking information or who wish to raise issues or feedback
- Participate in meetings in a constructive way
- Respect members to ensure an atmosphere where all members feel comfortable to participate
- Notify the Chairperson of any potential conflicts of interest
- Not comment on behalf of the Working Group unless instructed / role of Chair / Executive Officer
- Appreciate the governance requirements of all members of the Working Group and their respective Council
- Be conductive to the values and objectives of RoeROC.
- Adhere to the Terms of Reference

ROEROC
Roe Regional Organisation of Councils
Corrigin | Kondinin | Kulin | Narembeen

13 September 2024

Draft Regional Education Strategy: Submission.

Thank you for providing an opportunity to make comment on the draft Regional Education Strategy.

BACKGROUND

The ROE Regional Organisation of Councils includes the local governments of Corrigin, Kondinin, Kulin and Narembeen. RoeROC is a voluntary organisation of four Councils that works collaboratively in a manner which enhances and assists in the advancement of the RoeROC region. The group meets regularly and includes Shire Presidents, CEOs and a resourced Executive Officer.

The purpose of RoeROC is to advocate for growth and sustainability of key services and infrastructure across the members Local Government communities. RoeROC is a voice for our communities and will actively collaborate and agree on regional approaches to regionally significant issues and opportunities.

Public education is a critical service in the RoeROC communities and schools play a significant role in attracting and retaining people in our communities and retaining youth.

Key statistics of the district relevant to our submission are that:

- Three district high schools (Corrigin, Kulin and Narembeen) and two primary schools (Kondinin and Hyden).
- There are more than 3,400 people across the 4 Shires;
- Approximately 855 families across the RoeROC region;
- 1790 + jobs in 2021;

To ensure the sustainability and growth of our communities, population, and businesses, it is essential to maintain the current provision of primary and secondary schools in the RoeROC region. Additionally, there must be a stronger emphasis on improving educational outcomes for our rural students. The Department must recognize that the presence of a school and dedicated staff in a rural community significantly influences its sustainability or decline.

Research from Regional Development Australia underscores that quality education is crucial for attracting and retaining families in rural areas, which in turn supports local businesses and services. Studies from Monash University also highlight the role of schools in rural development, noting that successful educational institutions promote civic engagement and encourage infrastructure development. These schools attract young professionals, including teachers, support staff, and administrators, providing leadership and stability to communities.

INTRODUCTION

Students across Western Australia should have access to quality education and the opportunity to achieve equitable learning outcomes, regardless of their location.

RoeROC strongly supports the development of a Regional Education Strategy. However, we urge the Department to recognise the diversity and unique characteristics of the six non-metropolitan educational regions in Western Australia, including community traits, population, remoteness, and levels of disadvantage. Therefore, the implementation of the Regional Strategy should include additional supporting plans that are tailored to each of these six regions.

Feedback from individual Local Governments and other key stakeholders within the RoeROC communities has highlighted concerns about the current Regional Strategy's lack of detail on measuring the success of the initiatives contained within each pillar. This is essential to ensure they deliver tangible benefits to the regions.

PILLAR ONE: Build the Capability of Our Regional Workforce

Broader Workforce Development

While the pillar focuses on education and allied professionals, it is essential to adopt a broader approach that includes other sectors such as healthcare, agriculture, and local business. This diversification will help strengthen the overall regional workforce.

Youth Engagement

Although the pillar highlights career pathways for local community members, placing a stronger emphasis on youth engagement—potentially through collaborations with local schools or community organizations—could be highly beneficial. This approach aims to retain students within the community, rather than having them pursue boarding options elsewhere.

Attracting Professionals

Attracting professionals to the region requires more than just career opportunities. Adequate and affordable housing, access to healthcare, and other amenities are crucial. Additionally, there are limited extra incentives such as salary, housing, allowances, or vocational travel concessions. While it is a great idea for city principals and leaders to take up opportunities in the regions, there must be incentives such as salary increases and affordable housing to make these positions attractive.

Inspiring Local Careers in Education

It is important to consider how local community members are inspired to pursue careers in education. The Regional Strategy should provide more information on this aspect to ensure a sustainable local workforce.

The Regional Strategy needs to include more detailed information on how pathways that prioritize the local workforce will be implemented. This clarity is essential for ensuring that the strategy delivers tangible benefits to the regions.

Importance of Accommodation

Recent local experiences have highlighted that the provision of suitable and quality housing is crucial for attracting and retaining education staff within our region.

It is disappointing to note the absence of any reference to housing in the current Regional Strategy. The Department should include this aspect to effectively attract and retain the regional workforce. Our member Shires have been providing local government houses to accommodate teachers on both short-term and long-term bases, recognizing the importance of these positions to our community and economy. However, this is not the role of local government and impacts our ability to attract and retain our own workforce.

Housing for Department of Education staff is the responsibility of the Department. There has been an increasing reliance on local governments for the provision or support of staff accommodation, which is not sustainable. The Department needs to advocate to the State Government to address this significant challenge.

In general, incentives for teachers to remain in regional areas should include locality salary increases, significant rental subsidies, and allowances, along with government provided housing. The Government Regional Officers' Housing (GROH) in our localities is not always of an appropriate standard, especially considering the supposedly subsidised rent being paid.

By addressing these housing issues, the Department can better support the attraction and retention of education staff in our region, ultimately benefiting our communities and local economies.

PILLAR TWO: Expand Curriculum Delivery

Customisation for Smaller Communities

While the strategy mentions broad initiatives, there is a need for customization to suit the specific needs of smaller communities. Tailoring the curriculum to reflect local industries will make education more relevant and beneficial to students in these areas.

Teacher Recruitment and Retention

The successful implementation of these initiatives depends on the availability of skilled teachers, including specialist teachers in subjects such as Art, Drama, and ATAR. Strategies to attract and retain teachers in smaller rural communities should be strengthened, potentially through targeted incentives or professional development opportunities.

Digital Infrastructure and Online Learning

Expanding curriculum delivery through online platforms requires reliable internet access and adequate technological infrastructure. Ensuring that regional communities have the necessary digital infrastructure is crucial for the success of these initiatives. Have we got the connectivity strength in the regions to utilise the rapid evolution of technology?

While the School of Isolated and Distance Education (SIDE) has improved and offers a broader range of learning opportunities, online learning is not optimal for many students. More support is needed to ensure these students can thrive.

Community Engagement

Engaging the broader community and including parents in educational initiatives could help reinforce their impact. Providing opportunities for community members to contribute to curriculum development or extracurricular activities might foster greater community support and involvement.

Support for Diverse Learning Needs

Some students need additional support to enhance their learning. However, there is a concern about the availability of resources, both human and material, to support this. Currently, schools struggle to provide continuity of service for students with diverse learning needs.

Investment in Regional Residential Colleges

Improved investment is required in regional residential colleges to provide suitable and affordable options for all families. This will ensure that students have access to quality education without the need to relocate.

Access to Agricultural Colleges

WA Agricultural Colleges are doing a great job, but they are not easily accessible for all students. To attend a Western Australian Ag College, students often have to board, which limits access for those who want to stay local or can't afford the costs. There needs to be better access to Vocational Education and Training (VET) for these students.

Further Considerations

- *Better and fairer schools* - Where is the funding coming from? The report lacks detail on how this will be funded.
- Career practitioners, career conversations and career taster programs. This is a big tick, but how will this occur when regional schools are struggling to get teachers in front of classes.

PILLAR THREE: Strengthen Support for Student Wellbeing

Access to Speciality Services and Support

While the strategy emphasizes the importance of partnerships with agencies and organizations, there are significant challenges in accessing specialist services in remote and rural areas. Ensuring these services are readily available and tailored to the specific needs of the community is essential. For example, one District High School within the RoeROC region is only provided with a school psychologist for eight days per term, which does not meet the demand.

School chaplains are of great benefit to regional schools and the students can benefit greatly; however, they are difficult to attract and retain. Over the past two years, one school in our region has been unable to source a school chaplain despite securing funding for the program, resulting in the return of the funds.

Schools need support for students with complex behaviours, and consideration should be given to the provision of complex behaviour coordinators or similar roles.

Access to School-Based Services

For students in rural and remote areas, accessing school-based services can be challenging. Consideration should be given to improving transportation and access to these services. Strategies to consult and engage with local schools and parents for forward planning are paramount.

Cultural Relevance and Sensitivity

It is important to ensure that wellbeing programs are culturally relevant and sensitive. Tailoring these initiatives to reflect local values and traditions could enhance their effectiveness and acceptance within the community.

Ongoing Community Engagement

While initial community engagement is important, there should be ongoing efforts to involve families and community members in wellbeing initiatives. This could include workshops, support groups, or other programs that empower parents and guardians to actively participate in their children's wellbeing.

Alternative Learning Settings (ALS)

Alternative Learning Settings (ALS) are a great idea; however, they are situated in larger regional centres and are not accessible to all students. Efforts should be made to expand these settings to more remote areas to ensure all students can benefit from them.

PILLAR FOUR: Develop Partnerships to Create Opportunities

Addressing Unique Needs of Smaller Communities

The draft strategy mentions various regions but may not fully consider the unique needs of smaller communities. Specific initiatives should be developed to address local challenges, such as limited access to diverse educational resources and specialist teachers.

Sustaining Industry Partnerships

While collaboration with industries is highlighted, it is crucial to ensure these partnerships are sustained and responsive to the evolving needs of local businesses. This requires continuous dialogue and adaptive strategies that keep pace with industry changes. Some communities are very supportive of their local school, but not every community is as fortunate. It would be beneficial to include details on how partnerships and relationships within a community can be fostered and supported.

Accessibility of Programs

The expansion of programs like KindiLink and regional VET opportunities must be accessible to all eligible families and students. This includes addressing potential barriers such as transportation, awareness, and resource availability.

Support for School Boards and Strengthening Partnerships

Incorporating support for school boards of independent schools and strengthening partnerships can address some existing gaps in the current strategic pillar. Strengthening the regional workforce to provide a broader range of opportunities and curriculum for students is a key aim. However, the strategy should detail how this will be addressed and implemented.

Early Education Opportunities

There should also be opportunities for early education, including funding and human resources for developing 0-4 initiatives to improve wellbeing and school readiness. Many communities try to run 0-4 programs, which are well received, but unfortunately, there isn't sufficient funding and staffing for these to operate regularly or sustainably.

CLOSING COMMENT

In conclusion, RoeROC appreciates the opportunity to provide feedback on the draft Regional Education Strategy. We believe that the strategy has the potential to significantly enhance the educational landscape in our region. However, it is crucial that the unique needs and challenges of smaller communities are fully considered and addressed. By incorporating specific initiatives tailored to local contexts, ensuring sustained and responsive industry partnerships, and providing adequate support for both students and educators, the strategy can achieve its goals of improving educational outcomes and fostering community growth.

We urge the Department to consider the detailed feedback provided in this submission, particularly regarding inclusion of measurements of the success of the initiatives contained within each pillar, the importance of quality housing, the need for customized curriculum delivery, and the necessity of robust support systems for student wellbeing. By doing so, the Regional Education Strategy can truly become a transformative framework that not only meets the educational needs of our communities but also contributes to their long-term sustainability and prosperity.

Thank you for considering our feedback.

Regards

Darren Mollenoyux
RoeROC Executive Officer on behalf of the RoeROC Councils

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REGIONAL DROUGHT RESILIENCE PLANNING CONSULTATION

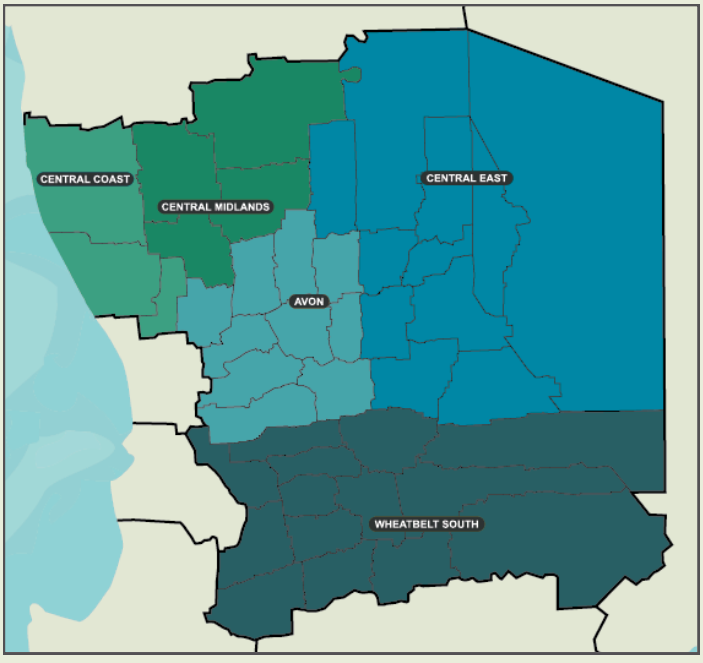
in the Wheatbelt

The Regional Drought Resilience Planning Program has been established and funded under the Australian Government's $5 billion Future Drought Fund (FDF).

This fund is allocating $100M annually to projects that support farmers and communities in becoming more prepared for and resilient to the impacts of drought.

The Department of Primary Industries and Regional Development and the Wheatbelt Development Commission (WDC) have joined forces to deliver a Regional Drought Resilience Plan (RDRP) for the Wheatbelt.

The WDC participated in the pilot year of the program, completing a plan for the Southern Wheatbelt (Shires of Dumbleyung, Kondinin, Kulin, Lake Grace and Wagin). An extension of the RDRP was announced in 2023 for the remaining 37 shires of the Wheatbelt. The pilot identified five key themes of resilience: Community, Agriculture, Economy, Water and Landscape, which form the foundation for the vision of a resilient Wheatbelt.



Australian Government
Department of Agriculture, Fisheries and Forestry

Future Drought Fund

GOVERNMENT OF WESTERN AUSTRALIA
Department of Primary Industries and Regional Development

Wheatbelt Development Commission

The Regional Drought Resilience Planning Program is jointly funded through the Australian Government's Future Drought Fund and the WA Department of Primary Industries and Regional Development.

The objective of this programme is to develop comprehensive co-designed drought resilience plans that identify priority actions to equip the region with the necessary strategies and resources to effectively prepare for and manage potential future drought risks. The Wheatbelt RDRP is intended to support funding applications from regional communities and/or organisations that will help them prepare for and respond to drought.

The plans are to be regionally led and owned, with a focus on innovative ways to build regional drought resilience across the region through the agricultural sector and supporting industries (regional economies), communities, landscape and water, using a triple bottom line, collaborative approach.

STAKEHOLDER ENGAGEMENT

Over the coming months, a stakeholder engagement and consultation phase will be conducted with a wide range of Wheatbelt individuals and organisations across water, agriculture, community, regional economy, and landscape to draw out desired resilience outcomes, vision, goals, and objectives, and to identify strengths and gaps, enablers, and actions.

IDENTIFY CHALLENGES AND OPPORTUNITIES

During the consultation phase, we will speak with technical and subject matter experts to identify opportunities for projects and innovations that could be progressed to support drought resilience.

Our subject matter and technical experts can provide input into the development of project briefs in the five key themes that form the foundation for the vision of drought resilience in Wheatbelt communities. This includes identifying a drought resilience pathway, addressing barriers and opportunities, assessing preliminary feasibility (including costs and impacts), and ensuring alignment with existing programmes.

INVOLVEMENT

If you are interested in being involved during the stakeholder engagement phase then please reach out to our RDRP team at *resilience.plan@wheatbelt.wa.gov.au*

Alternatively you may prefer to provide input via an online survey or keep up to date with what we are doing by visiting our website via the QR code.

We respectively acknowledge the Traditional Owners of Country across the Wheatbelt region. We recognise the connection of Aboriginal peoples to the land, waters and community. We pay our respects to the their Elders and leaders, past, present and emerging.

NEWSLETTER

ROEROC
Roe Regional Organisation of Councils
Corrigin | Kondinin | Kulin | Narembeen

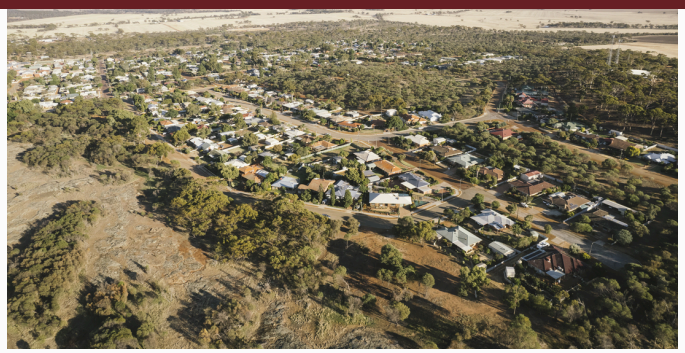
WHAT IS ROEROC

The ROE Regional Organisation of Councils (RoeROC) is a voluntary organisation of like minded Local Governments, consisting of the Shires' of Corrigin, Kondinin, Kulin and Narembeen.

This voluntary group of Councils seeks to work collaboratively in a manner which enhances and assists in the advancement of the RoeROC region.

The purpose of RoeROC is to advocate for growth and sustainability of key services and infrastructure across the members Local Government communities. The group has already had success with a regional waste facility and shared environmental health services.

RoeROC is a voice for our communities and will actively collaborate and agree on regional approaches to regionally significant issues and opportunities.



EXECUTIVE SERVICES

150 SQUARE

150Square is honoured to have been selected to provide executive services for RoeROC. We are pleased to announce Darren Mollenoyux as the Executive Officer for the group. This appointment will offer robust support for RoeROC and facilitate a targeted approach to regional projects and initiatives for the benefit of Shires and communities.

HOUSING STUDY

The RoeROC Shires are participating in a study in conjunction with the Wheatbelt Development Commission to analyse housing demand for workers within the Shires of Corrigin, Kondinin, Kulin and Narembeen.

The study seeks to understand the current housing stock needs and the demand into the future. The demand analysis will distinguish between demand for housing across the public and private sectors. The evidence will be used to prepare a cost-benefit analysis to inform business cases and supporting grant applications.

Thank you to the business and community members that participated in the recent survey, this data will be crucial in gaining a clear picture of the demand.
We will keep the communities informed as we make progress on this significant project.

REGIONAL COLLABORATION ACROSS THE BORDERS

CEO's and senior finance staff from RoeROC recently attended a joint presentation, in Kellerberrin, with two other Regional Councils in an effort to ascertain a greater understanding of the most suitable integrated financial systems for our Local Governments.

This proved to be an insightful afternoon that enabled four companies to present their products within our region. We will now look at options that may bring savings, with a potential collaborative procurement approach in the future.

Thank you for your interest in RoeROC's newsletter. We are committed to providing regular updates on our collaborative efforts to enhance the prosperity of our Shires and the communities. Look out for the latest developments and initiatives as we work together to achieve positive outcomes for all.

MORE INFO

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SHIRE OF CORRIGIN
SHIRE OF KONDININ
kulin shire council
Shire of Narembeen Together we grow

BENDERING LANDFILL SITE

The Shires of Kondinin, Corrigin, Kulin and Narembeen purchased 64 hectares of freehold land in the Shire of Kondinin for the Bendering Landfill Site in 2007. The four shires have a contract with Avon Waste for kerbside and commercial waste collection and recycling as well as management of the landfill site. The contract also provides for transfer of waste from local transfer stations, mine sites and bulk hook bins.

The Bendering Landfill site is registered as a Category 89 Prescribed Premises under Part V of the Environmental Protection Act. The Environmental Protection (Rural Landfill) Regulations 2002 apply to Category 89 Prescribed Premises in Schedule 1 Part 2 of the Environmental Protection Regulations 1987 for putrescible landfill site that accepts between 20 and 5,000 tonnes of waste per year.

The site, can accept the following waste types as defined in the Landfill Waste Classification and Waste Definitions 1996 (as amended 2019):

- Clean Fill;
- Inert Waste Type 1 – Contaminated Solid Waste meeting acceptance criteria for Class I and
- Class II Landfills
- Special Waste Type 1 - Asbestos
- Special Waste Type 2 – Biomedical Wastes; and
- Putrescible Waste.

The Bendering Landfill Management Plan was endorsed by Roe Regional Organisation of Councils (ROC), and member shires, in July 2022. The Plan provides the member shires with clear direction on operations and works required to facilitate the future development and rehabilitation of the landfill in accordance with the Western Australia Environmental Protection (Rural Landfill) Regulations, 2002, (Rural Landfill Guidelines).

The regulations outline requirements for the tipping area, covering and containing of waste, the control of surface water runoff, dust suppression, separation distances, disposing of asbestos and clinical waste and a post-closure plan.

The proceeds from the Bendering Landfill site are distributed to shires at the end of each financial year. Expenditure in addition to income is recovered from member shires. Member shires contribute at least $5,000 per annum to a reserve for future provision for the Bendering Tip.

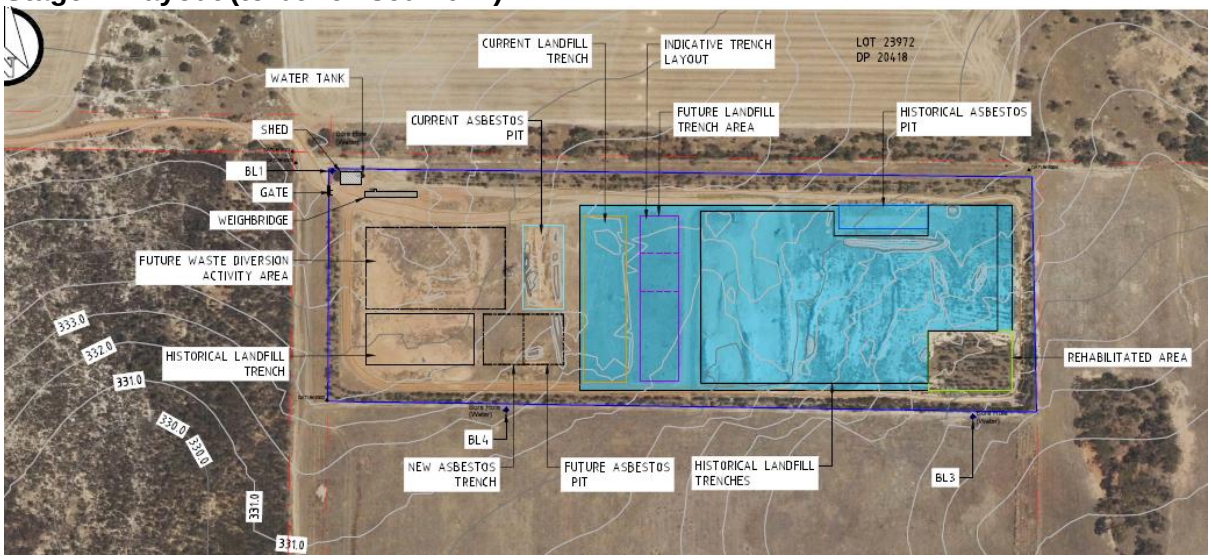
The estimated cost of capping works required to close stage 1 of the landfill site in 2026 is $331,831. The landfill plan is monitored and reviewed to determine the rate of void space consumption.

The estimated life of the landfill site is approximately 100 years depending on the volume of waste and implementation of waste reduction strategies.

STATUTORY ENVIRONMENT

Environmental Protection Act 1986
Environmental Protection (Rural Landfill) Regulations 2002
Environmental Protection Regulations 1987
Landfill Waste Classification and Waste Definitions 1996 (as amended 2019)

Stage 1 Layout (to be revised 2024)



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Indicative layout stage 2 and 3

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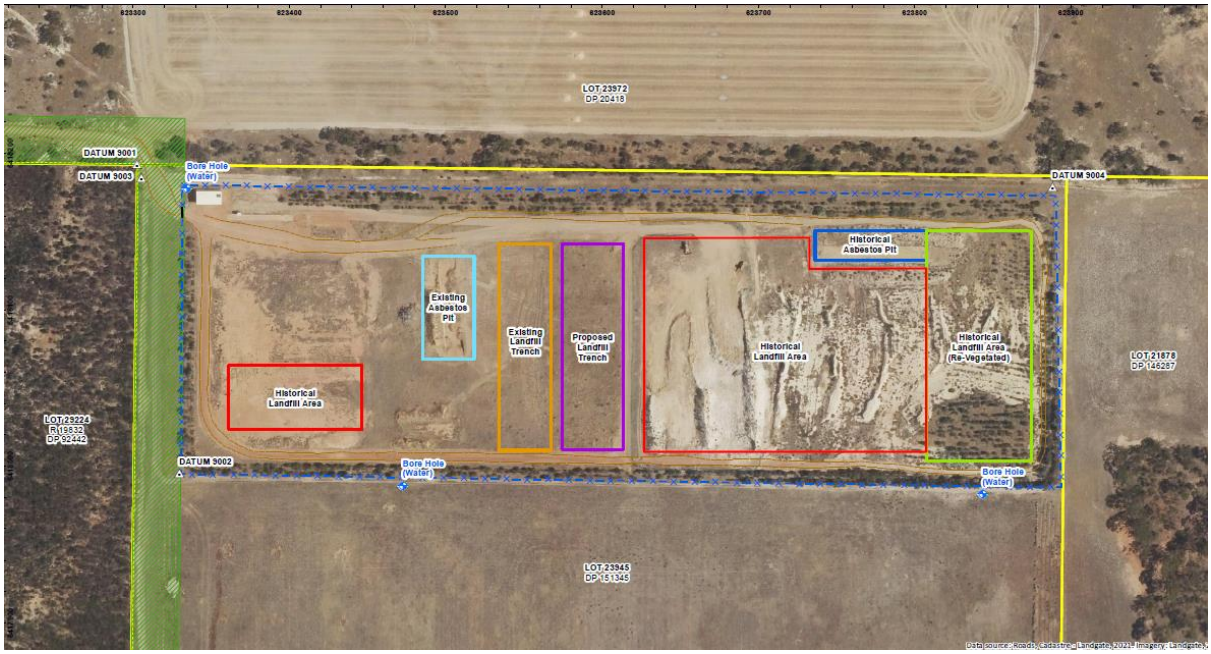
Stage 1 Historical landfill



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Landfill Lifespan

Table 4-2: Estimated Landfill Lifespan

Stage	Number of Trenches	Available Void Space (m^3)	Net Void Space ex. 20% Cover Soils (m^3)	Landfill Capacity (yrs)*
Stage 1	1	12,606	10,110	4
Stage 2	10	157,940	126,788	52
Stage 3	11	147,787	118,353	40
Total	22	318,333	255,251	96

*Assumed at 0.5t/m^3 compaction rate

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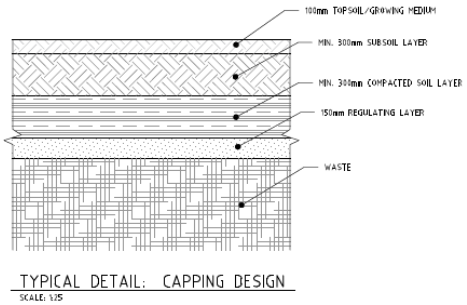
Table 5-1: Summary of Cost Estimates for the Closure and Rehabilitation of Site

Stage	Development Cost	Closure Cost
Stage 1	$24,960	$331,831
Stage 2	$344,318	$544,292
Stage 3	$334,865	$535,917
Surface Water Management	-	$45,444
Subtotal	*$704,142*	*$1,460,496*
Preliminaries (10%)	*$70,414*	*$145,748*
Local Loading (20%)*	*$22,907*	*$283,651*
Professional Services (5%)	$35,207	*$72,874*
Contingency (20%)	$140,828	*$291,497*
Total Cost (ex GST)	**$973,498**	**$2,251,255**

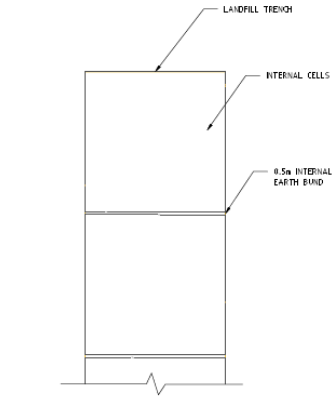
*Local Loading has only been applied where local costs were not available for use

Landfill Management Plan 14 July 2022 version 3 Page 21 with detailed calculations Appendix D on page 31

Capping Design



TYPICAL DETAIL: CAPPING DESIGN
SCALE: 1:25



TYPICAL DETAIL: TRENCH PLAN VIEW
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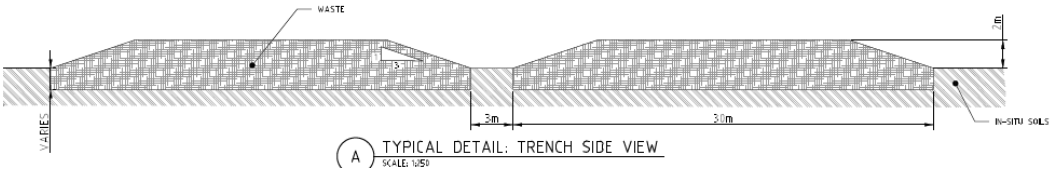

A TYPICAL DETAIL: TRENCH SIDE VIEW
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RoeROC Waste Data - July 23 - June 24

Domestic & Commercial Kerbside

		Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	YTD Total
Waste	Number of bins collected	6096	11197	5027	6524	5250	4844	5871	5197	5071	6244	5062	27227	93610
	Tonnes of waste collected	103.64	190.36	85.47	110.91	89.25	82.35	92.77	88.36	86.21	106.09	86.06	455.78	1577.25
Recycling	Number of bins collected	1804	1557	1561	1896	1664	1842	2153	1732	1698	1894	1630	10949	30380
	Tonnes of recycling collected	10.44	10.11	8.71	11.5	9.42	12.24	13.36	11.38	11.74	13.37	11.98	62.09	186.34

Bulk General Waste

Number of general waste bins emptied		230	195	197	238	198	210	257	185	183	228	168	1231	3520
Volume of general waste collected		48.30	41.68	45.31	49.98	33.66	41.366	50.74	31.47	30.58	36.11	37.87	228.14	675.20
Private General Waste bins		104	88	96	120	79	85	102	92	86	101	75	466	1494
Volume of Private General Waste collected		21.84	20.2	22.08	33.19	13.43	16.75	20.12	15.67	14.35	14.59	16.89	81.48	290.59

Bulk Cardboard Only

Number of cardboard bins emptied		90	87	84	79	91	78	109	80	78	100	83	445	1404
Volume of cardboard collected		3.96	4.437	5.97	5.53	4.55	3.9	5.45	4.8	5.68	6.05	5.5	25.88	81.70

Bendering Landfill Compliance Audit Report September 2024

Required operational compliances:
Compliances required are as governed for a 'Registered' landfill and the Bendering landfill site is a Category 89 'Registration' and thus subject to the *Environmental Protection (Rural Landfill) Regulations 2002* (Regulations) requirements (no license conditions but this can be imposed if DWER feel landfill management is wanting). The Regulations set out the legal requirements for Bendering landfill site as follows:

Regulation		Detail	Penalty	Compliance		
				Compliant	Partially compliant	Non-compliant
r.5	Tipping Area	The tipping area cannot be larger than 30m in length and 2m above ground level in height.	$5000	Current trench dimensions exceed 30m		
r.6	Covering of Waste	• Waste is to be covered with a dense, inert and incombustible material every week so that no waste is left exposed	$5000	Audit undertaken on rubbish disposal day		
		• There is to be a readily available supply of appropriate cover material to cover the tipping area at least twice.		Good supply of material available		
r.6(3)	Tonnes of waste received per year	5000 tonnes max		Financial YTD = 332.30 tonnes		
r.7	Fencing	The border of the site is to be fenced with an effective barrier to prevent cattle, horses and other stock from entering the site thus a stock fence is deemed appropriate.	$5000			
r.8	Waste Contained on Site	The landfill site operators must ensure that waste does not get washed or blown outside the registered area and that waste that has been washed or blown away from the tipping area of the site is returned to the tipping area at least once every month.	$5000	Some wind blown waste outside the tipping area.		
r.9	Separation of Waste from Water and Site Boundary	No waste within 35m from the fence surrounding the site, within 100 m of any surface water body or 3 m from the highest level of the water table aquifer below the site.	$5000			

Regulation		Detail	Penalty	Compliance		
				Compliant	Partially compliant	Non-compliant
r.10	Stormwater Management	The occupier of the landfill site must ensure that uncontaminated stormwater on site is adequately managed so that it is diverted from areas of the site where there is Waste, and water that has come into contact with waste is to be diverted into a sump on the site or otherwise retained on site.	$5000	Talis Landfill Management Plan will address this		
r.11	Dust Suppression	The occupier of the landfill site must ensure that no visible dust escapes from the landfill site.	$5000			
r.12	Firebreaks	The occupier of the landfill site must ensure that there is a firebreak of at least 3m around the boundary of the site.	$5000	• Stage 2 fenced area to be cleared before 31st October		
r.13	Burning of Green Waste	Only greenwaste is permitted to be burnt on site. When greenwaste is burnt on site it is to be in accordance with the Regulations	$5000	No greenwaste is stored or burnt on site		
r.14	Outbreak of Fire	The occupier of the landfill site must ensure that: • There are appropriate procedures in place at the site so that any unauthorized fire on the site is promptly extinguished; • Appropriate alarm and evacuation procedures are in place; . • Unauthorised fires on the site are extinguished as soon as possible; • Within 14 days of the unauthorised fire at the landfill site a report is to be sent to the CEO of the DWER providing necessary details of the fire	$5000	Included in Avon Waste Operations Plan currently being reviewed		
r.15, 16	Disposal of Clinical Waste and Asbestos	The occupier of a landfill site must ensure that clinical waste and material containing asbestos is disposed of in accordance with the relevant approvals.	$5000			

Regulation		Detail	Penalty	Compliance		
				Compliant	Partially compliant	Non-compliant
r.17	Post Closure Management Plan	The occupier of a landfill site must prepare and submit a Post Closure Management Plan within 18 months of the site being registered.	$5000	Talis Landfill Management Plan will address this		

RoeROC Waste Data - July 24 - June 25

		Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	YTD Total
Domestic & Commercial Kerbside														
Waste	Number of bins collected	5934	4779											10713
	Tonnes of waste collected	100.87	81.25											182.12
Recycling	Number of bins collected	2022	1478											3500
	Tonnes of recycling collected	12.43	9.41											21.84
Bulk General Waste														
Number of general waste bins emptied		216	164											380
Volume of general waste collected		29.87	21.67											51.54
Private General Waste bins		103	78											181
Volume of Private General Waste collected		14.15	10.22											24.37
Bulk Cardboard Only														
Number of cardboard bins emptied		97	83											180
Volume of cardboard collected		5.29	3.98											9.27

ROEROC BENDERING TIP

Financial Statement for the period ended 31 August 2024

Date	PARTICULARS	Quantity (tonne)	YTD 2024 / 2025
	2024 / 2025 INCOME		
22/07/2024	Wrapped asbestos waste : 6.5m3 @ $124.00 per cubic metre	2.30	732.73
5/08/2024	Wrapped asbestos waste : 6.0m3 @ $130.00 per cubic metre	2.12	709.09
26/08/2024	Wrapped asbestos waste : 7.5m3 @ $130.00 per cubic metre	2.65	886.36
	Total asbestos	**7.06**	
30/08/2024	IGO Forrestania Limited (Western Areas) : 7.70 tonnes July 2024	7.70	427.00
30/08/2024	Avon Waste : 1 x 1.5m3 Skip Bin July 2024	0.53	18.18
30/08/2024	Avon Waste : 19 x 3.0m3 skip bins - July 2024	20.13	397.27
30/08/2024	Avon Waste : 20 x 4.5m3 skip bins - July 2024	31.78	509.09
30/08/2024	Avon Waste : 2 x 10m3 hook bin - July 2024	7.06	101.82
	Total commercial	**67.21**	
		74.27	3,781.54

Total Domestic and Commercial Kerbside =	182.12
Total Bulk General Waste (from Transfer Stations) =	51.54
Total Bulk General Private Waste =	24.37
Total Asbestos =	7.06
Total Commercial =	67.21
TOTAL	**332.3**

Avon Waste Contract; Schedule 10 – Specification

Landfill Management Services Audit September 2024

Contractual duties	Compliance	Comment
Provision of all labour and machinery to keep the site in order. This includes a landfill compactor and loader.	Ok	
Fire-fighting equipment-provision of ute with 1,000 litre fire-fighting unit attached.	Ok	
Pest and vermin control.	No records	Should be covered in Operations Management Plan
Stormwater management and dust suppression.	Ok	
Make all reasonable efforts to control wind-blown waste, including the provision of a litter fence, which will remain the property of Avon Waste at the end of the Contract.	No	A lot of waste around the site particularly previous tipping area and surrounds
Netting and buffer management (including provision of our netting fence, which remains the property of Avon Waste at the end of the Contract).	Ok	Litter fence good
Covering and compaction of waste weekly and more frequently as required due to weather conditions. It is preferable that delivery and cover of waste occurs on the one day to ensure that windblown litter is minimised.	Ongoing	This needs to be monitored with new operator
Site security.	Ok	
Maintenance of portable toilet of site and cleaning of same.	Ok	
Spraying and/or slashing of weeds as required inside the main Landfill compound.	No	To be completed
Provision of regular reports/inspection checklists (reporting period to be determined).	No	This will be covered in the Operations Management Plan – no reports provided to date
Weights (or estimate if weighbridge is not functional) of waste brought into site each week.		Weighbridge now up and running but still needs to be calibrated

ATTACHMENT 8.3A
Minutes – LEMC Meeting 26 September 2024

Shire of Narembeen
Together we grow

MINUTES

Local Emergency Management Committee

26 September 2024

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1. Official Opening and Welcome

The Chairperson welcomed everyone and declared the meeting open at 3.30pm

2. Record of Attendance / Apologies / Leave of Absence

Committee:		
	Cr C Bray	Shire Councillor
	D Back	Officer in Charge, Narembeen Police Station
	M Lethlean	St Johns Narembeen President
	M Phillips	Department of Communities
	M Dixon	Chief Bush Fire Control Officer, DFES
Staff:	Ms R McCall	Chief Executive Officer
	Mr B Forbes	LEMC Executive Officer
Visitors:	Nil	
Apologies:	Mr R Arnold	Deputy Principal, Narembeen District High School
	Cr S Stirrat	Shire President
	I Mortimore	St Johns Narembeen President

3. Minutes of Previous Meeting to be Received

3.1 Local Emergency Management Committee Meeting held on 29 February 2024.

Attachment 3.1A

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Recommendation – Item 3.1

That the minutes of the LEMC Committee Meeting held on Thursday 29 February 2024, as presented, be received.

Moved – D Back **Seconded – R McCall**

CARRIED

4. Reports

4.1 Local Emergency Management Committee (LEMC) Members for Review

NOT FOR DISTRIBUTION TO THE PUBLIC WITHOUT APPROVAL OF CHIEF EXECUTIVE OFFICER

Organisation	Name / Position	Address	Phone	Email
Shire of Narembeen	Scott Stirrat, Shire President	1 Longhurst Street Narembeen	0427 635 030	crstirrat@narembeen.wa.gov.au
	Rebecca McCall, CEO		0428 647 312	ceo@narembeen.wa.gov.au
	Ben Forbes, LEMC Executive Officer		0457 667 579	emcs@narembeen.wa.gov.au
WA Police	Daniel Back Officer in Charge Narembeen Police	9 Longhurst Street Narembeen	0439 509 077	daniel.back@police.wa.gov.au
Fire and Rescue	Murray Dixon, Chief Bushfire Control Officer		0427 645 026	fairview1861@gmail.com
Department Fire and Emergency Services	Justin Corrigan, Acting District Officer Avon	79 Newcastle Rd Northam WA 6401	0418 164 118	Justin.corrigan@dfes.wa.gov.au
	Shelby Robinson, District Emergency Management Advisor		0488 907 187	Shelby.robinson@dfes.wa.gov.au
Narembeen District School	Russell Arnold, Deputy Principal	10 Ada Street Narembeen	0438 141 587	russell.arnold@education.wa.edu.au
St John Ambulance	Ian Mortimore, President	Latham Road, Narembeen	0428 647 090	iandkmortimore@bigpond.com
Narembeen Hospital	Elaine Mitchell, Director of Nursing HSM – Narembeen Hospital	Ada Street, Narembeen	9064 6222	elaine.mitchell@health.wa.gov.au
Department of Communities	Michael Phillips, Regional Coordinator – Wheatbelt	Cnr Fitzgerald and Gairdner Streets, Northam WA 6401	0455 560 041	Michael.PHILLIPS@communities.wa.gov.au
	Jo Spadaccini, Regional Officer – Wheatbelt		0429 102 614	Jo.Spadaccini@communities.wa.gov.au

4.2 Agency Reports

Reports to be provided during the meeting.

4.2.1 Department of Communities

M Phillips

Nothing Narembeen specific.
Three main activities: recovery effort in Derby/West Kimberly after the floods; people returning to homes; recovery effort in Bunbury following 13 May floods - people still in commercial accommodation.

4.2.2 Department of Fire and Emergency Services

Nil

4.2.3 Narembeen District High School

Nil

4.2.4 Narembeen Emergency Services

M Dixon

VFES AGM held a month ago. Jeremy Padfield now the captain of VFES. Numbers of volunteers are static - 20 trained members. Bushfire Brigade AGM on 27/9/24. No issues to report.

4.2.5 Narembeen Hospital

Nil

4.2.6 Narembeen Police

D Back

Business as usual at the moment. Adriaan left for metro service. Relief sent from Dalwalinu police for a week, but going forward attracting reliefs are ad hoc as Narembeen is not broadly known. Officers generally are not free to do relief, which does not help.

No applicants or interest received in the 3 weeks the job has been posted. Dan is still enjoying Narembeen and intends to stay for now.

R McCall – where do relief officers stay?
D Back – the self-contained chalets at the caravan park

4.2.7 Ambulance

M Lethlean

Four potential recruits have signed up to volunteer. Two have just started. Two have almost finished their EMA training.

AGM was two weeks ago.

Project for street numbering is pending planned Shire works. Shire will buy some stencils to reapply any numbering that's lost from Shire work.

4.2.8 Shire of Narembeen

R McCall

Refer to attached report.

5. Other Business

5.1 Proposed Meeting Schedule for 2024/2025

A LEMC is required to meet four times a year. To accommodate seeding, harvest and holiday periods, and to reduce conflict in member schedules, it is proposed that meetings will be held the second Thursday of every third month at 3.30pm at the Council Chambers. Having meetings at the Council Chambers allows for members to participate via electronic means.

- 26 September 2024 (agreed change by LEMC Committee members)
- 12 December 2024
- 13 March 2025
- 12 June 2025

Proposed meeting business activities:

1st Quarter	September	• Exercise Date for Financial Year • LEMC Action Plan (review and updated)
2nd Quarter	December	• LEMC Action Plan (review and updated) • State Preparedness Report Review
3rd March	March	• LEMC Action Plan (review and updated) • Seasonal Review
4th June	June	• Annual Meeting Schedule • Complete Annual Preparedness Survey & Annual Report • Exercise Schedule Developed • LEMA (desktop review) • LEMC Action Plan Developed

5.2 December Meeting – Hazard Reviews

- Draft Communication and Power Outage Response Plan – to be presented at December meeting.
- Fire (Local Government Land) – standard operating procedure in place
- Fire (Structure in Gazetted town boundary) - standard operating procedure in place
- Bush Fire – bushfire management framework under review
- Road Crash - standard operating procedure in place

Conversation highlighted the lack of a generator for the police station. Shire proposes looking at means of sharing the generator at the admin office with the police station.

5.3 Electric Vehicles

As Electric Vehicles (EVs) become more common, police will see more EVs involved in road traffic crashes. EVs present new hazards and risks to emergency responders, including electrocution, chemical exposure and high velocity burns.

In the event of an incident, especially crashes involving EVs, it is imperative first responders prioritise their safety and the safety of others due to the associated risks.

In the case of an EV incident, a public exclusion zone of 30 metres must be established. A damaged EV is capable of producing highly toxic and flammable vapour which could result in a vapour cloud explosion. Consideration of wind direction is essential.

There is a 3 metres Hot Zone on both sides of the EV from which jet like directional flames can erupt from the underside area of the vehicle, aligning with the driver and passenger's doors. An EV fire can burn in excess of 1000 degrees.

Any approach to the EV needs to be carefully considered and only from the front or rear corners of the vehicle (as per the below diagram).

The Department of Fire and Emergency Services (DFES) must be contacted in all road traffic crashes involving EVs through the State Operations Control Centre. DFES will provide guidance and containment for EV fire incidents.

R McCall – Shire to contact Justin Corrigan at DFES re EV fires and adding the treatment of them to the LEMA hazard register.

5.4 LEMC Quarterly Reporting

M Dixon moves that the above discussion pointes as the quarterly report.

6. Correspondence

6.1 Correspondence out

Nil

6.2 Correspondence in

EV information sent in by Shelby Robinson, District Emergency Management Advisor (DFES).

7. General Business

C Bray

In reference to the previous discussion of water harvesting - there are lots of dams that fill to capacity during a wet winter. Would there be strategic dams that could be used to pump into storage tanks for fire water?

R McCall – the Shire to investigate further as part of drought resilience program.

9. Closure of Meeting

The next meeting will be held on 12 December 2024, 3.30pm at the Shire of Narembeen Council Chambers.

There being no further business, the chair declared the meeting closed at 4:26pm.

Shire of Narembeen
Together we grow

ATTACHMENTS

LEMC Meeting

26 September 2024

ATTACHMENT 3.1A
Minutes – LEMC Meeting 29 February 2024

Shire of Narembeen
Together we grow

MINUTES

Local Emergency Management Committee

29 February 2024

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Closure of Meeting **6**

1. Official Opening and Welcome

The Chairperson, Cr S Stirrat declared the meeting open at 3:34pm

2. Record of Attendance / Apologies / Leave of Absence

Committee:	Cr S Stirratt	Shire President – Shire of Narembeen
	J Corrigan	Acting District Officer, Avon, DFES
	D Back	Officer in Charge – WA Police
	Ian Mortimore	St John Ambulance
Shire Staff:	Rebecca McCall	Chief Executive Officer
	Ben Forbes	LEMC Executive Officer
Visitors:	Tammy Glassford	Ramelius Resources Ltd
Apologies:	M Dixon	Chief Bush Fire Control Officer, DFES
	J Spadaccini	Department of Communities
	M Phillips	Department of Communities
	R Arnold	Deputy Principal, Narembeen DHS

3. Minutes of Previous Meeting to be Received

3.1 Local Emergency Management Committee Meeting held on 26 October 2023.

Attachment 3.1A

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Recommendation – Item 3.1

That the minutes of the LEMC Committee Meeting held on Thursday 26 October 2023, as presented, be received.

MOTION Moved – Daniel Back Seconded – Rebecca McCall

CARRIED 7/0

4. Reports

4.1 Local Emergency Management Committee (LEMC) Members for Review

NOT FOR DISTRIBUTION TO THE PUBLIC WITHOUT THE APPROVAL OF CHIEF EXECUTIVE OFFICER

Organisation	Name / Position	Address	Phone	Email
Shire of Narembeen	Scott Stirrat, Shire President	1 Longhurst Street Narembeen	0427 635 030	crstirrat@narembeen.wa.gov.au
Shire of Narembeen	Rebecca McCall, CEO		0428 647 312	ceo@narembeen.wa.gov.au
Shire of Narembeen	Ben Forbes, LEMC Executive Officer		0457 667 579	emcs@narembeen.wa.gov.au
WA Police	Daniel Back Officer in Charge Narembeen Police	9 Longhurst Street Narembeen	0439 509 077	daniel.back@police.wa.gov.au
Fire and Rescue	Murray Dixon, Chief Bushfire Control Officer		0427 645 026	fairview1861@gmail.com
Department Fire and Emergency Services	Justin Corrigan, Acting District Officer Avon	79 Newcastle Street Northam	0428 100 462	Justin.corrigan@dfes.wa.gov.au
Narembeen District School	Russell Arnold, Deputy Principal	10 Ada Street Narembeen	0438 141 587	russell.arnold@education.wa.edu.au
St John Ambulance	Ian Mortimore, President		0428 647 090	iandkmortimore@bigpond.com
Narembeen Hospital	Health Service Manager	Ada Street, Narembeen	9064 6222	
Department of Communities	Michael Phillips, Regional Coordinator – Wheatbelt		0477 763 077	Michael.PHILLIPS@communities.wa.gov.au
Department of Communities	Jo Spadaccini, District Emergency Service Officer – Wheatbelt		0429 102 614	joanne.spadaccini@communities.wa.gov.au

4.2 Agency Reports

Reports to be provided during the meeting.

4.2.1 Shire of Narembeen

Emergency Response Report
Attachment 4.2.1A
This item is listed for discussion and feedback.

Animal Welfare Plan
Attachment 4.2.1B
This item is listed for discussion and feedback.

5. Other Business

The below item is tabled for discussion in the context of our recent emergency event. The community spirit and patriation in cleanup efforts was particularly strong, but the event has highlighted gaps in our preparedness that should be addressed.

5.1 Post Emergency Event Debrief
Following the debrief with several attendees in January at the conclusion of the emergency event and in addition to Attachment 4.2.1A, the Shire intends to prepare a power outage response plan to improve preparedness and guide response to future events. The Shire would like the input of committee members, which can be via a workshop at the next meeting or ad hoc via one-on-one correspondence with Shire staff.

R McCall - As part of the proposed response plan the Shire intends to pursue funding from the Disaster Ready Fund to acquire a generator for the community precinct to power the GP, pharmacy and CRC.

D Back – noted that other regional Officers In Charge have sighted concern regarding police operations in the event of an extended outage.
R McCall – suggested that the Narembeen Emergency Services Building be used as a temporary measure for the Narembeen police, and noted that the Shire will consult with the police regarding emergency communications protocols going forward.

S Stirrat – noted that representatives of Telstra attended the last Great Eastern Country Zone (GECZ) meeting to discuss the outage, but that no satisfactory resolution was had. Further noted that Mia Davies, also in attendance at the GECZ meeting, made comments regarding a push to legislate obligations for Telstra to provide sufficient mobile coverage.

D Back – queried who had control and coordination of the response following the storm.
J Corrigan – advised that Department of Energy coordinated the response once it became clear that the event had primarily become a blackout situation with damage to energy infrastructure.

T Glassford – noted that Ramelius is willing and able to offer amenities, offices and rooms with power, etc in the event of another blackout.

D Back – suggested that the next LEMC desktop scenario be a blackout.
R McCall – agreed with D Back's suggestion; Shire to arrange.

D Back – Noted the importance of elderly welfare checks in future emergency scenarios.
R McCall – agreed with D Back's comments and suggested establishment of a register of residents that would require a welfare check for future reference.

D Back – suggested that the LEMA be reviewed to update the emergency resources available for future reference, noting resources available from Ramelius in particular.

5.2 Proposed schedule of meetings for 2023
A LEMC is required to meet four times a year. To accommodate seeding, harvest and holiday periods / January, it is proposed that meetings will be held the third Thursday of the month at 3.30pm at the Emergency Services Building.

- 20 June 2024
- 19 September 2024
- 19 December 2024

5.3 Local Emergency Management Arrangements review
As part of a review of the existing LEMA it is recommended that the committee prepare response plans for the identified hazards and workshop these plans to ensure that they are appropriate. This is envisaged to occur at the June or September meetings.

6. Correspondence

6.1 Correspondence out

Not applicable

6.2 Correspondence in

6.2.1 An email was received by the Executive Officer from Jo Spadaccini with the LEWP -Wheatbelt – Merredin- Local Emergency Welfare Plan – October 2022 for review. **Attachment 6.2.1A**

6.2.2 An email was received by the Executive Officer from Department of Communities to request that the Committee considers allowing attendance at LEMC meeting via Teams or Zoom. Meetings may have to be moved to a different location to enable this option.

6.2.3 An email was received by the Executive Officer from Regional Early Education and Development Inc (REED) advising they are updating their Bushfire Plan and need to update their details in the LEMA. **Attachment 6.2.3A**

7. Closure of Meeting

The next meeting will be held on

There being no further business, the chair declared the meeting closed at 4:02 pm

Emergency Relief and Support

Emergency evacuation centre training

- The emergency evacuation centre training is being enhanced and revised to boost the knowledge and confidence of Communities district teams, local government and other partnering agencies to work within an emergency evacuation centre.
- This dynamic, interactive three-hour training enables participants to design and set up an evacuation centre, while navigating a variety of scenarios staff may encounter in such settings.
- Participants will include a cross section of Communities staff and local government agencies to foster collaboration and relationship building.
- Whenever possible, training will be held in designated evacuation centres to provide hands-on experience.

The ERS team will be in contact to arrange a training schedule and identifying dates and locations.

Planning and Preparedness

- The ERS Directorate are keen to work with Local Governments and partners in preparations and exercising. If you are running any exercises or events that would be of value and appropriate for ERS to attend, please let your ERS Regional Coordinator know.

The ERS Directorate can support the local government by reviewing your emergency kits ensuring that appropriate items and resources are available.

Update of the Local Emergency Relief and Support Plans (LERSP)

- The ERS Directorate are currently reviewing the Local Emergency Relief and Support Plans (LERSP).
- The LERSP details the operational management and coordination of ERS under the Western Australian (WA) Local Emergency Management Arrangements (LEMAs).
- It is planned to have the LERSP tabled on the agenda for the 2nd Quarter LEMC meetings for 2024.

The ERS team will be in contact to request feedback and information to complete the LERSP for your region.

State-wide audit evacuation centres

- The ERS Directorate is completing audits of the State's nominated evacuation centres.

State-wide audit evacuation centres

- The audits are to identify hazard-specific risks relevant to the region and to identify opportunities for local governments to upgrade facilities to mitigate these risks.
- The Directorate would like to engage with local governments (LGs) and WALGA to discuss opportunities through the Disaster Ready Fund grants for 2025 to improve these facilities and mitigate risks in emergency events.

Discussions are encouraged with your region if you are planning any new evacuations centres or upgrades to existing ones.

Recovery Activities Update

Communities 2023/24 High Threat Season Activations

The ERS Directorate would like to acknowledge and thank all our local and state partners for the assistance and support provided over the 2023-24 season.
Since October 2023, there has been a total of 40 events supported by Communities including:

- Activation under the AUSRECEPLAN– Israel and Gaza repatriation
- Pre-planning undertaken for 3 high threat weather events, that didn't result in activation.
- 457 people were supported during events through our client management system
- 1 active and declared recovery event (under Disaster Recovery Funding Arrangements) - Mariginiup Fire.
- just prior to Christmas 2023, there were 6 activations supported by Communities over just 2 days (20-22 December).

Our team looks forward to working with you all over the coming months as we prepare for the 2024-25 season.

Communities Recovery Activities

Kimberley Floods Recovery Program

- The Kimberley Flood Recovery Team continues to support impacted residents, through the Hub.
- In addition, to supporting impacted residents with their claims and eligibility requirements is also extended to practical, personal and wellbeing supports.
- At present there are five projects supporting Fitzroy Valley individuals and communities, in varying capacities, and we are reviewing the scope for future project requirements.
- We are currently working with the Housing Team and the Hub, to ensure residents understand their rights and obligations as they begin their journey from their temporary accommodation units to their home.

Mariginiup Fires Recovery Program

- Communities is supporting the City of Wanneroo to deliver the psychosocial wellbeing and financial support elements of the recovery program.
- Communities has engaged several psychologists to support impacted resident referrals and has delivered a financial assistance package aimed at supporting the replacement of essential household items damaged in the fires.
- Communities is currently supporting the City with site visits to damaged properties to commence the clean-up program to ensure residents have access to support services if required.

Communities Recovery Activities

- Mariginiup_Bushfire_Recovery_Information.pdf

Bunbury Storms Recovery Program

- As of 15 July, Communities are supporting 9 people in supported accommodation.
- Communities have begun providing return home packages which include food boxes and prepaid cards for individuals transitioning home.
- Communities have finalised psychological services and beginning to triage requests via the approved providers.
- Communities have finalised category 3 and 4 financial assistance and will begin a targeted outreach of known impacted people.
- Communities Disaster Response Hotline remains open for support in the absence of HUBS. Communities' officers are engaging regularly with impacted individuals via this hotline.
- Communities is finalising a procurement process with Red Cross for the recovery training program being delivered to the city.

Disaster Ready Fund

Several LGs in Western Australia (WA) submitted applications for the Disaster Ready Fund (DRF) in 2024 to support the improvement of their facilities used as evacuation centres.

The ERS Directorate had the opportunity to review LGs applications for the Disaster Ready Fund (DRF) provided to the Department of Fire and Emergency Services (DFES) for 2024 and assessed that the projects would contribute to the State's ability to provide emergency accommodation for evacuating communities. All applications were considered suitable to progress for further consideration in the DRF process.

Bushfire Management Framework

The Shire of Narembeen is currently reviewing its Bushfire Management Framework, with updates to be presented to the Bushfire Advisory Committee for consideration and comment. The review consists of consolidation of polices, introduction of terms of reference and local law.

Advertisement of the 2024/25 Firebreak Order will commence next week. Inspections, conducted by the Ranger, will commence on 1 November 2024. This year's inspections will include rural properties, ensuring compliance with the firebreak requirements.

Local Laws

The Shire is creating three new local laws anticipated to be gazetted by mid-2025: *Activities in Thoroughfares and Public Places and Trading*, *Local Government Property*, and *Parking and Parking Facilities*. These laws aim to regulate activities, trading, and use of public spaces, ensuring safety and order. The first law focuses on public safety and controlled commercial activities in thoroughfares, with rules on permits, flora conservation, and fire management. The second law governs local government property use, setting permit requirements, behavioural standards, and penalties for violations, covering facilities like pools and aerodromes. The third law regulates parking to ensure traffic flow, pedestrian safety, and accessibility, establishing parking zones and penalties for offenses. Together, these laws will enhance community order, safety, and effective use of public spaces.

Emergency Preparedness – Generators

The Shire has progressed with the installation of a generator at the Recreation Centre, which serves as the designated community evacuation centre. While recent funding applications for generators at the CRC precinct and Shire Administration Office were unsuccessful, Council has decided to proceed with these essential projects. The Administration Office generator is scheduled for installation in the 2024/25 financial year, followed by the CRC generator installation the following year. The CRC generator will also connect the Medical Centre and Pharmacy.

Risk Management Framework

The Audit and Risk Committed received the reviewed Shire's Risk Management Framework.

ICT Disaster Recovery Plan

The Shire now has prepared an ICT Disaster Recovery Plan. Preparing this plan has highlighted the need for other emergency and crisis management plans to be developed or reviewed to overlapping scope.

- ICT hardware replacement plan
- ICT and ERP plan(s)

Inquiry into Regional Telecommunications in WA (State)

The Shire of Narembeen lodged its submission to the Standing Committee of Public Administration.

2024 Regional Telecommunications Review (Federal)

The Shire of Narembeen lodged its submission to the Standing Committee on Regional Development, Infrastructure and Transport.

Stormwater Infrastructure and Harvesting Assessment

A survey of the town's drainage network identified issues at 9 locations, leading to 15 recommendations. This report will guide the Shire in developing a staged Stormwater Development Plan, with works beginning in 2025. The feasibility of stormwater harvesting was assessed, considering existing drainage, water quality, and cost benefits, with potential projects aimed at improving drought resilience and reducing reliance on potable water.

Drought Resilience Planning
The Shire will be is considering participating in the Regional Drought Resilience Planning Program, funded through the Federal Governments Future Drought Fund. The ROEROC CEO group will be attending aa online meeting scheduled for 21 October 2024.
The objective of the program is to develop a drought resilience plan that identifies priority actions to equip our region with the necessary strategies and resources to effectively prepare for, and manage, potential future drought risks.

The plans will be regionally led and owned and focus on innovative ways to build regional drought resilience across the region through the agricultural sector and supporting industries (regional economies), communities, landscape and water.

Drought Resilience Projects
1. Water Harvesting – partnered with the school and installed water tanks to reduce the reliance on potable water - completed
2. Stormwater Harvesting Assessment – completed, funding will fast track the implementation of the projects
3. Gibb Rock Standpipe - partnered with DWER for the installation of an automated swipe card system - completed
4. New Bore – in partnership with DWER identified a new bore at Mt Walker; have applied for a new groundwater license (bore, solar pump, pipeline and tank to be installed if license is approved) – mostly funded through DWER
5. Ski Lake project – designing a gated system to manage the water from the catchment area to enable filling Wakeman Lake for recreational purposed (gated system will allow for capture and release of water) – funding to be identified
6. Oval Irrigation System – planning required to overhaul system

ATTACHMENT 8.4A
Minutes – Bushfire Advisory Committee
27 September 2024

MINUTES

Narembeen Bushfire Advisory Committee
Volunteer Bush Fire Brigade AGM
27 September 2024

Shire of Narembeen
Together we grow

NOTICE OF MEETING

Dear Committee Members,

In accordance with the provisions of Section 5.5 of the Local Government Act, you are hereby notified that the Narembeen Bushfire Advisory Committee / Volunteer Bush Fire Brigade Annual General Meeting has been convened for:

Date: **27 September 2024**

At: Narembeen Emergency Services Building
Latham Road, Narembeen

Commencing: 3.00pm

Rebecca McCall
Chief Executive Officer

19 September

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Narembeen for any act, omission or statement or intimation occurring during Council/Committee meetings or during formal/informal conversations with staff. The Shire of Narembeen disclaims any liability for any loss whatsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's and or legal entity's own risk.

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MURRAY DIXON PROVIDED AN UPDATE: 8

10. CLOSURE 8

1. Official Opening and Welcome

Meeting opened 3.06pm

2. Record of Attendance / Apologies / Leave of Absence

Attendance:	Cr Trevor Cole	Shire of Narembeen
	Rebecca McCall	Shire of Narembeen
	Murray Dixon	Chairperson & CFCO
	Keith Squibb	Narembeen Contract Ranger
	Alan Yandle	
	Syd Parsons	
	Brendan Parson	
	Andrew Hardham	
Apologies:	Mitchell Miolini	DCFCO
	Colin Ogilvie	
	Peter Bailey	
	Jake Cole	
	Bryon Lynch	
	Jeremy Padfield	
	Justin Corrigan	DFES, Lower Officer Lower Wheatbelt

3. Confirmation of Previous Minutes

3.1 Narembeen Bushfire Advisory Committee / Volunteer Bush Fire Brigade Annual General Meeting 29 September 2023.

Attachment 3.1A

Voting Requirements

☒ Simple Majority ☐ Absolute Majority

Officers Recommendation – Item 3.1

That the minutes of the Narembeen Bushfire Advisory Committee / Volunteer Bush Fire Brigade Annual General Meeting held on Friday 29 September 2023, as presented, be confirmed as a true and correct record of proceedings.

Moved: Andrew Hardham **Seconded:** Trevor Cole

CARRIED

4. Business Arising from Previous Minutes

Banking Institution

With the closure of Bankwest, there is a need to nominate an alternative banking institution and authorised signatories.

Moved: Alan Yandle **Seconded:** Syd Parson

CARRIED

A new account will be established with the Commonwealth Bank, Narembeen branch, with Andrew Hardham and Mitchell Miolini appointed as the authorised signatories.

5. Election of Office Bearers

All positions were declared vacant, and nominations called.

5.1 Election of Chairperson

Nominated: Murray Dixon

Moved: Andrew Hardham **Seconded:** Syd Parson

There being no further nominations, Murray Dixon be elected unopposed as Chairperson.

CARRIED

5.2 Election of Captain

Nominated: Brendan Parsons

Moved: Trevor Cole **Seconded:** Syd Parson

There being no further nominations, Brendan Parson be elected unopposed as Captain.

CARRIED

5.3 Election of Lieutenants

Nominated: Peter Cowan

Moved: Murray Dixon **Seconded:** Trevor Cole

There being no further nominations, Peter Cowan be elected unopposed as Lieutenant.

CARRIED

6. Election of Fire Control Officers

6.1 Chief Fire Control Officer

Nominated: Murray Dixon

Moved: Brendan Parson **Seconded:** Syd Parson

There being no further nominations, Murray Dixon *be elected unopposed as Chief Fire Control Officer.*

CARRIED

6.2 Deputy Fire Control Officer

Nominated: Mitchell Miolini

Moved: Andrew Hardham **Seconded:** Brendan Parson

There being no further nominations, Mitchell Miolini be elected unopposed as Chief Fire Control Officer.

CARRIED

6.3 Fire Control Officers

Moved: Murray Dixon **Seconded:** Syd Parson

That the Narembeen Bushfire Advisory Committee/Volunteer Bushfire Brigade recommend to Council that the following persons be appointed as Fire Control Officers for the 2024/2025 fire season:

East Sector	Brendan Parsons
West Sector	Trevor Cole
North Sector	Mitchell Miolini
Central	Alan Yandle
Central	Andrew Hardham

CARRIED

6.4 Fire Control Officer (Ranger)

Nominated: Keith Squibb

Moved: Alan Yandle **Seconded:** Trevor Cole

There being no further nominations, Keith Squibb elected unopposed as a Fire Control Officer.

CARRIED

7. Finance

Finance Report
Attachment 7.A tabled at the meeting. Balance as of 1 July 2024 - $13,465.99.

Syd Parsons noted two dishonour fees, with no clear explanation provided for the charges, as the account has not been accessed. Andrew Hardham will follow up with Rebecca Wanless from Bankwest Narembeen to seek clarification.

Banking Institution
Discussed and motion carried in Business Arising (Item 4).

8. Chairpersons Report

Tabled at the meeting.

9. General Business

9.1 Fire Break Order 2024/2025

Moved: Andrew Hardham **Seconded:** Brendan Parsons

That the Narembeen Bushfire Advisory Committee/Volunteer Bushfire Brigade accepts the Fire Break Order 2024/25 and recommend its adoption by Council.

CARRIED

Rebecca McCall to refer to Local Law Animals, Environment and Nuisance to determine the provisions regarding the burning of rubbish or refuse within the townsite.

9.2 Fire Break Inspections

Rebecca McCall advised that the Shire Ranger, Keith Squibb, will begin inspections of the townsite on 1 November 2024, followed by inspections of rural properties. FCOs are requested to inform the Ranger of any properties that require inspection to ensure compliance.

The Shire will contact ARC Infrastructure and Water Corporation to remind them of their obligations under Section 33 to maintain corridors and reserves.

9.3 Minimum Training Requirements

All Fire Control Officer (FCO's) are required to, as a minimum, complete the FCO's training course within the first 12 months of being appointed and complete a refresher at least once every 5 years.

Minimum Training Requirements before being allowed to attend fires are as follows:

Brigade Members	Bushfire Safety Awareness Fire Fighting Skills
Farmer Response	Bushfire Safety Awareness Respiratory Protective Equipment
Seasonal Workers	Bushfire Safety Awareness

Rebecca McCall and Keith Squibb will review the process for registering and training volunteers, with the goal of streamlining the system and determining the best approach for registering spontaneous volunteers.

9.4 CEO Report

Rebecca McCall informed the committee about the review of the Bushfire Brigade Management Framework to ensure the governance structure is appropriate and effective. The review involved consultation with:

- Murray Doxon, CFCO
- Cr Trevor Cole
- Shire Councillors

The following attachments outline the relevant local law, policies, and terms of reference that form the reviewed framework:

- Bush Fire Brigade Local Law (Attachment 9.4A)
- Bush Fire Brigade Advisory Committee – Terms of Reference (Attachment 9.4B)
- Draft Policy – Management of Bush Fire Brigade (Attachment 9.4C)
- Drat Policy – Harvest and Vehicle Movement Ban (Attachment 9.4.D)
- Policy Review - Roadside Burning and Spraying (Attachment 9.4E)
- Policy Repealing (Attachment 9.4F)

9.5 Local Government Grants Scheme 2024/25

Rebecca McCall provided an outline of funding secured for 2024/25. Procurement of CEL-Fi vehicle pack for Mt Walker appliance and fast fill trailer will occur before the end of 2024.

PPE and kit bags purchased end of 2024 financial year to be delivered to Emergency Services Centre and distributed.

9.6 DFES Monthly Report (as at 6/8/2024)

Keith Squibb to be provided access to portal to enable him to close off outstanding incidents.

9.7 List of Volunteers – Update

Volunteer list updated.

9.8 DOAC Meeting (9 September 2024)

Murray Dixon provided an update:

- Restricted Burning Period – should the periods align with neighbouring Shires?
- Fire Danger Rating System – frustrations across the farming industry

DOAC meeting
Restricted burning period – SoN February and Southern Cross – do we wish to align? Leave as is.

FCO course on 3rd – Alan & Bardy

10. Closure

The next meeting will be scheduled for March 2025, date to be advised.

There being no further business, the chair declared the meeting closed at 4.30pm

HARVEST & VEHICLE OPERATIONS

Harvest and Vehicle Movement Bans (HVMB)

A HVMB is imposed by local government and prohibits the use of engines, vehicles, plant and machinery to avoid the start or spread of a fire.

A harvest ban is defined as a ban on all harvesting operations on all properties within the Shire of Narembeen.

A vehicle movement ban is defined as a ban on all vehicle movements on properties within the Shire except for the essential watering of stock, using a diesel powered vehicle only.

Harvesting operations are not permitted on Christmas Day, Boxing Day and New Years Day.

Conditions:

1. An Approved Fire Fighting Appliance is required to be present in any paddock being harvested while crop harvesting, straw raking, straw mulching and bailing operations are being carried out during restricted and prohibited periods. The fire fighting unit must be in a state of readiness and have a minimum of 500 litres of water on board.
2. A ban on harvesting and the movement of vehicles (except for the watering or movement of stock) is likely to be imposed when the predicted weather conditions are classified by the Bureau of Meteorology as VERY HIGH or ABOVE, or when local conditions warrant bans to be applied. All such bans are at the discretion of the Chief Bush Fire Control Officer.
3. The use of operation of any engine, plant, machinery or vehicle within the road reserves are exempt, on the provision the use is not likely to cause a fire.

TOTAL FIRE BAN

Total Fire Bans may be imposed by DFES on a regional basis on day of extreme or higher Fire Danger. Activities which may cause a fire are prohibited.

NOTIFICATION SERVICES

The Shire of Narembeen offers an **SMS Notification Service** for alerts on emergencies, fires, harvest and vehicle movement bans, road closures, standpipes and total fire bans. To register for SMS notifications contact the Community Resource Centre on 9064 7055 or email your full name & mobile number to crcreception@narembeen.wa.gov.au.

Other notification services:

ABC Regional Radio
Bush Fire Emergency Radio Channel 5
DFES Information Line 13 33 37
Harvest Ban Hotline (08) 9064 7689

FIRE CONTROL OFFICERS

Murray Dixon Chief Fire Control Officer	0427 645 026
Mitch Miolini - North Sector Deputy Fire Control Officer	0458 000 931
Brendan Parsons - East Sector	0419 854 350
Trevor Cole - West Sector	0428 647 038
Alan Yandle - Central Sector	0408 945 452
Andy Hardham - Central Sector	0429 647 173

FIRST AND FINAL NOTICE IS HEREBY SERVED TO ALL RESIDENTS AND RATEPAYERS WITHIN THE SHIRE OF NAREMBEEN

Shire of Narembeen
Together we grow

FIREBREAK ORDER 2024/2025

1 Longhurst Street
Narembeen WA 6369
Telephone: (08) 9064 7308
Email: admin@narembeen.wa.gov.au
Web: www.narembeen.wa.gov.au

CALL OOO
TO REPORT AN EMERGENCY OR FIRE

FIRE WEATHER INFORMATION
www.bom.gov.au
or
www.emergency.wa.gov.au

BURNING PERIODS

RESTRICTED BURNING PERIOD

19 September to 31 October

BURNING PERMIT REQUIRED

PROHIBITED BURNING PERIOD

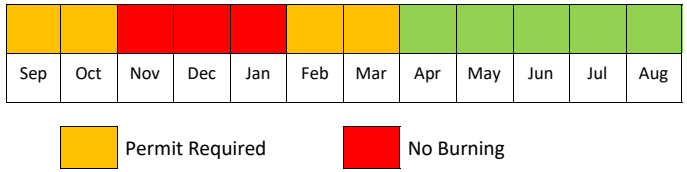
1 November to 31 January

NO BURNING PERMITTED

RESTRICTED BURNING PERIOD

1 February to 15 March

BURNING PERMIT REQUIRED



Permits for burning during restricted burning periods are available from your local Bush Fire Control Officer; please refer to the back page of this notice.

Burning during restricted periods is allowed on Sundays and Public Holidays with a permit.

Persons **burning without permits** during the Restricted Burning Period or on days when a high or greater fire weather warning as been issued **may be prosecuted**.

Road Burning and Spraying is not permitted by any person within the Shire without the approval of the CEO.

Refer to the Shire website for additional **Bushfire Information and Restrictions.**

FIREBREAK ORDER

Bush Fires Act 1954

Notice is hereby given to all owners and/ or occupiers of land within the Shire of Narembeen under the requirements of Section 33 of the *Bush Fires Act 1954*, that firebreaks must be installed by 31 October 2024 and maintained clear of inflammable material up to and including 30 April 2025.

Rural Land

Install a firebreak 2.5m wide, immediately adjacent to, and surrounding, all cleared land and, subdividing all cleared land into areas no greater than 400 hectares, and, surrounding each building, haystack, fuel dump or ramp.

Townsite

2000sqm or less - clear all inflammable material from the whole of the land.

More than 2000sqm -

a) clear all inflammable material from the whole of the land, or

b) Install a firebreak of not less than 2m wide immediately surrounding any building, along and within 2m of the external boundaries of the land. Firebreaks must be constructed and contained within the property. Footpaths, road verges and roads will not be accepted as firebreaks.

Fuel Pumps and Depots - remove all inflammable material from all land where fuel drum ramps or dumps are located, and where fuel drums, whether empty or not, are stored to a distance of at least 15m outside the perimeter of any drum, ramp or stack of drums.

INSPECTIONS & PENALTIES

Inspections

An authorised officer will carry out inspections of firebreaks after the specified completion dates. Any owner or occupier of land who fails to comply with the requirements of this Notice is guilty of an offence under Section 33(3) of the *Bushfire Act 1954.*

You may be required to carry out further works which are considered necessary by an Authorised Officer and specified by way of a separate written notice forwarded to the address of the owner/s.

Penalties

The penalty for failing to comply with this Notice is a fine not exceeding $5,000. A person in default is also liable, whether prosecuted or not, to pay the cost to the Shire or a contractor performing the work directed in this Notice if it is not carried out by the owner or occupier by the due date. If the requirements of this Notice are carried out by burning, such burning must be in accordance with the relevant provisions in the *Bush Fire Act 1954.*

RESPONSIBILITY

Section 28 of the *Bush Fire Act* provides that where a bush fire is burning during prohibited or restricted times, the occupier of the land shall forthwith, whether he or she has lit or caused such fire to be lit or not, take all possible steps to extinguish the fire.

Where owners or occupiers fail to extinguish the fire a Bush Fire Control Officer may take all proper measures to extinguish such fire and the expense of that action are recoverable from owners and occupiers.

ATTACHMENT 11.1A
Sport and Recreation Facilities Plan 2021-2031

SPORT AND RECREATION FACILTIES PLAN

2021 – 2031

(Revised 2024)

DRAFT

Shire of Narembeen
Together we grow

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DRAFT

Author	Caroline Robinson (150Square)
Adopted	2021
Reviewed	June 2024

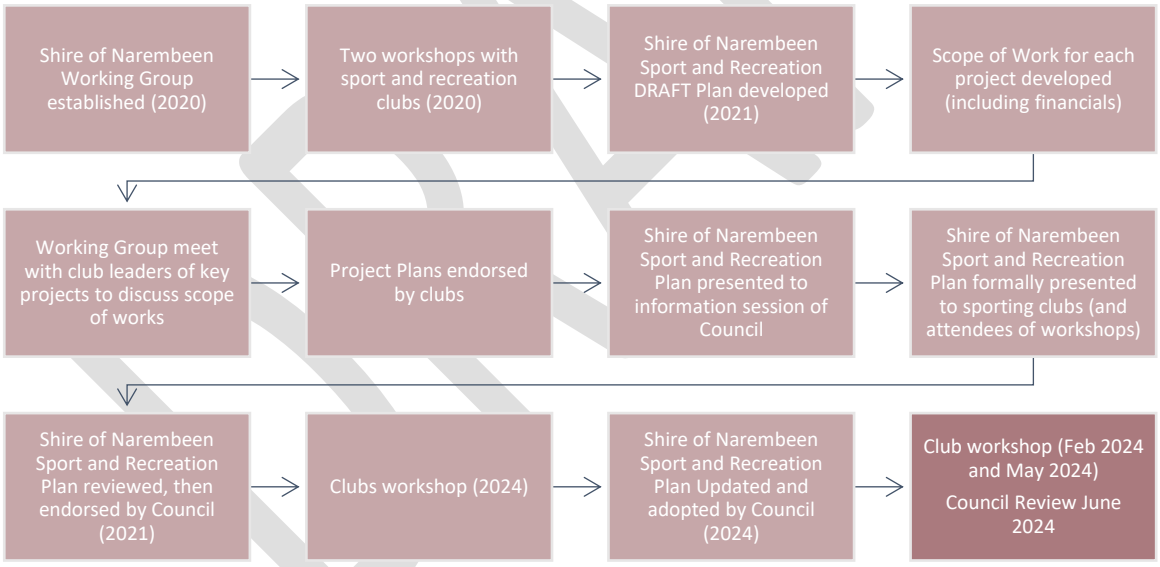
1. Purpose of the Plan

The Shire of Narembeen Sport and Recreation Facilities Plan has been developed to provide a clear vision of the direction in which Council, in partnership with local sport and recreation clubs would like to proceed with sport and recreation facilities over the next 10 years. The purpose of the plan is to:

- **Identify the sport and recreation facilities** throughout the Shire of Narembeen;
- **Highlight the needs of sporting groups** and what facility improvements are most-needed from their perspective;
- **Improve opportunities to participate** in active recreation and sporting activities within the Shire and;
- To **establish a framework of investment** to address the key priorities for sport and recreation facilities across the Shire of Narembeen.

2. Plan Development

The following stages were taken in developing and reviewing this plan.



3. Current Situation

The communities across the Shire of Narembeen have a strong sporting culture and history with successful clubs and teams across the district. Although the majority of sport and recreation infrastructure across the district is owned by the Shire of Narembeen (circa $9m) there is a great sense of ownership and pride felt by the clubs that operate from these facilities towards their grounds and they actively contribute towards new or renovated facilities to improve their playing surfaces or clubrooms.

This has been fostered by the Community Sport and Recreation Funding structure which has seen the State Government, Local Government and sporting groups all contributing to

projects. Although in most parts, the Shire of Narembeen is operating under a hire or free use arrangement with clubs, in most parts the actual circumstances are more aligned to that of an exclusive use licence or lease whereby the majority of facilities are only used by one sporting group, the exemption to this would be the seasonal use of both the oval and the hard courts.

Generally, sporting club membership across the Shire of Narembeen has been stable with a few clubs seeing slight increases but overall, very little change in participation rates have been seen – this seems to align with the stable population across the Shire of Narembeen.

Current Sport and Recreation Facilities Across the Shire

A. Narembeen Recreation Centre and Playing Fields – Recreation Centre and change rooms, oval, cricket nets and cricket pitch, tennis courts, hockey grass fields, hockey shed, bowls
B. Narembeen Netball and Basketball Courts and shed
C. Narembeen Swimming Pool and changerooms
D. Narembeen Golf Course and clubhouse
E. Mt Walker Golf Course and Tennis Courts and clubhouse
F. Narembeen Town Hall
G. Narembeen Gym
H. Narembeen Ski Lake
I. Narembeen Skate Park
J. Footpaths in the town site of Narembeen
K. Walker Lake

Sport and Recreation Clubs in the Shire of Narembeen

The districts sporting clubs can be broken into three tiers with small, medium and large membership bases.

Small Clubs <30 members	Badminton, Narembeen Cricket Club (introduction of junior cricket 2023/24), Narembeen Ski Club
Medium Clubs 30-50 members	Bat and ball club, Narembeen Golf Club, Narembeen Tennis Club, Mt Walker Sports Club, Narembeen Football Club, Narembeen Swimming Club, Darts, Narembeen Basketball Club
Large Clubs 50-100 Members	Narembeen Bowls, Narembeen Netball, Narembeen Hockey, Gym (not a club but membership based)

Shire of Narembeen Sport and Recreation Main Events

Badminton	Weekly competition
Cricket Club	Weekly training and weekend games in season, rotated in the association, junior competition introduced 23/24
Ski Club	Social skiing when lake is available
Bat and Ball Club	Weekly bat and ball competition for youth, camps
Narembeen Golf Club	Open days, weekend competitions, major regional events
Narembeen Tennis Club	Weekend competitions, social tennis, tennis camps, Hospital Day, Pennants, open days, junior coaching, hosting finals for tennis
Mt Walker Sports Club	Weekend competitions for tennis and golf, social tennis and golf, Hospital Day, Pennants, open days, junior coaching, hosting finals for tennis

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Narembeen Football Club	Weekday trainings and weekend competitions in the association, hosting finals, regional competitions, youth competitions
Narembeen Swimming Club	Weekday training, weekend competitions in the association, swimming lessons, camps, swim meets, Rotary fundraising event
Darts	Weekday competitions
Narembeen Bowls	Weekday and weekend competitions in the association, Rose Bowls, open days, regional competitions, social bowls, finals hosting
Narembeen Netball	Weekday trainings and weekend competitions in the association, hosting finals, regional competitions, youth competitions, social netball
Narembeen Hockey	Weekday trainings and weekend competitions in the association, social hockey, regional competitions, hosting finals, youth competitions
Narembeen Basketball Club	Re-activated club status in 2023 following two mixed competitions in 2021/22 Summers

Statistical Profile of the Shire of Narembeen

- WAEC Electorate Roll (as of 30 September 2023) – 521 people
- Total population of 787 (52.8% male and 47.2% female) with a median age of 47 (ABS Census 2021).
- Since the 2016 Census, the population has declined by 2.7% (down from 809) and the median age has increased (up from 46).
- 3.2% (25 persons) of the Shire population identify as Aboriginal and/or Torres Strait Islander (ABS Census, 2021). The Indigenous proportion of the population has increased from 2.35% at the time of the 2016 Census.
- The median weekly household income is $1,483 (ABS Census, 2021). This is an increase of $279 over the median weekly household income of $1,204 in 2016.

Community Profile of the Shire of Narembeen

Insights from the ABS Census 2021 and other data sets

- The highest level of educational attainment for the majority of residents is Year 12 (18.9%). This compares to State and National rates of 15.5% and 14.9% respectively. 10.5% of the adult population have attained at Bachelor's degree or above.
- High rate (32.7%) of volunteering in the community. This compares to a rate of 15.9% in Western Australia and a National rate of 14.1%.
- According to the Jobs & Skills Australia, Small Area Labour Market data, rates of unemployment remain consistently low - 3.1% as of the June quarter 2023, 3.9% in June 2022 and 3.6% in June 2021.
- Low cultural diversity in the community - ~75% of residents were born in Australia and only 8% use a non-English language at home.
- The most underrepresented age group is 15–19-year-olds (2% of the total population). This is reflective of the local school being a District High School and most students leaving the area to complete years 11 and 12 (according to Schools Online there has only been one upper secondary student at Narembeen DHS in the last five years).
- The age group with the highest representation is 60–64-year-olds (9.2% of the total population).

- The number of business exits over the period June 2019 – June 2022, outstripped entries resulting it a net loss of 18 businesses over this time. The majority of these were non-employing, agricultural businesses (ABS, Region Summary, Narembeen).

Participation Across the Shire of Narembeen

It is difficult to determine the Shire's participation rate in non-structured sport and recreation activities such as cycling, running, use of skate parks or other activities where clubs aren't involved.

On average sporting club participation is slightly higher with males than females but there is still strong participation from females at over 40%. Hockey, Netball, and the Gym have more female participants than male.

Although clubs appear to be open to having members of varied abilities, sporting club participation across non-able bodied participants is low – this could be linked to a number of factors. Facilities such as the gym, personal training or aqua aerobics seem to cater more to individuals wanting to exercise at their own pace.

Junior participation across the Shire is at varied levels – with some sports such as basketball, swimming, hockey and the Bat and Ball Club having predominately junior participation, most clubs incorporate a junior component other than bowls and golf that seem to be predominantly adult focussed.

A massive voluntary effort to run the sport and recreation clubs across the Shire is evident. Additionally, many of the same people are on multiple sport and community group executives.

4. Future Planning, Ideas and Issues

The annual maintenance and operating costs associated with sport and recreation infrastructure is approximately $730,000 each year, with the town oval, recreation centre and swimming pool being the main cost areas. Historically the Shire has relied on valuable contributions from the State and Federal Governments as well as the sporting clubs to maintain and enhance sport and recreation infrastructure. Usually on 1/3rd contribution basis from each party.

Whilst all clubs can point to areas of improvements in their facilities, most of the sport and recreation facilities seem to be of a moderate to good standard.

To assist in the forward planning of sport and recreation infrastructure and priorities across the district, the Shire of Narembeen held a series of workshops to receive feedback on sport and recreation facilities (3 and 5 August 2020, Feb and May 2024).

When discussing the meaning of sport and recreation to the district many positive references were made with a resonating comment being made that sport and recreation is the ***"Heartbeat of the Community".***

Barriers to Participation
Attendees analysed the main barriers to participation across the district and any specific groups that were missing out. Attendees also identified a number of ideas to help alleviate barriers and improve participation. The main themes were:

- Financial factors – membership fees, travel costs and other costs of participation
- Limited population growth – same people, ageing, moving around, lack of age group competition

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- Perception of competitiveness – those with a low skill level may find it a daunting prospect
- Associations – fixturing conflicts across sports, red tape and compliance, costs
- Variety of sports – not easy to establish a social sport, certain people may not participate if their sport is not catered for
- Distance – regional competition means lots of traveling to games which may be hard for some with other commitments
- Advertising/Awareness – apprehensive about breaking into new groups, no knowledge or awareness of options

Attendees believed that there was sport and recreation opportunities for all members of the community but it might not be the sport they want to participate in. Attendees believed the groups of people that could not access sport and recreation in the Shire included:

1. Spectators - Spectator facilities were mentioned a number of times, it was believed that older or disabled community members may not want to participate in the sport but would want to feel involved but the spectator facilities on offer aren't comfortable or offering the best lines of sight.
2. Lower income – this area was also mentioned a few times, especially considering the extra costs that come with sport on top of membership, such as travel.
3. Younger people were mentioned but it seemed to be more around the lack of competition due to low numbers of children and kids going away for schooling – this would be hard to overcome for most sports.

Attendees identified some ideas moving forward to break down barriers:

- More children
- Review membership regularly to make sure its affordable
- Lowering fees/subs for lower income families or payment plans
- Personal approach to prospects
- Association re-align to follow each other
- Could those involved in activities outside of a club do more to get others involved
- More drive for juniors
- Promotion of participation within clubs
- Improve facilities – lighting, access for those with disabilities etc.
- Clubs introducing buses/ carpools
- Increase promotions - Street signage/banners for advertising
- Coaching clinics, Open Days, Trial Days
- CRC – centralised role to play for fixturing/advertising etc.
- Education via school/CRC
- Social days to promote sport to those who do not play
- Involve those who are not sporty in volunteer roles
- Include sport promotional material in "Welcome to Town Packs"
- Compiling funds across multiple clubs
- Share the load to help volunteers

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Facility Planning

The Shire of Narembeen and sports clubs developed the following list of short term (1-2yrs), medium term (3-5yrs) and long term (5 -10yrs) facility projects in 2021.

Progress against projects since the 2021 Plan are listed below.

Priority	New or Existing Facility	Facility Recommendation	Details	Who	Progress
Short term	N and E	Footpaths	Continue Footpath Plan	Shire of NB	Ongoing, will be removed from this plan.
Short term	E	Narembeen Gym Refurbishment	Building refurbishment and equipment expansion	Shire of NB	Completed
Short term	E	Ski Lake Master Plan	Ski Lake Master Plan for future development	Shire of NB NB Ski Club	In progress
Medium term	N	Skate Park	Relocation and enhancement	Shire of NB Youth Club	To be commenced
Medium term	N	Lake Walker Outdoor Gym	Enhance walk trail and install free to use gym equipment around the lake	Shire of NB	Completed
Medium term	N	Multipurpose surface (combined tennis and hockey) *Planning*	Replace Narembeen tennis courts with a synthetic dry sports surface for tennis and hockey	Shire of NB NB Hockey NB Tennis	Project not progressing
Long term	E	Football oval, tennis and hockey lighting *(bowling green lighting removed 2024)*	*Lightning for the football oval, tennis (NB and Mt Walker), hockey field*	Shire of NB NB Football Hockey Tennis Club	In progress
Long term	N	Indoor sports *(planning)*	Improve the year-round useability of the hardcourts by installing a cover for at least 50% of the courts	Shire of NB NB Netball	In progress
Long term	E	Mt Walker Tennis Court Floodlights	To improve the floodlighting of the Mt Walker Tennis courts to bring them in line with the Narembeen facilities.	Shire of NB Mt Walker Sports	In progress

Long term	E	Ski Lake improvements	Implementation of the Ski Lake Master Plan	Shire of NB Ski Club	To be commenced

Revised facility projects as of June 2024 - 2034

Priority	New or Existing Facility	Facility Recommendation	Details	Who
CONTINUE				
Short term	E	Ski Lake Master Plan	Ski Lake Master Plan for future development	Shire of NB NB Ski Club
Short term	N	Skate Park and Pump Track	Use current skate park equipment and incorporate into a wider pump track site	Shire of NB Youth Council Town Team Movement
Short term	E	Town oval, tennis and hockey lighting	Lightning for the football oval - tennis (Narembeen and Mt Walker) -hockey field (funding applications submitted)	Shire of NB NB Football Hockey Tennis Clubs x 2
Medium term	E	Netball and basketball courts plus undercover	Reduce courts from 4 to 2 - resurface two multi-purpose courts with under cover - inclusion of secured storage and replacement of basketball posts and backboards	Shire of NB NB Netball NB Basketball
Long term	E	Ski Lake improvements	Implementation of the Ski Lake Master Plan - gate system and amenities	Shire of NB Ski Club
NEW PROJECTS				
Short term	N	Electronic Scoreboard	Electronic scoreboard for football	Football Club
Short term	N	Relocate cricket nets	Relocate cricket nets from current location if necessary – if nets are relocated a garden shed will be required for storage of equipment - continued liaison with Cricket Club required	Shire of Narembeen Narembeen Cricket Club
Short term	E	Pool heating	Heating of the swimming pool	Shire of Narembeen
Short terms	N	Mt Walker tennis	Installation of hit up wall	Mt Walker Tennis Club
Medium term	N	Hockey Shed – toilets	Addition of toilets at the current shed	Shire of Narembeen Narembeen Hockey Club
Medium term	N	Female Changerooms	Addition of female changerooms for juniors who play cricket, football as well as senior women in hockey, tennis	Shire of Narembeen Football Club Cricket Club Hockey Club Tennis Club
Medium term	N	Narembeen tennis court resurface	Resurface courts 1-6 (option to stage project), potential	Shire of Narembeen Tennis Club

			resurface remaining courts as a hockey circle	
Medium term	N	Narembeen Golf Club Mower	Mower	Golf Club
Medium term	N	Narembeen Golf Clubrooms	Heating and toilets	Shire of Narembeen Golf Club
Long term	E	Basketball Hut and Netball Shed	Improve viewing area, secure storage and cover will be incorporated in the hard court resurface and undercover project	Shire of Narembeen Netball Club Basketball Club
Long term	E	Bowling Green cover	Shade or permanent roof over greens	Shire of Narembeen Bowling Club
Long term	N	Rec Centre playground	Existing location of playground blocks viewing from Rec Centre – relocation to be considered	Shire of Narembeen

Goals of this Plan

1. Reduce barriers to participation in sport and recreation activities (key barriers identified through community engagement – financial, perception of competitiveness, variety of options, associations not working proactively with clubs, awareness of options).

2. Increase the sustainability and accessibility of facilities.

3. Improve ongoing collaboration and communication across the sport and recreation stakeholders.

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5. Strategic Alignment

Given the substantial value of sport and recreation to Australian communities, the state and federal governments have developed strategic plans with varied priorities but a common goal of enhancing participation in sport and recreation. The Australian Governments sport and recreation plan is called Sport 2030 and aspires to make Australia the world's most active and healthy sporting nation, known for its integrity and sporting success. This is the first national plan in Australia relating to sport and recreation and recognises the significant role sport plays in the national economy.

The Sport 2030 plan aims to create a platform for success by achieving overarching outcomes by focussing on strategic priority areas.

Overarching Outcomes:

- Improved physical health
- Improved mental health
- Personal development
- Strengthening our communities
- Growing the economy

Strategic Priorities:

- Building a more active Australia - More people of all ages engaged in sport and physical activity throughout every stage of their life
- Reduce inactivity amongst Australians by 15% by 2030
- Achieving sporting excellence – building pride, inspiration and motivation
- Safeguarding the integrity of sport – a fair, safe, trustworthy sector free from corruption.
- Strengthening Australia's sport industry – a strong, viable, contemporary, and inclusive sport and recreation industry

Narembeen is essentially a micro-example of the benefits sport and recreation can bring to communities with many of the outcomes identified in Sport 2030 being well understood across the community and forming a strong driving force for the Strategic Community Plan. One of the overarching objectives of the Narembeen Strategic Community Plan is to maintain a *"happy, safe, healthy and inclusive community"* and this perfectly aligns to the outcome areas of the Sport 2030 Plan.

The Western Australian Minister for Sport and Recreation has identified priorities for the sport and recreation sector over the next two years (2023-25), with a vision to deliver a safe and inclusive environment for all to participate in sport and recreation.

The priorities include:

- *Wellbeing*: Ensure opportunities to participate in structured and unstructured sport and active recreation activities to promote physical and mental wellbeing are available.
- *Children & Young People:* Partner with organisations to ensure all children and young people are enabled to participate in active sport and recreation and ensure sport and recreation opportunities are cost effective.
- *Participation*: Enhance lifelong participation in sport and active recreation through initiatives that target seniors, volunteers, and regional communities.
- *Equity:* Support industry to provide environments and infrastructure that are welcoming, inclusive and accessible for all, including people with disability, culturally and linguistically diverse populations, Aboriginal First Nations people and gender

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diverse people. And partner with stakeholders to maximise the use of infrastructure and the natural environment for community-based sport and active recreation opportunities.

- *Recognition and celebration:* increase the capacity, capability and opportunities for volunteers.
- *Diversity*: Collaborate with key advisory groups and peak bodies to deliver tailored programs and funding opportunities that recognise the value of, and contributions by diverse backgrounds, including race, age, gender, religion, sexual orientation and cultural background.

The stated goals of this Sport and Recreation Plan directly align to the State priorities of enhancing participation, maximising the use of infrastructure for community-based sport and active recreation, ensuring that there are opportunities to participate in structured and unstructured sport and recreation at any age, and reducing barriers to participation.

In small communities such as Narembeen the value of sport and recreation cannot be overestimated. The findings of the 2022 report commissioned by SportsWest (refer to External Analysis) in terms of the social and economic benefits of sport and recreation are magnified across the Narembeen district. With agriculture forming the main economic activity in this area it is easy for workers to be isolated to farms and become disconnected. The strong sense of community spirit and togetherness felt across the Narembeen district is driven largely through the community's strong participation in sport and recreation with generations of families playing with and against each other.

Sport and recreation in the district provides an avenue for the youth to develop leadership skills and teamwork that can lead to future economic development which is a high priority across the Wheatbelt region. Crime rates and anti-social behaviour across Narembeen are at an extremely low level and this can in part be attributed to the high participation in sport and recreation keeping the community engaged and connected.

Whilst the benefits to a remote area such as Narembeen are high this must be balanced against the low population that limits participation numbers and access to self-funding and financial viability.

The Narembeen 2022-2032 Strategic Community Plan (SCP) identifies access and activation of sport and recreation facilities as one of the key aims of the plan. In developing the SCP, broad consultation with the community was undertaken and sport and recreation activities, facilities and support was identified as a high priority. Acknowledging the importance of sport and recreation to the community, the SCP identifies the following priority:

Strategic priority 1.4, "recreational, social and heritage spaces are safe and encourage active and healthy lifestyles".

A measure of success against this priority area is achievement of this Sport and Recreation Facilities Plan.

The Shire of Narembeen's strategic vision for the next ten years is that "Together we create the opportunity to grow", this vision resonates with the overarching outcomes of the Australian Governments Sport 2030 Plan as it centre's around the Shire and its community improving and developing to be a more healthy and prosperous place to live.

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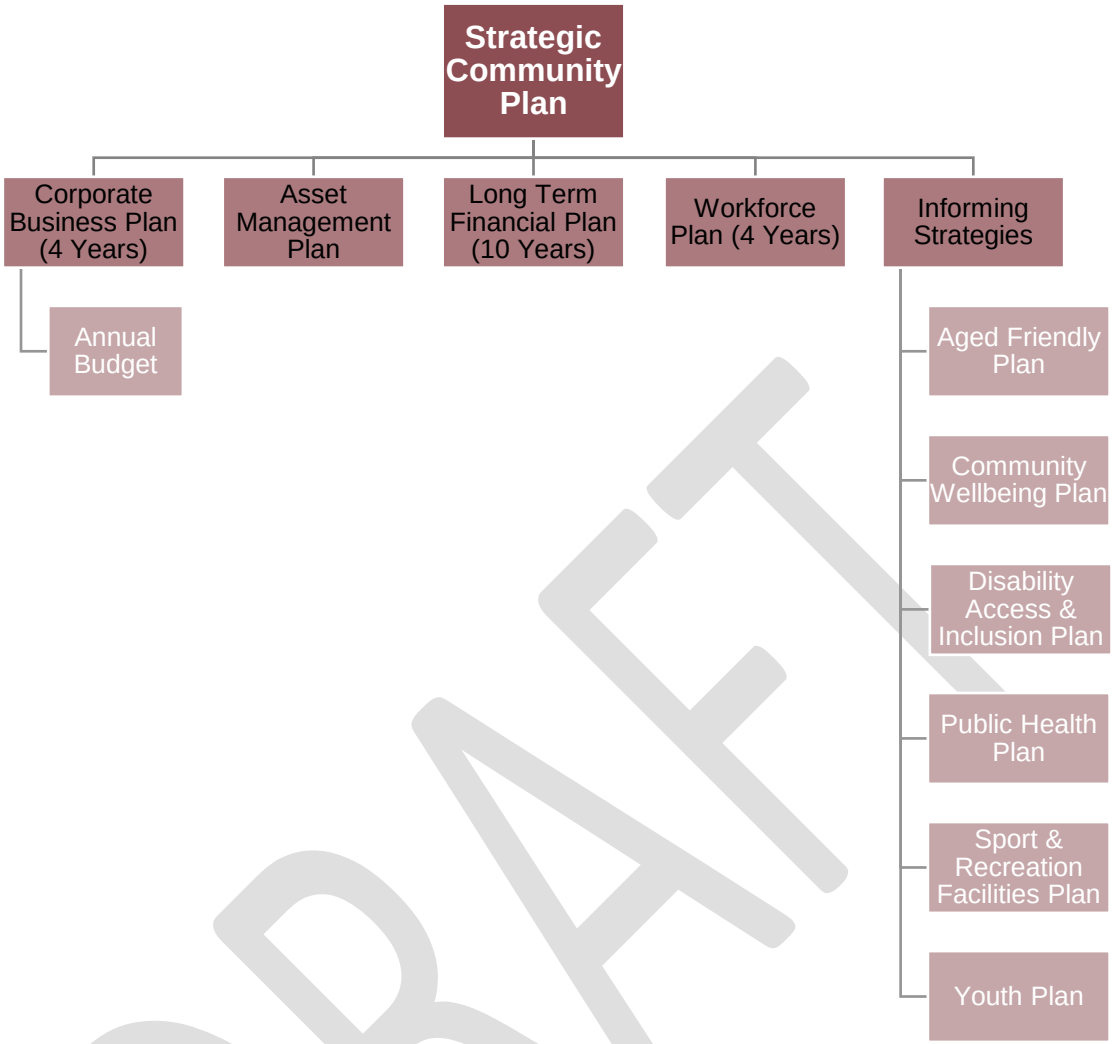
Relationship to Shire Plans



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6. Sport and Recreation Funding

The following are possible sources of funding for the implementation of this plan.

DLGSC - Community Sporting and Recreation Facilities Fund (DLGSC)

The Western Australian Government commits to funding sport and recreation through the Community Sporting and Recreation Facilities Fund (CSRFF). The purpose of the program is to provide financial assistance to community sport and local governments to develop basic infrastructure for sport and recreation. The program aims to maintain or increase participation in sport and recreation with an emphasis on physical activity, through rational development of good quality, well designed and well-utilised facilities.

There are two small grant rounds advertised annually for projects with a cost of up to $500,000. The maximum offered for small grant applications is 50% of the project cost capped at $200,000. There is one Forward Planning round advertised each year for projects with a cost exceeding $500,000. This maximum grant offered for Forward Planning grants is one third of the total estimated project cost (ex. GST) up to a maximum of $2.5 million.

CSRFF can fund new or upgraded facilities which will maintain or increase physical activity or result in a more rational use of facilities. Priority will be given to projects that lead to facility sharing and rationalisation. The program is not designed to provide facilities to meet a club's ambitions to compete in a higher grade.

Clubrooms including social space, kitchen, administration areas and viewing areas will be considered low priority as they are not directly linked to physical activity. Resurfacing projects are unlikely to be funded through CSRFF and would only be funded at a 16.66% rate as it is expected that facility managers will budget for resurfacing of existing sport surfaces as part of the ongoing operation of infrastructure.

DLGSC - Club Night Lights Program

This program aims to provide financial assistance to community groups and local governments to develop sports floodlighting infrastructure. It also aims to maintain or increase participation in sport and recreation with an emphasis on physical activity, through rational development of good quality, well-designed and well-utilised facilities.

The program exemplifies the State Government's commitment to the development of sustainable floodlighting infrastructure for sport across the State.

The following grants are available:

- Small grant rounds: 50% of the project cost, capped at $200,000, for projects with a cost up to $500,000.
- Annual forward planning round: One third of the total estimated project cost, up to a maximum of $1 million, for projects with a cost exceeding $500,000.

Tennis Australia - National Court Rebate

The rebate is able to provide varied levels of funding for projects such as lighting, access, complementary format courts, strategy and planning, development projects and major infrastructure projects. With funding objectives looking to increase opportunities to play tennis and provide positive on-court and off-court experiences.

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DLGSC - Community Trail Planning Grant Program

This program aims to ensure trail developments across the state are well informed, substantiated and supported by a consistent planning approach as outlined in the TDP of the Trail Development Series (Part A) 2019. It seeks applications from organisations for projects that support the progression of trail planning through a logical and consistent framework.

The objectives of the program are to:

- Develop high-quality trails that are informed by state and local endorsed planning frameworks.
- Provide support to trail developments that incorporate best practice community consultation and support processes.
- Provide support to trail developments that incorporate best practice planning using the eight-stage Trail Development Process.

Grants available are between:

- $5,000 and $25,000 for local trail planning projects
- $5,000 and $50,000 for master planning

Australian Sports Commission – Play Well Participation Grant

This program aims to drive lifelong involvement in sport and to promote equitable access for all Australians.

The objectives of the program are to support organisations to:

- Increase involvement in sport and physical activity through the provision of inclusive and quality sport and physical activity experiences.
- Address the barriers to sport and physical activity and provide more opportunities to be involved in sport and physical activity programs for those in the community who face the most barriers.

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7. Appendices

Key Definitions

Recreation (i.e. active recreation) activities are those involving physical exertion where the primary focus is individual or group participation and enjoyment over elements of competition where rules and patterns of behaviour govern the activity. Active recreation does not include 'active work' or 'active living'. For the purpose of this plan any reference to 'recreation' is defined as 'active recreation'.

Sport is a human physical activity involving physical exertion and skill as the primary focus of the activity, with elements of competition where rules and patterns of behaviour governing the activity exist formally through organisations and is generally recognised as a sport.

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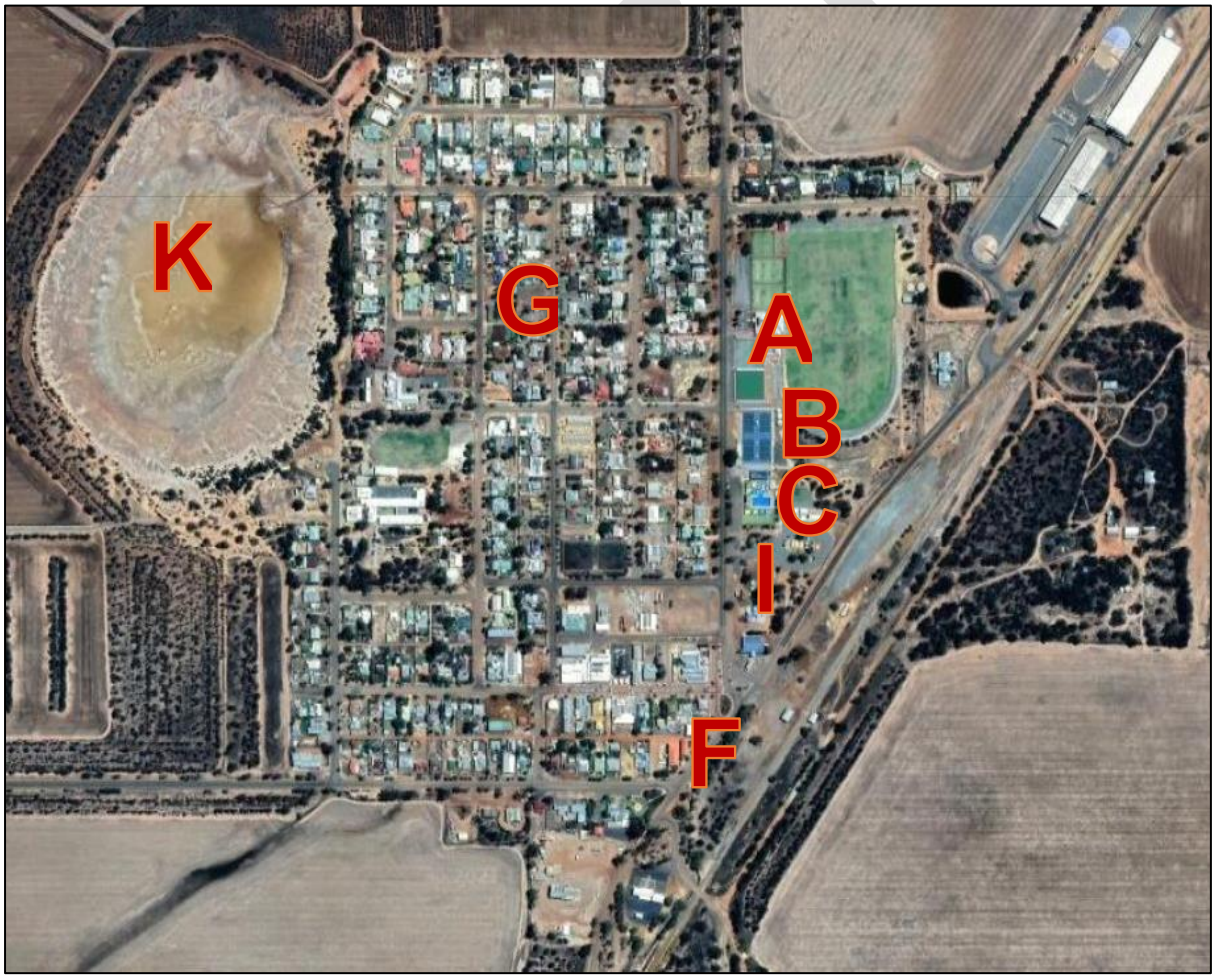
Map of Sport and Recreation Facilities in the Town Site

A. Narembeen Recreation Centre and Playing Fields – Recreation Centre and change rooms, oval, cricket nets and cricket pitch, tennis courts, hockey grass fields, hockey shed, bowls
B. Narembeen Netball and Basketball Courts and shed
C. Narembeen Swimming Pool and change rooms
D. Narembeen Golf Course and clubhouse (out of town)
E. Mt Walker Golf Course and Tennis Courts and clubhouse (out of town)
F. Narembeen Town Hall
G. Narembeen Gym
H. Narembeen Ski Lake (out of town)
I. Narembeen Skate Park
J. Footpaths in the town site of Narembeen
K. Walker Lake



Facility and Club Summary

Revised 2024

Club Name	Current Membership	What has been achieved since the last Sport and Rec Plan?	Ideas for Improved Participation at your club	Membership breakdown	Dreams – Infrastructure, Programs etc	Asset Evaluation Facilities	Asset Evaluation Surface
Junior Basketball	30 Juniors '22 21 Seniors '22 32 Juniors '23 22 Seniors '23	Starting club back up. Constitution found.	Start club up. New blackboards with junior boards New scoring Redo basketball hut.	School age 50 / 50 Male / female.	Will have to resurface at some stage. Indoor shared facility. Changerooms / canteen associated with above.	3 (COURTS)	2/3
Bowling Club	70	Replace both greens sprinkle system (mister) Software for draws	Barefoot Bowls Scroungers Fixtures Winter Bowls	30-85 yrs, mostly able bodies Same M/F ratio Employed/retired	Shading over whole of green Lighting	5 (Surface) 5 (Facilities)	
Hockey Club	91	Built a club shed. Storage Social Opened area in front of shed. Junior membership has increased	Hookin 2 Hockey Consolidate junior training. Continue to maintain B grade so juniors have stepping stone to feed into A grade & men's. Accommodating mums and babies through use of shed. Continue ½ social plan	40% Male 60% Female	Toilet facility / changeroom Mower to maintain field. Monitoring drainage on SW corner of field Sheltered areas for spectators -? using old goals. 2nd Training D.	4 – If maintained / mowed	5 - Rec-centre 4 – Club Shed
Mt Walker Sports Club	61 Members (for whole of MWSC)	New Kitchen Install of air con Upgrade hot water system. Tennis hit up wall for juniors.	Inclusive, family friendly club. Further encouragement for junior participation and development including junior social tennis.	51 playing members. + 10 social members (61 in total)	Lights in at competition grade to allow for pennants comp & social. Mural on hit-up wall (including net height)	*5 – Very Good*	*4 – Good*

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		Painted exterior and interior.	With lights, better participation during hotter months as can play in the evening (along with Saturday fixtures)	25 juniors (not official members) 50/50 male, female. Member with disability Average age = 40 years old	Fix plumbing in men's shower (check the ladies as well)		
Cricket Club	30	Turf Wicket maintained. Oval also maintained	Cricket blast centre Auskick for Cricket Social 10/10 competition	15 Junior 15 Senior	Female Changeroom Lights New practice nets (relocate)	Playing Cricket 3 Oval 2-4 (depending on water etc) Training nets 1-2 Changerooms social club 4-5	
Football Club	55 Seniors 15 Auskick	Team shelter Scoreboard in progress	Focus on juniors, both male and female Female changerooms	Senior -35 (100%male) Junior – 20 (60% Male) Auskick 15	Female Changeroom / facility Lighting Electronic Scoreboard	3 (Surface) 4 (Facilities)	
NB Golf Club	46	Coaching Lessons Consistently Twice a Year Self-funded buggy shed (not completed) Hosted state sand greens Attracting 120 golfers from around the state. New Tbox signage (self-funded)	Focus on hosting golf events. Shed may encourage participation of people with disabilities as room for electric cart storage. Funding required for additional power to charge carts in shed. Improved heating inside club room.	70% Males 30% Ladies Men 40% over 50yrs. Ladies 100% over 50yrs.	New clubhouse irrigated golf course. New mower to help volunteers. Green oiling machine Heating.	*Gold club house – 3* *Buggy room* *Now (1)* *Soon (4)*	*Course – 5* *Tee boxes – 4*

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		Fencing around clubhouse (self-funded) Painted interior (self-funded)					
NB H2O Ski Club	20 Boats + 15-20 singles families	Gazetted Lake Area	Gate System = filled more often. Facility upgrade New boat ramp	All able bodied 0-7 yrs Families 50% Singles 50%	Gate System. Upgrade of ablution block. New boat ramp shades	*2*	*2*
NB Netball Club	98 Netta: 38 Junior: 16 Senior: 38 Volunteers: 6	Raised $100k into our infrastructure fund Feasibility study going ahead CDNA has increased participation, increasing association teams	Focussing on junior development Subsidising fee's Uniform hire option Improve facilities to accommodate families in all weather conditions support umpire development, club and association level encourage year round sporting opportunities, new sports, all year round access for indoor trainings	Netta: 38 Junio: 16 Senior: 38 Volunteers: 6 Basketball Junior: 55 members	Community indoor facility Increase lifespan of courts Safer playing, environment Seasonal Multiclub, school, community use Incorporating gym into sport + rec centre facility. Use for trainings, rehab, community members. All sports at the sport and Rec facility.	Netball 2/3 large cracks forming (Surface) Basketball courts 2 (surface) Changerooms only 2 showers to cover 90 members Shed facility not adequate for storage undercover spectating	
Narembeen Swimming Club							
NB Tennis Club	30-35	Lighting Project underway	Junior coaching Adults cardio tennis	50% M/F Any age Senior 45ish 50% from town	Lights Resurfacing courts	3 (Surface) Rec Centre very good (Facilities)	

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External Analysis

Several studies, reports and experts across the globe have emphasised the importance of sport and recreational activities to not only the people partaking in the activity but to the greater community, society and economy as a whole.

In 2022, SportsWest published the report “Social Return on Investment of Structured Sports Participation in Western Australia. The study sought to measure the economic and social benefits realised from organised, club-based sports across the State and found that:

1) Organised sport in WA delivers an estimated gross benefit of $10.3 billion per year.
2) For every dollar of economic and social investment into sport, more than $7 of economic and social benefit are fostered.
3) Each participant in organised sport in WA realises a return of $10,178 from their participation; and
4) As an industry, WA sport provides 5,715 full time equivalent jobs underlining the important role sport plays in employing West Australians.

The benefits delivered by sport include mental health benefits ($1.8b), enhanced human capital ($1.71b), labour market outcomes $1.36b), youth life skills ($1.35b), enhanced social capital $1.2b), personal wellbeing ($1.17b), health-related quality of life ($1b), improved productivity ($0.43b), and the balance is attributable to suicide prevention, avoided health costs and crime/personal safety.

In 2019, PwC released a report on the role of sporting infrastructure and economic benefits for our regions, communities and facilities. The report identified that one of the key drivers of economic return from sporting infrastructure is participation. The benefits derived from participation include:

- Quantifiable health benefits including approximately $0.5-$1.9 billion per annum in avoided healthcare costs and $29 billion per annum from improved mortality.
- Improved educational outcomes with an estimated value of $5 billion annually due to children who play sport performing better at school and staying in education longer.
- Social benefits including social connectedness, social support, personal development and employment. It is estimated that for every $1 spent running a community club there is at least $4.40 returned in social value.

The report concludes that in order to maintain current levels of participation it is essential to have both enough facilities and the right mix of facilities so that people can participate in their sport of choice.

In 2018, the Australian Sports Commission partnered with KPMG and La Trobe University to prepare an analysis investigating the value of community sport facilities to Australia, including the value of economic, social and health benefits associated with the facilities. The study found that across Australia around 8 million people used community sport facilities each year and this was supported by over 56 million volunteer hours.

Community sport infrastructure is estimated to generate an annual value of more than $16.2 billion to Australia, with $6.3 billion worth of economic benefit, $4.9 billion worth of health benefit and $5.1 billion worth of social benefit. The $6.3 billion worth of economic benefit includes the economic activity associated with the construction, maintenance and operation of community sport infrastructure and the increased productivity of those who are physically active as a result of such infrastructure. The $4.9 billion health benefit includes personal

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benefits to those who are less likely to contract a range of health conditions which are known to be associated with physical inactivity and the benefits to the health system from a healthier population. The $5.1 billion social benefit includes the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the broader community benefits of providing “green space” (e.g. sports fields).

KPMG also referenced a number of benefits from community sport facilities that were harder to quantify such as social inclusion, community pride, increased levels of trust, reductions in crime and anti-social behaviour, and the human capital benefits of volunteering. The investigation into the value of community sport facilities clearly shows that the benefits to the greater community and economy of sport facilities provided by Local Governments is of paramount importance to the state and national economy and outweighs the initial investment in providing the facilities.

The community facilities analysis did not touch on the parts of the Australian sport and recreation that remain unstructured such as running, cycling or skating – but reports suggest that participation rates in these types of activities are higher than those in structured activities. As such the facilitation of these through improved infrastructure or support for these activities is likely to have unmeasurable benefits to the community and economy that outweigh the investments as with more structured sport and recreation using designated community facilities.

The Department of Sport and Recreation WA undertook a more general analysis of the value of sport and recreation in Western Australia. The analysis strived to identify the greater benefits of sport and recreation outside of the easily identifiable building of national pride and community health. The main benefit areas identified were:

- Building Communities – sport and recreation brings people together, provides a sense of belonging and fosters friendships. Strong communities often have lower crime rates and a stronger sense of wellbeing.
- Binds Families – sport and recreation often provides a common ground in families helping strong bonds and relationships to develop.
- Reduced anti-social behaviour
- Education – children and adults grow and learn through participating in sports developing a variety of skills such as counting, teamwork, leadership, communication and much more.
- Economic Growth – increased participation in sport and recreation leads to a healthier, less absent workforce with improved mental concentration and stamina. If workers participate in similar activities, it often improves rapport and morale.
- Environment – natural recreational activities such as managed open spaces and walking trails help protect fragile areas whilst fostering a sense of community pride and appreciation.

As well as benefits of involvement in sport and recreation, the study identified the risks/costs associated with low participation. This included a higher rate of obesity which in turn leads impacts on the health care sector. It is estimated that obesity costs the WA economy $2.1bn in 2005 and is responsible for 13,000 deaths annually. Other impacts include social isolation and de-motivation as well as a variety of other health issues such as heart disease and diabetes.

Sport and recreation has been identified as an important factor in reducing at-risk behaviours such as self-harm and suicide by helping develop confidence, self-esteem and providing an escape mechanism.

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The Australian Government's National Physical Activity Guidelines outline how much physical activity is needed for children, adults and older Australians to maintain a healthy lifestyle. The most recent update also makes recommendations for muscle strengthening activities and establishes limits on the amount of time we should spend sitting or lying down, other than when we are sleeping (sedentary behaviour). While more exercise is usually better, the guidelines show the minimum amount of physical activity needed to avoid negative health impacts. To gain a health benefit from physical activity, the intensity of the activity should cause a noticeable rise in a person's heart rate and breathing.

Accordingly, the provision of sport and recreation facilities by the Shire of Narembeen aims to provide an opportunity for residents to be active and meet the minimum activity guidelines.

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Short to Medium Facility Project Plans

PROJECT: Narembeen Ski Lake Master Plan

1. Project Description: Engage a consultant to review the Ski Lake and develop a concept as to how the facility could be enhanced and how water could be retained for greater periods of time.

2. Reasoning: The Shire and community have identified the potential of the ski lake to attract visitors as well as engage groups for social activities. However, the ability to retain water and the lay out of the facility needs to be reviewed to develop a further plan for enhancement.

3. Scope of Works: A review of the current water retention set up, environmental factors, improved design factors. Then a master plan of the site and potential enhancements.

4. Club: Narembeen Ski Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: The aim of this project is to try and increase the sustainability and accessibility of the ski lake to try and enhance its useability for longer periods or to at least ensure adequate water is available even if seasonal rainfall is low.

6. Budget: $915,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: The Narembeen Ski Club will not need to contribute to during planning

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Design	Planning	Planning						✓

If the master plan process is successful it is likely a further project will be added to the Sports and Recreation plan for future years.

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility Category: Outdoor sport, adventure based

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Human capital uplift Community benefit A reduction in crime and anti-social behaviour
		Environmental	Greenspace benefit Improved water catchment and storage
		Economic	Increased visitation
	Participation Assessment	Current	Nil
		Future	Plan will identify how to improve future participation with enhanced facilities and water catchment
		Multiuse	Mixed water sports

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	Assessment Measures	Strategic Alignment to State Government	Deliver new and improved recreational boating infrastructure
		Alignment to Sports West	No
		Strategic Alignment to Shire of Narembeen	3.3 We will investigate major improvements to our sport and recreation facilities following considered cost benefit analysis models
Costing	Resource Requirements	Estimated $115K planning Plan will identify development & improvement costs	
	Complexity	Medium	
	Risks	Use of the Ski Lake is heavily dependent on climate; improving the infrastructure will increase the Shire's operational costs	
	Pathway preference	Narembeen Ski Club will be requested to contribute and engage with the consultant to ensure the needs of users are adequately considered. The Ski Club may be required to contribute to future projects if the facility is to be modified because of the master plan.	
	Significance	Local	
	Funding sources	Internal Narembeen Ski Club Recreational Boating Facilities Scheme	

11. Project Status: Design of gated system in draft; gazettal finalised

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PROJECT: Narembeen Skate Park and Pump Track

1. Project Description: The skate park is proposed to be relocated and developed into a pump track as well.

2. Reasoning: It will provide an activity centre for all ages outside of the normal parameters of team sports and clubs. The current skate park is very simple and is not suitable for all ages. The pump track and skate park will be in town in a natural setting.

3. Scope of Works: Upgrade skate park to include a pump track, and explore options for adding a bouncy pillow, ninja course, and determining the best location.

4. Club: Shire of Narembeen, Narembeen District High School, Town Team Movement

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: $425,000 estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: Shire owned infrastructure, no club commitment required, ongoing maintenance and safety checks required

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30
Planning	Planning	✓	✓	✓	

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Adventure based

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Social inclusion A reduction in crime and anti-social behaviour
		Environmental	Green space benefit
		Economic	Increased visitation Increased economic activity
	Participant Assessment	Current	Not substantiated
		Future	Plan will identify how to improve future participation with enhanced facilities and water catchment
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	More People More Active Outdoors Framework 2019
		Alignment to Sports West	No
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

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			activities for all ages and help us be physically and mentally
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	$25K planning Plan will identify development costs	
	Complexity	Medium	
	Risks	Not meeting youth expectations; adding the facility will increase the Shire's operational costs	
	Funding sources	Internal Community Trail Planning Grants Lotterywest Outdoor Active Recreation Participation Program Stronger Communities Program	

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PROJECT: Netball and Basketball Court Resurface and Undercover

1. Project Description: Reduce four courts to two multipurpose courts (netball and basketball), including realignment. Cover for the courts.

2. Reasoning: Community consultation overwhelmingly supported the development of an indoor recreation centre, however the ongoing running costs of managing such a facility and the existence of a social space adjacent to the oval likely means the centre will just be a recreation space and be exceptionally costly.

A more practical solution seems to be to make use of the existing space that currently accommodates both Basketball and Netball, reduce courts from 4 to 2, make them multipurpose and provide a cover for shade in summer and weather protection in Winter. This project is the most cost effective whilst still meeting the needs of the netball and basketball clubs. Narembeen Netball Club currently is unable to host CDNA finals (indoor / covered courts are required). The netball courts require resurfacing within the next 3-5 years. The basketball courts have some cracking.

The storage sheds and seating are at the end of their lifespan and need replacement.

3. Scope of Works:

- Two multipurpose hard courts
- Undercover area, storage, seating, replacement of poles and backboards

4. Club: Shire of Narembeen, Narembeen Netball Club, Narembeen Basketball Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: 1.4M estimated financial projection for strategic planning, subject to revision

7. Replacement Cost (courts only): $440,000 to replace two courts

7. Replacement Costs (full scope): $5,540,000 - to be determined after finalising scope and market testing

8. Commitment: Shire owned infrastructure, club commitment to assist fund upgrade, no club commitment required for ongoing maintenance and safety checks.

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30
Planning	Planning		✓		

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Adventure based

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Courts are cracking, uneven Personal health benefits
		Social and community	Social inclusion

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		Environmental	Consider energy-efficient lighting and sustainable construction materials
		Economic	Asset rationalisation (4 courts to 2 courts) Space can be used for other community events
	Participant Assessment	Current	Not fully substantiated
		Future	Not fully substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	Basketball WA & Netball WA
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure activities for all ages and help us be physically and mentally
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Feasibility Study includes QS costings Marketing testing required to confirm costings	
	Complexity	Medium	
	Risks	Not meeting community expectations; adding the facility will increase the Shire's operational costs	
	Funding sources	Internal CSRFF (Courts) Narembeen Basketball & Netball Clubs	

11. Project Status: Netball Facility Feasibility Study completed

DRAFT

PROJECT: Cricket Net Relocation

1. Project Description: Relocate the cricket nets from next to the Recreation Centre.

2. Reasoning: Cricket nets need upgrading with the addition of a new junior cricket club and coming to end of life. Cricket nets prohibit viewing from the Recreation Centre. May also involve the relocation of the current playground.

3. Scope of Works:

- Demolish current cricket nets
- Build two new cricket nets
- Installation of small storage shed

4. Club: Shire of Narembeen, Narembeen Cricket Club (senior and junior)

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: $50,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and marketing testing

8. Commitment: Club commitment to assist fund project; no club commitment required for ongoing maintenance and safety checks

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30
		✓			

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Social inclusion
		Environmental	Consider sustainable construction materials
		Economic	Lowers long-term maintenance costs with durable, modern infrastructure
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	WA Cricket
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Cricket Club would prefer the nets to remain in current location; Not meeting community expectations	
	Funding sources	Internal CSRFF Cricket Australia Infrastructure Fund Narembeen Cricket Club	

DRAFT

PROJECT: Toilets at the Hockey Shed

1. Project Description: Install a toilet at the current hockey shed.

2. Reasoning: Addition to the current shed, there are no toilets at the northern end of the recreation playing fields, toilets required for young children, men and women. Changerooms at the Recreation Centre will still be used.

3. Scope of Works:

- Sewerage connection
- New indoor toilet

4. Club: Shire of Narembeen, Narembeen Hockey Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: $80,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: Club commitment to assist fund project; no club commitment required for ongoing maintenance and safety checks

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30
	✓				

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Encourages greater community participation by improving facilities
		Environmental	Investigate water-saving fixtures to minimise environmental impact
		Economic	Potential to boost local economy through increased attendance at hockey games
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	Hockey WA
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Not meeting the expectations of the club	
	Funding sources	Internal Narembeen Hockey Club	

DRAFT

PROJECT: Female Changerooms

1. Project Description: Addition of a third changeroom at the Narembeen Recreation Centre.

2. Reasoning: A third changeroom will be added to the Narembeen Recreation Centre. Currently junior female football players are required to use the men's changerooms, so too hockey players and netballers who use the nearby playing surfaces. The addition of the changerooms will be included in the design and the realignment of the two hard courts and undercover area.

3. Scope of Works:

- Additional changeroom
- Realignment of Narembeen Recreation Centre entrance and car park

4. Club: Shire of Narembeen, Narembeen Football Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: $600,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: Football Club commitment to assist fund project; no club commitment required for ongoing maintenance

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30
	Planning	Planning		✓	

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits Female inclusion Safety of young children using adult facilities
		Social and community	Additional changerooms to assist with one day sports fixtures
		Environmental	Consider energy-efficient lighting and heating, water saving fixtures and sustainable construction materials
		Economic	Potential to boost local economy through increased foot traffic from upgraded amenities
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Inclusive community use

DRAFT

	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	WA Football Commission
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Design required to determine costs	
	Complexity	Medium	
	Risks	Not meeting community expectations	
	Funding sources	Internal CSRFF Narembeen Football Club	

DRAFT

PROJECT: Narembeen Golf Club

1. Project Description: Upgrade Narembeen Golf Club toilets and heating in the club room.

2. Reasoning: Narembeen Golf Club toilets are circa 1970's and require an upgrade including disabled access. The Golf Club hosts many events (weddings, community events, regional championships etc). There is no heating in the club room during winter golf season.

3. Scope of Works:

- Male and female toilet improvements
- Heating in club room

4. Club: Shire of Narembeen, Narembeen Golf Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: 20K

7. Replacement Cost: To be determined

8. Commitment: The Golf Club is owned and managed by the not-for-profit incorporated club. The Shire will make a financial contribution to the upgrade.

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30
		✓			

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Changeroom upgrade for community events and external hire of the venue
		Environmental	Installation of energy-efficient heating and water-saving fixtures
		Economic	Reduced maintenance costs
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use External event hire
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	Golf WA
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Medium	
	Risks	Extent of internal drainage issues unknown	
	Funding sources	Internal CSRFF	

DRAFT

PROJECT: Narembeen Tennis Courts

1. Project Description: Replace Narembeen tennis courts with a new synthetic dry sports surface to be used by tennis.

2. Reasoning: The Narembeen Tennis courts are due to be replaced during the period of this plan. Current courts (8) will be reduced to 6. The courts have mould on them (water pooling) and rips in the carpet.

3. Scope of Works:

- Replace synthetic tennis courts (6)

4. Club: Shire of Narembeen, Narembeen Tennis Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Upgrade and relocation will attract users

6. Budget: $600,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: The Narembeen Tennis Club will commit to one third of the re-surfacing costs; the Shire of Narembeen will maintain the courts.

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
				✓			

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Night-time tennis will be an option (lighting upgrade in progress)
		Environmental	Consider incorporating sustainable materials
		Economic	Improves the facilities attractiveness for hosting fixtures and tournaments
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	Tennis WA
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Medium	
	Risks	Existing sub-surface and drainage infrastructure	
	Funding sources	Internal CSRFF National Court Rebate Narembeen Tennis Club	

DRAFT

PROJECT: Mt Walker and Narembeen Tennis – Lighting

1. Project Description: Install new lighting at the Narembeen Tennis Club and upgrade LED lights at Mt Walker Tennis Club.

2. Reasoning: The installation of lighting at Narembeen Tennis Club will extend playing hours, while the lighting at Mt Walker needs updating to enhance efficiency and performance. The new lighting will support expanded use of facilities and improve user experience.

3. Scope of Works:

- Australian Standard – club competition and commercial
- Mt Walker Tennis Club (2 front courts) – upgrade of 4 lights
- Narembeen Tennis Club (3 front courts) - installation of 4 poles and lights

4. Club: Shire of Narembeen, Mt Walker Tennis Club, Narembeen Tennis Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Lighting will improve the accessibility and usage of the courts

6. Budget: $170,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: The Mt Walker and Narembeen Tennis Clubs will commit to one third of the costs; the Shire of Narembeen will maintain the lights.

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
✓							

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Night- time tennis will be an option (lighting upgrade in progress)
		Environmental	Consider incorporating energy-efficient lighting
		Economic	Improves the facilities attractiveness for hosting fixtures and tournaments
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	Tennis WA
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to

DRAFT

			competitive competitions, leisure activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Scope not meeting the expectations of the clubs	
	Funding sources	Internal CSRFF (funding secured) National Court Rebate Mt Walker Tennis Club Narembeen Tennis Club	

11. Project Status: Lighting design completed to include preliminary costing; CSRFF funding secured; National Court Rebate application submitted

DRAFT

PROJECT: Hockey – Lighting

1. Project Description: Replace existing lighting and install additional lighting at the hockey fields.

2. Reasoning: Enhanced lighting will allow for extended use of the hockey fields for competitions and training and enable night-time sessions in a safer environment. This upgrade will support increased facility usage and enhance the overall user experience.

3. Scope of Works:

- Australian Standard – club competition and commercial
- Installation of 6 poles and lights

4. Club: Shire of Narembeen, Narembeen Hockey Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Lighting will improve the accessibility, safety and usage of the hockey fields

6. Budget: $317,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: The Narembeen Hockey Club will commit to one third of the costs; the Shire of Narembeen will maintain the lights

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
✓							

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Night-time training and games will be an option
		Environmental	Consider incorporating energy-efficient lighting
		Economic	Improves the facilities attractiveness for hosting fixtures and tournaments
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	Hockey WA
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Scope not meeting the expectations of the clubs	
	Funding sources	Internal CSRFF Narembeen Hockey Club	

11. Project Status: Lighting design completed to include preliminary costing; CSRFF application submitted

DRAFT

PROJECT: Football – Lighting

1. Project Description: Upgrade existing lighting at the football lighting

2. Reasoning: Enhanced lighting will allow for extended use of the football oval for competitions and training and enable night-time sessions in a safer environment. This upgrade will support increased facility usage and enhance the overall user experience.

3. Scope of Works:

- Australian Standard – club competition and commercial
- Installation of 4 poles and 16 challenger light fittings
- Upgrade switch board

4. Club: Shire of Narembeen, Narembeen Football Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 2: Lighting will improve the accessibility, safety and usage of the football fields

6. Budget: $336,000 - estimated financial projection for strategic planning, subject to revision

7. Replacement Cost: To be determined after finalising scope and market testing

8. Commitment: The Narembeen Football Club will commit to one third of the costs; the Shire of Narembeen will maintain the lights

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
	✓						

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Night-time training and games will be an option
		Environmental	Consider incorporating energy-efficient lighting
		Economic	Improves the facilities attractiveness for hosting fixtures and tournaments
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	WA Football Commission
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Scope not meeting the expectations of the clubs	
	Funding sources	Internal CSRFF Narembeen Football Club	

11. Project Status: Lighting design completed to include preliminary costing

DRAFT

PROJECT: Community LED Multipurpose Screen (Scoreboard)

1. Project Description: Purchase of a trailer mounted LED multi-purpose screen

2. Reasoning: Provides a versatile digital display enhancing the experience and scope for community events, sports scorekeeping, business promotion and public announcements.

3. Scope of Works:

- Trailer mounted LED screen

4. Club: Shire of Narembeen, Narembeen Football Club

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 1: The LED screen has the potential to reduce barriers to participation in sport and recreation activities

6. Budget: $65,000

7. Replacement Cost: To be determined after market testing

8. Commitment: The Narembeen Football Club will work with the Shire of Narembeen to finalize the design, specifications, select a preferred supplier, and secure funding. The Shire will maintain the screen and manage community bookings

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
✓							

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Night-time training and games will be an option
		Environmental	Consider incorporating energy-efficient lighting
		Economic	Improves the facilities attractiveness for hosting fixtures and tournaments
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	No
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure

DRAFT

			activities for all ages and help us be physically and mentally fit
		Significance	Local
		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Not meeting community expectations	
	Funding sources	Internal Community Benefit Fund - secured Telstra Footy Country Grants – secured External – sourcing other options	

11. Project Status: Design and specifications completed; funding is close to being secured

DRAFT

PROJECT: Swimming Pool – Solar Heating System

1. Project Description: To install a solar heating system for the Narembeen Swimming Pool.

2. Reasoning: To improve the efficiency and sustainability of the swimming pool aiming to address chemical and energy consumption and provide an eco-friendly solution for maintaining optimal water temperatures.

3. Scope of Works:

- Installation of solar heating system

4. Club: Shire of Narembeen

5. Alignment to Narembeen Sport and Recreation Plan:

Goal Area 1: The installation of the solar heating system will increase the sustainability and accessibility of the swimming pool

6. Budget: $100,000

7. Replacement Cost: To be determined after market testing

8. Commitment: The Shire will maintain the heating system

9. Timeframe:

24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
✓							

10. Project Assessment:

Using *Standards Australia Guide - Project Prioritisation Process and Criteria* as a guide.

Facility category: Outdoor sport

Stage of the Process	Criteria	Detail	Comment
Proposal Evaluation	Net Benefit	Public health and safety	Personal health benefits
		Social and community	Increased participation in swimming programs and community events
		Environmental	Consider incorporating an energy-efficient system
		Economic	Improves the facilities attractiveness
	Participant Assessment	Current	Not substantiated
		Future	Not substantiated
		Multiuse	Community use
	Assessment Measures	Strategic Alignment to State Government	Developing and managing facilities
		Alignment to Sports West	No
		Strategic Alignment to Shire of Narembeen	3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure activities for all ages and help us be physically and mentally fit
		Significance	Local

DRAFT

		Alignment to SSA	Nil
Costing	Resource Requirements	Marketing testing required to confirm costings	
	Complexity	Low	
	Risks	Not meeting community expectations	
	Funding sources	Internal Local Roads and Community Infrastructure Program	

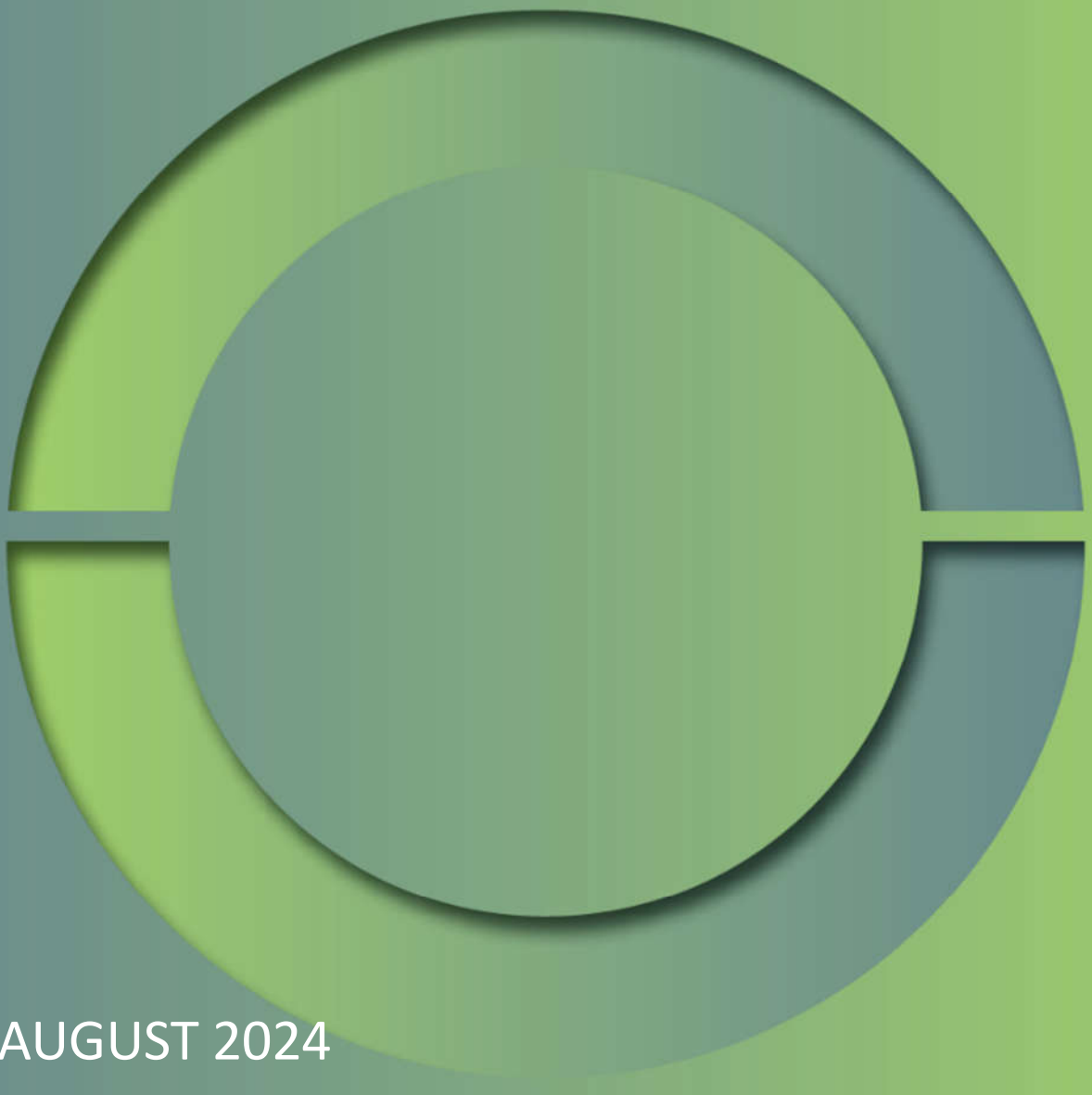
11. Project Status: Funding secured; procurement process has commenced

DRAFT

ATTACHMENT 11.2A
Multipurpose Sport Facility Feasibility

NAREMBEEN MULTIPURPOSE SPORTS FACILITY FEASIBILITY – SHIRE OF NAREMBEEN

FINAL REPORT



13 AUGUST 2024

Shire of Narembeen
Together we grow

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SPORT + LEISURE + COMMUNITIES

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Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

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Executive summary

The Shire of Narembeen (Shire) sought to undertake a feasibility study to guide a future upgrade to the multi-purpose sports courts (courts) located at Narembeen Reserve. The Shire's Sport and Recreation Facilities Plan 2021 – 2031 identified the need to investigate the construction of a roof over the courts – providing the community with an all-weather facility. With this in mind, the Shire has engaged Otium Planning Group to undertake a Feasibility Study with regards to the following three options:

- Option 1: Construction of a roof or shade structure over the existing courts.
- Option 2: Construction of a roof or shade structure over existing courts & upgrading existing pool facilities to better cater for court base activities.
- Option 3: Construction of an all-purpose indoor court facility. This option includes the potential to relocate the gym from the Masonic Lodge.

The objectives of the Feasibility Study was to provide strategic direction in relation the to the most suitable design (location, size and configuration) for each of the above options, by:

- Undertaking technical research, from a range of internal and external sources to establish the needs and nexus, and the rationale for potential future investment for the above options.
- Undertaking a site analysis to assess current level of use, functionality (fitness-for-purpose), quality of infrastructure, facility condition and identify potential constraints within each facility component and how these may be overcome / addressed.
- Stakeholder engagement to explore views in regards to current and future needs of the Shire, in consideration of local community sporting groups and best practice.
- Developing a design brief that seeks to integrate all viable opportunities in an effort to create a functional and contemporary facility. This includes the potential to stage construction over several years or when demand triggers further development.
- The development of concept plans for each option demonstrating how the necessary components can be achieved within the constraints of the site.
- Develop an opinion of probable costs (OPC) and whole of life cycle cost plan for each option across a 10 year horizon.
- Based on the findings, develop an implementation plan that will guide the Shire to what and when actions should occur to develop the most suitable option

The feasibility study presents the following findings, and are considered to be influential in the scenario planning process.

- The project aligns with the Shire's strategic priorities listed in the SCP, or more specifically with item 1.4 – Recreational, social and heritage spaces are safe and encourage active and healthy lifestyles. The development or enhancement of the courts will also need to be adaptable in order to cater for a broad range of activities, services and programs.
- The Shire has limited financial resources to manage and replace its assets without external assistance. The current allocation of funds for annual maintenance is relatively low and would potentially need to increase with the development of all three options, most notably Option 3. It will be important to review maintenance and renewal costs in the development of the future facility.
- The courts are primarily used by the Netball Club and Basketball Club who have 98 and 58 members respectively. The Narembeen District High School and the broader community also use the courts. Based on the data provided, the courts can be considered as low use (for both sports), with only two of the four courts (on average) are used on a regular basis. As a four court facility, there is significant capacity throughout the week. Participation is not at a high enough level to

warrant the need for all four courts – as such constructing a roof over two outdoor courts would be adequate.

- There are four courts, all are line marked for netball only with the two northern courts providing basketball backboards but no line marking. All courts are in need of repair, most notably the north-eastern court. There are signs of court subsidence, major cracking and lifting of the pavement
- Future courts must be designed for multiple sports – netball, basketball, volleyball and futsal, to encourage participation for all members of the community. Tennis and floor hockey could be catered for in all options. Badminton is an option for outdoor courts (noting compromised playing conditions) but must be included in Option 3. If providing an indoor facility, it will need to duplicate some like areas on site – change rooms, toilets, kiosk, storage etc.
- All courts have sports floodlighting (metal halide), but they may not be to current Australian Standards – most notably the two northern courts. These will need to be upgraded in line with Australian Standards – noting that lights would be fixed to the underside of any roof structure. If a roof was only being provided over two courts, then new lighting would be required for the two courts that are not covered.
- The aquatic building is in good condition and has the potential to be upgraded rather than expanded. Key areas should be addressed are:
    - Improvements to the kitchen – creating more storage and hygienic surfaces.
    - Add a new shared use first aid room. This would enhance the capability of the existing office.
    - Consider additional toilets and new shower areas. Upgrade the changerooms accordingly.
    - Upgrade the UAT to compliance.
    - Modify the cleaners room with an appropriate sink.
- The Shire desires to relocate the gym and group fitness from the old Masonic Lodge. The intent was to have all sport and recreation facilities in one location with the potential to improve functionality and the size of the gym. On review, gym memberships account for a good percentage of the population, notionally the gym has a lot of equipment for a population of this size and it is located in a heritage facility with some limitations regarding future upgrades. Relocation should be considered as a long-term option, with swapping the gym and group fitness room around as a short-term option. This will provide the Shire with an larger gym.
- It is likely Option 3 will act as an emergency welfare or evacuation centre – supporting the existing Narembeen Recreation Centre (NRC). It is noted here that this building may not need to meet all of the requirements for an emergency welfare or evacuation centre from the outset, but rather be able to cater them.
- There are a number of site constraints that need to be addressed, including:
    - The aquatic building has been constructed across two lots and is likely to have some impact with regards to development on the site. It may be prudent to consider a Lot adjustment to minimise future risk with regards to community infrastructure.
    - Furthermore, the power supply is an issue as each lot has their own power supply. The Shire needs to identify where the supply to the building is currently coming from (which Lot), otherwise there is a significant risk that will need to be addressed.
    - The shed and viewing shed that runs along the length of the south-west court is at the end of its life and needs to be replaced. It is constructed over the Lot boundary with approximately 50% of the structure being located within the road reserve.
    - The site is bounded by some infrastructure considered to be significant and too costly to relocate. These include two large water tanks and pump room located at the north-east corner of the outdoor court facility and a fire hydrant and bore on the north-western side.

Based on the findings, three concept plans were produced to demonstrate the most suitable siting, layout and configuration of infrastructure for each option. At the completion of this stage, the Shire requested an additional concept plan which involved moving Option 2 towards the bowls greens. This is referred to as Option 4 with all options shown below.

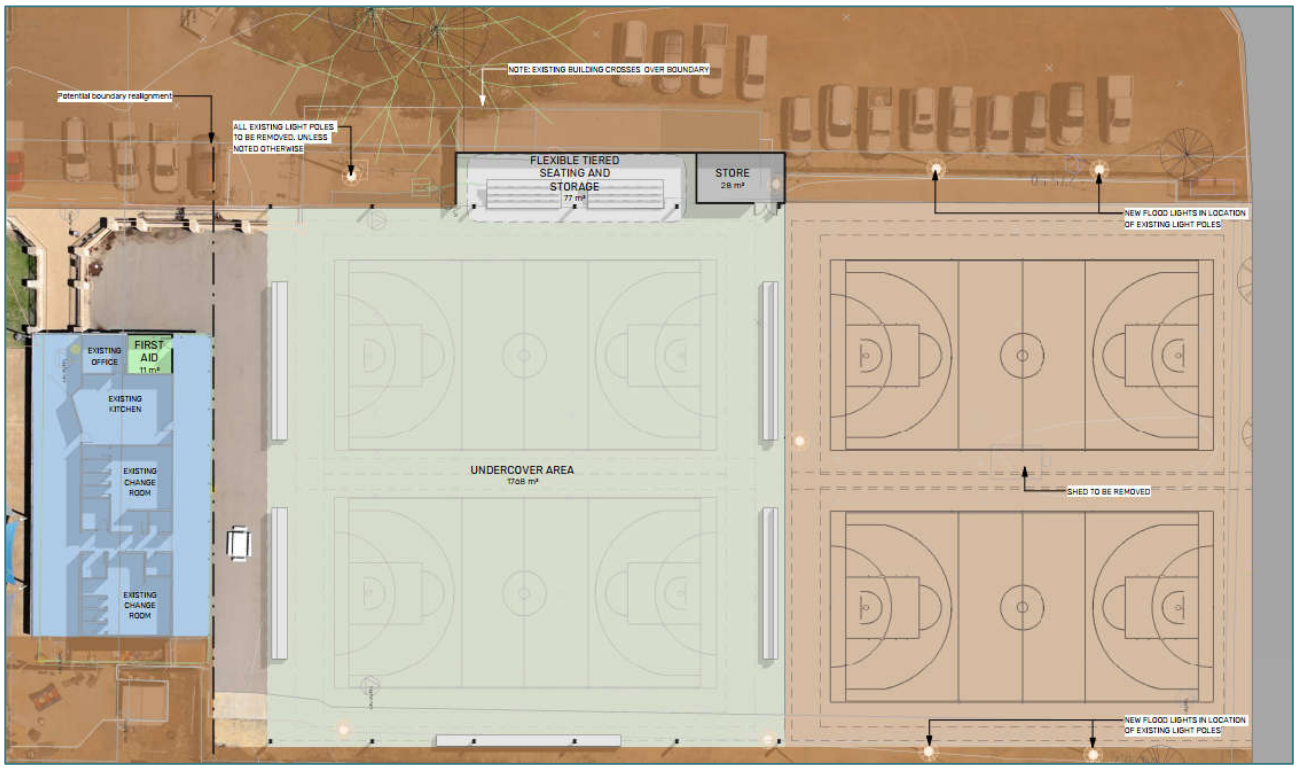


Figure E1: Option 1

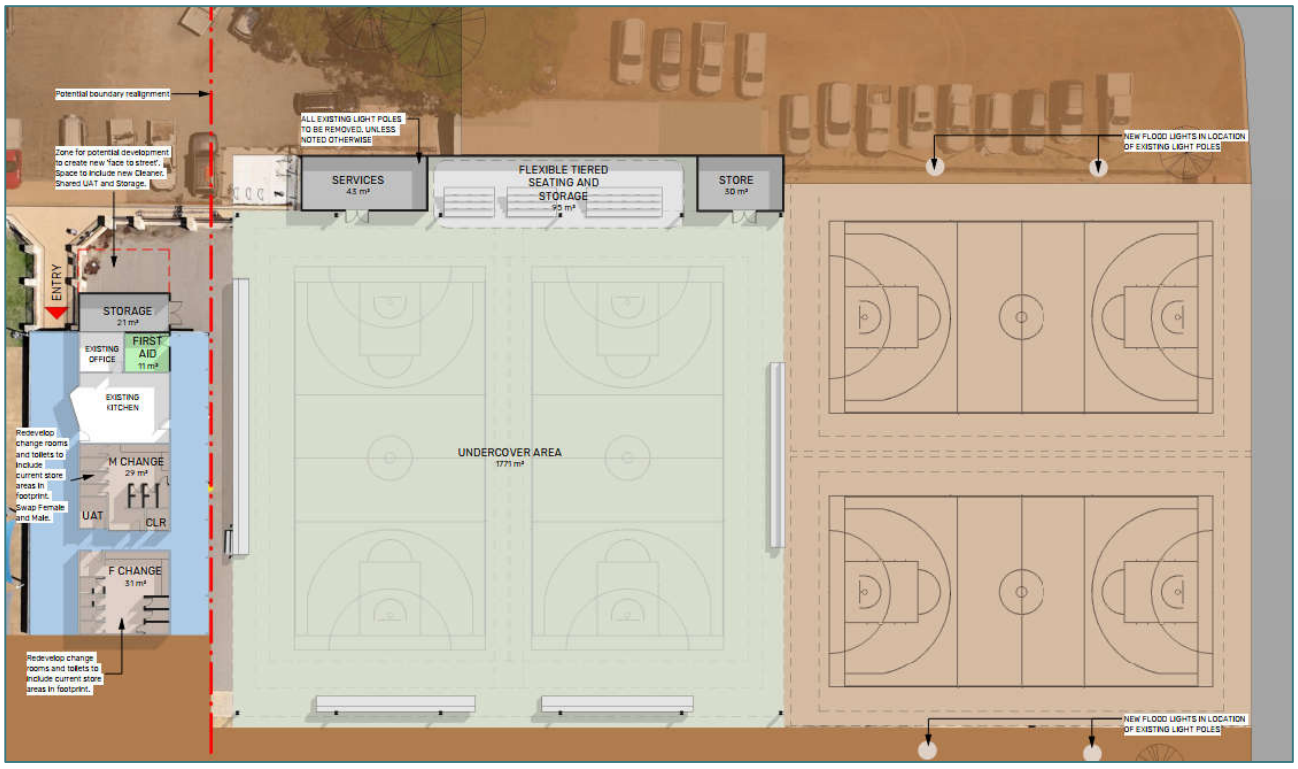


Figure E2: Option 2

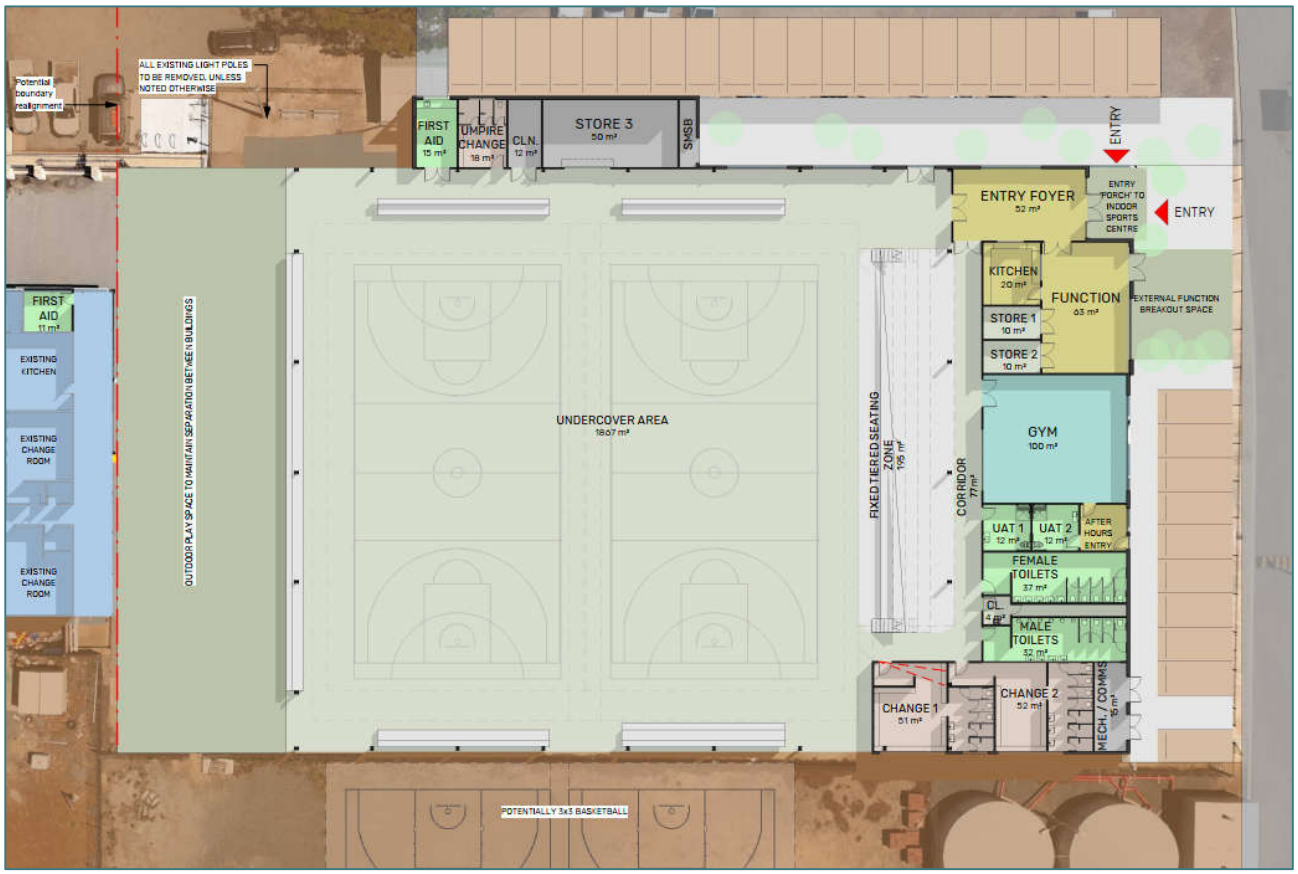


Figure E3: Option 3

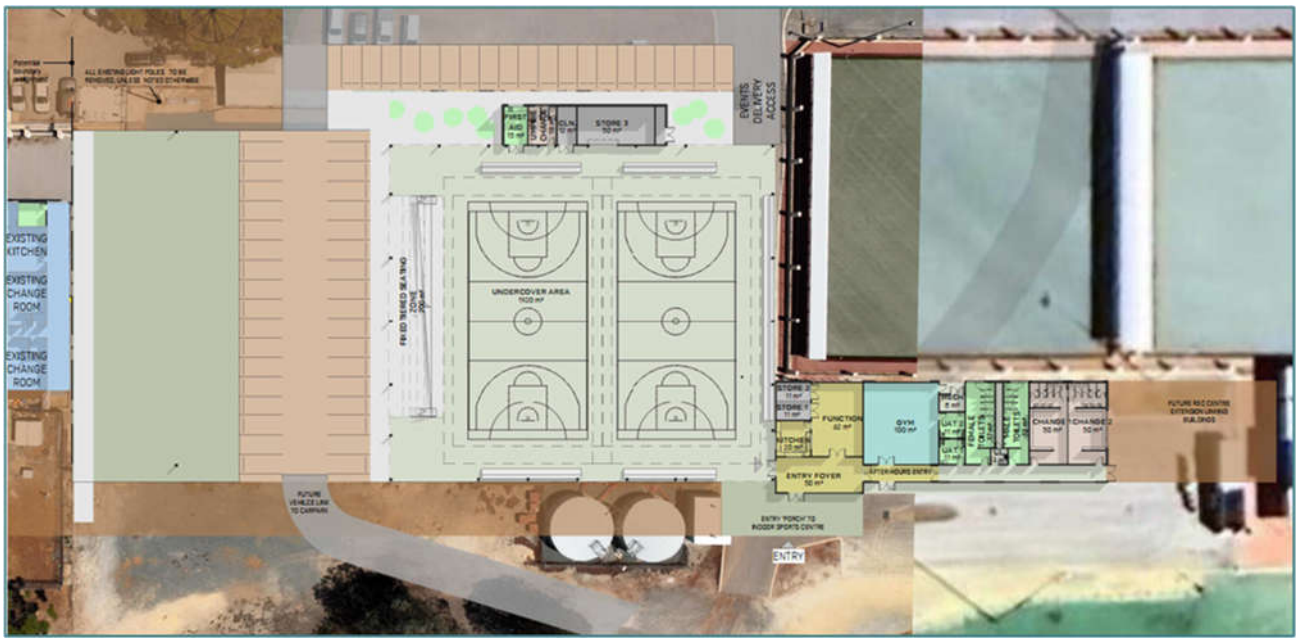


Figure E4: Option 4

An opinion of probable costs (OPC) was developed for each concept plan as shown in Table E1. It assumed that the infrastructure would be completed in one stage. An additional OPC (Table E2) was developed for Option 3, which shows the costs associated with a staged approach.

Table E1: Capital build estimate summary

	Cost (ex GST)		
Option	**Aquatic building**	**Courts**	**Total**
Option 1: Cover two courts and minor upgrades to supporting infrastructure	$70,000	$6,250,000	**$6,320,00**
Option 2: Cover two courts, upgrade aquatic building and other supporting infrastructure.	$830,000	$6,420,000	**$7,250,000**
Option 3: Construction of an all-purpose indoor court facility.	$70,000	$25,990,000	**$26,060,000**
Option 4: Construction of two courts adjacent to the bowls greens and supporting infrastructure.*	$70,000	$17,630,000	**$17,700,000**

*Note: This cost does not account for the future enclosing of the undercover area. Additionally, while not shown on the OPC, the cost to include a new first aid room in the aquatic centre building will be same as per other options.

Table E1: Capital build estimate summary - Option 3 (staged approach)

Stage 1	Stage 2	Stage 3	Stage 4	Total
$11,920,000	$3,220,000	$5,180,000	$19,300,00	**$39,620,000**

The OPC shows that a staged approach is not as cost effective ($13,560,000 more) as constructing the facility in a single stage but may be more affordable should future stages be deemed not necessary or will not be required for some time. As such, the Shire would need to confirm its approach to project delivery.

1. Introduction

The Shire of Narembeen (Shire) is a Local Government Authority (LGA) located in the Wheatbelt, approximately 286km east of Perth. Covering an area of 3,809m² and a resident population of 822, the Shire is seeking to upgrade its multi-purpose sports courts that service the needs of netball, basketball and other activities. The project was an outcome of the Shire's Sport and Recreation Facilities Plan 2021 – 2031, which identified the need to investigate the provision of a roof over the courts located on Narembeen Reserve (Figure 1).

Narembeen Reserve is the Shire's sporting precinct that caters for a range of sporting activities through the provision of a four outdoor sports courts, two lawn bowls greens, four tennis courts, two grass hockey fields, one cricket and Australia rules football field, the swimming pool and recreation centre. It is anticipated the new infrastructure would provide the community with a covered and functional multi-sport facility, accommodating four sports courts and potential, change rooms and supporting infrastructure to service the needs of the community for years to come.

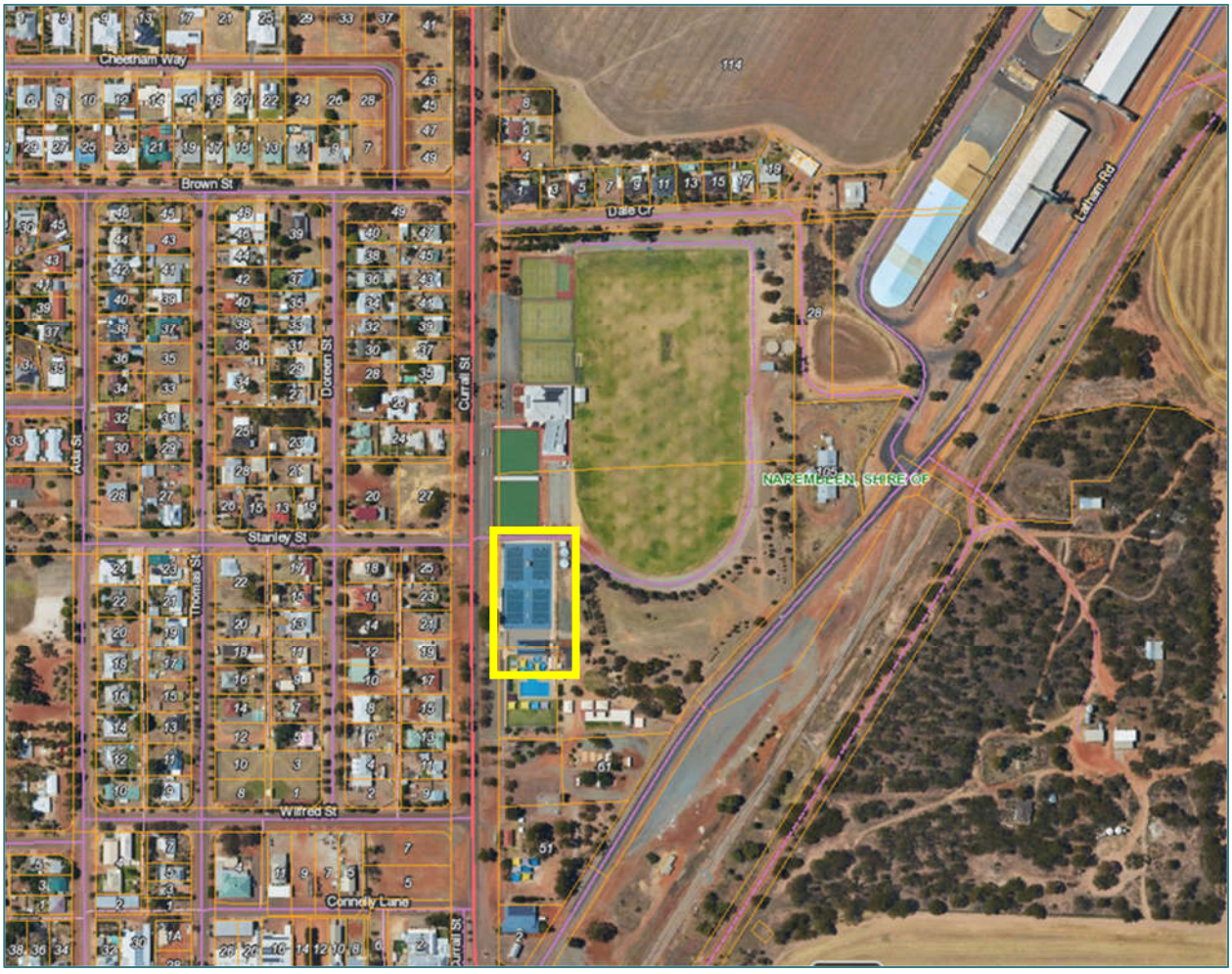


Figure 1: Narembeen Reserve with the project area identified in yellow (Source: maps.slip.wa.gov.au)

With this in mind, the Shire has engaged Otium Planning Group to undertake a Feasibility Study, including a concept plan, cost estimate and maintenance costs for the following three options:

- Option 1: Installation of a roof or shade structure over existing netball courts.

- Option 2: Installation of a roof or shade structure over existing netball courts & upgrading existing pool facilities.
- Option 3: Construction of an all-purpose indoor court facility. This option is to include relocating the gym from the town centre.

1.1 Objectives

The objectives of the Feasibility Study is to investigate, analyse and determine the most suitable development option as listed above, incorporating it into one integrated report. Following the methodology in Figure 2, the Feasibility Study involves:

- Undertaking technical research, from a range of internal and external sources to establish the needs and nexus, and the rationale for potential future investment for the above options.
- Development of a site and feature survey for the project envelope that identifies all key structures, features, embellishments, contours on a pre-determine grid and identify service locations within the Narembeen Reserve.
- Undertaking a detailed site analysis to assess current level of use, functionality (fitness-for-purpose), quality of infrastructure, facility condition and identify potential constraints within each facility component and how these may be overcome / addressed.
- Stakeholder engagement to explore views in regards to current and future needs of the Shire, in consideration of local community sporting groups and best practice.
- Developing a design brief that seeks to integrate all viable opportunities in an effort to create a functional and contemporary facility.
- The development of concept plans for each option demonstrating how the necessary components can be achieved within Narembeen Reserve.
- Developing an opinion of probable costs (OPC) and whole of life cycle cost plan for each option across a 10 year horizon.
- Based on the findings, develop an implementation plan that will guide the Shire to what and when actions should occur to develop the most suitable option.

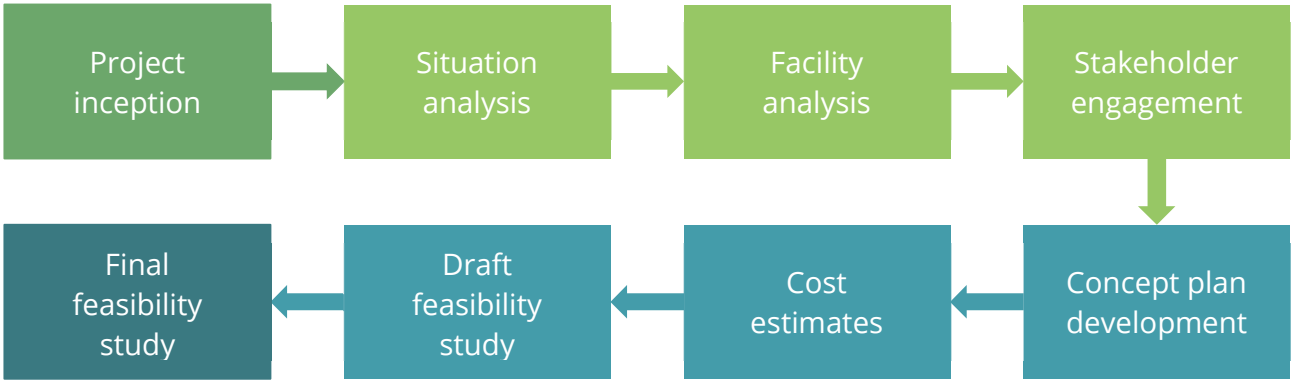


Figure 2: Methodology

The development of the Feasibility Study provides the Shire with an evidence based report that will guide the development of the proposed works. The research, analysis and recommendations will provide the Shire with modern and functional facilities and supporting amenities to service the needs of the community for years to come.

2. Demographics

For sporting infrastructure, it is important to understand the catchment of a given area to establish how a facility may need to be developed. The following demographic analysis outlines the key data for the Shire, which has been obtained using the Australian Bureau of Statistics (ABS) 2021 Census and QuickStats 2022. The analysis has focused on the current population profile and age composition. Note: all tables and graphs have been compiled by Otium.

The Shire had an estimated population of 822 in 2022, which has marginally increased from 810 in 2016 (Figure 3). Of these 423 people live within the Narembeen townsite (suburb).

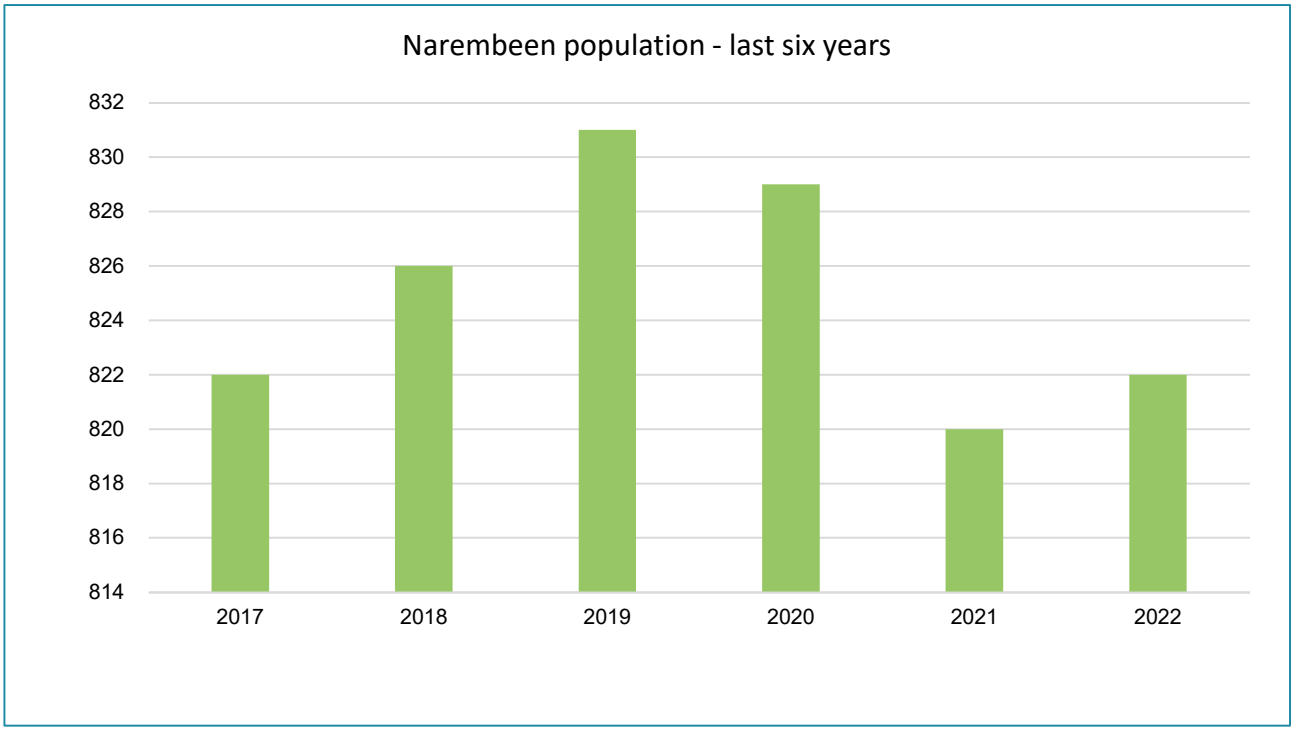


Figure 3: Shire population 2017-2022

The average age of persons living in the Shire is 47, with the largest cohort of residents aged between 55 and 64 with those aged 25 to 34 the next largest. Whereas ages of 15 to 24 and 40 to 44 are the two lowest age groups as shown in Figure 4. The household structure for the Shire mainly consists of two person families accounting for 44.1% or 111 from 191 in the municipality. This is significantly more than that of three person (23.3%) and four person (23.1%) families.

It is assumed that the reasons for the low youth demographic is due to young people moving to other towns or cities to complete high school, undertake tertiary studies or for work. This is supported by the spike in 30 to 39 age groups, which in the Perth metropolitan area would account for more populus families. The dip in the 40 to 44 year age group could be attributed to people moving to other places for work and the spike in the 60 to 64 year old group could be people moving to the Shire to retire.

This indicates the need for a whole of life approach to sport infrastructure and programs to service the needs of the resident population.

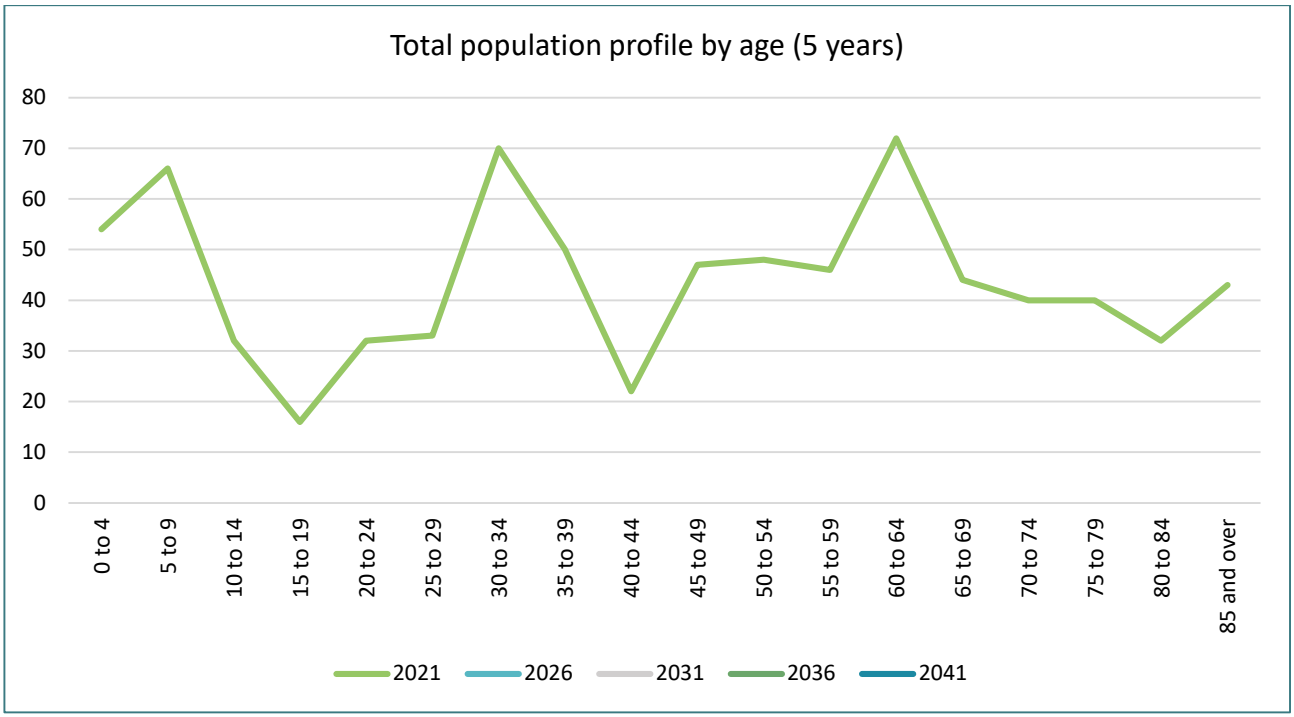


Figure 4: Shire age structure – 5 year age groups

The implication for sports like netball and basketball relates to that of sport development pathways, where the change from one age group to another may suffer due to the low take up / participation or the lack of programs. For example, when a person is too old for the junior competition or program, they may need to move into an adult competition, which may not be appropriate for their current level of skill, ability, physical strength or mental mindset. This may lead to the participants changing sports, not returning in future years or stop participating in sport altogether.

This highlights the importance of maintaining and expanding club-based opportunities for families and developmental (sports coaching and mentoring) programs for children. With a very low cohort of young people and the high number of people aging in the Shire, it is important to provide other avenues to continue in sport and physical activities. An opportunity that presents itself when planning for the courts, is to provide small-sided games (3x3 basketball, Fast5 netball, futsal, Pickleball) and modified games like walking tennis and walking football (soccer) which could be played at times of the day that the existing facilities may not be used.

As such, investing in infrastructure that can cater for a range of family-based and junior activities that includes social and club based sport in an effort to increase participation in physical activities. In addition a gym provides a safe low risk space for people of most ages to undertake a range of strength and exercise activities. Usually the biggest issues regarding gym are cost and physical access to facilities.

It is imperative that the Shire invests in infrastructure and develop facilities that are inclusive for all, provide access and assist those with physical impairments which can be played by all throughout life. When planning a new facility, it is important to consider the positive impact social gathering and community spaces will bring the community, especially in area where the demand for health, well-being and socialisation is clearly identified. Therefore, any development of must provide an environment which is conducive to both attracting young families (immediate catchment) and seniors (extended catchment).

3. Document review

This section identifies key considerations which have emerged from a review of strategic documentation and reports relating to proposed outcomes of this Feasibility Study. It seeks to provide evidence-based rationale, as far as practicable, while highlighting the critical components to address the objectives of the review while informing recommendations.

Table 1: Summary of Shire documents

Document	Summary

Strategic Community Plan 2022 - 2032	The Strategic Community Plan (SCP) is the most critical overarching planning document where the mission, vision and objectives for the Shire are outlined. The following summarises the relevant strategic priorities which the Shire has committed to:
	
	COMMUNITY: Happy, safe, healthy and inclusive community
	• 1.4 Recreational, social and heritage spaces are safe and encourage active and healthy lifestyles:
	  ○ Achievement of the Sport and Recreation Facilities Plan
	  ○ Parks, nature reserves and community spaces are green, tidy, accessible and activated.
	
	In the development of the SCP, community members identified the following as high priority:
	
	• Sport and recreation activities, facilities and support
	• Service and facilities for youth.
	
	The project aligns with the Shire's strategic priorities and it is evident that the need to provide a high quality, well-designed and accessible facilities that will meet the current and future needs of the community. The critical consideration of the Shire's SCP is the development of facilities that enables all members of the community to recreate, socialise and participate in sport. The facility will need to be adaptable in order to cater for a broad range of activities, services and programs.

Corporate Business Plan 2022/23 - 2025/26	The Corporate Business Plan (CBP) identifies the actions the Shire will undertake to deliver the priorities listed in the SCP. Of the above actions, the traffic light system indicates the following: • Achievement of the Sport and Recreation Facilities Plan is currently in the development phase. • Parks, nature reserves and community spaces are green, tidy, accessible and activated has not yet started. The CBP outlines the following:

Document	Summary
	• To partner with local communities to manage and maintain recreation grounds and pavilions to an acceptable standard relevant to current usage. • To retain and maintain reserves for community use relevant to current usage. • To manage and maintain the swimming pool to the required standard relevant to current usage • The netball courts cover is listed 2024/25 for implementation with an allocation of $500,000. • A line item for building renewals listing $35,000 in 2024/25 and $100,000 in 2025/26. In summary: • The Shire will need to establish partnerships with community groups, and funding bodies in the delivery of the facility. • The importance of quality, fit for purpose facilities is an important factor in player retention and participation. • The project will need to verify the budget that is currently listed in 2024/25. • Appropriate methods of procurement for design and construction will be important in minimising risk to the Shire.
Public Health and Wellbeing Plan 2022-2026	The Public Health Plan (PHP) provides direction relating to public health, healthy lifestyles and recreation pursuits within the municipality. The provision of recreation facilities is a core service area of the Shire directly related to supporting the health of the community. This includes parks, sport and recreation facilities such as the netball courts, swimming pool and the gym. The community listed the swimming pool and sporting facilities in their top three facilities and that volunteering at sporting / public events were important. It also identified recreation facilities and disability access to buildings and recreation as critical for good community health. While there were no specific strategies linked to the works proposed in this Feasibility Study, it is important to acknowledge the relationship that functional, fit for purpose and accessible community facilities has on encouraging participation (frequency, length and retention). Critical to this is the constant review and adaptability of facilities, programs and services provided by others in accordance with broader objectives of the Shire.
Draft Strategic Resource Plan 2018-2033	The draft Strategic Resource Plan (SRP) outlines how the Shire is planning to maintain, improve their level of service while balancing finances. The SRP incorporates asset management plans for the Shire, and identifies the long-term maintenance and renewal as a challenge – one that is dependent on external funding. • Five critical assets were listed including the recreation centre, and are considered a high priority in minimising risk of failure. Narembeen Reserve has a replacement value of approximately $750,000.

Document	Summary
	• At the time of publishing, rate revenue was forecast to increase by 3% generating about $1.65m (2018-19) and expected to increase to $2.49m in 2032-33. • It listed the hockey / tennis multi-use turf as a $1.5m project. • $50,000 per year is allocated to building renewals and $20,000 for other (it is assumed this is parks). In 2018-19 recreation and culture accounted for $195,071. • Reserves are steadily increasing and borrowings are trending downwards. • Reported that Shire did not have a documented Operation and Maintenance Strategy, which is listed as a part of the improvement plan. In summary, the Shire has limited financial resources to manage and replace its assets without external assistance. The current allocation of funds for annual maintenance is relatively low and would potentially need to increase with the development of all three options, most notably Option 3. It will be important to review maintenance and renewal costs in the development of the future facility.
Shire of Narembeen Sport and Recreation Facilities Plan 2021-2031	The purpose of the Sport and Recreation Facilities Plan (SRFP) is to provide a clear vision in partnership with local sport and recreation clubs in regards to sport and recreation facilities over the next 10 years. It sought to identify facilities, the needs of sporting groups, ways to increase participation and establish a framework for investment. Key findings: • Memberships have been stable with limit growth. Especially in the youth demographic. • There are many barriers to participation include cost, population, competitive structure, diversity of sport/choice and distance. • Tracking of non-structured sports is difficult. • Sport relies heavily on volunteers. • $4m had been spend in the last five years on infrastructure – mainly the recreation centre. • 11 facilities throughout the Shire – noting that some have a number of different components and activities on them. • Sport is crucial to the community, enhancing social outcomes. • Netball club (large club): 70 members – increase juniors and seniors to three teams. Mostly female. Court and change room condition rated as 4 – Good, shed rated as 3 – Moderate. Would like to improve lighting, have the courts shaded or converted to an indoor facility, resurface the courts and expand female changing facilities. • Gym (large club): 79 members – while not a club it is membership based. There was a slight decrease over the previous five years. Building condition rated as 3 – Moderate. Would like to have a new or refurbished facility and more modern equipment. • Basketball club (medium club): 40 members – junior only. 18-25 play socially. Would like to improve lighting, have the courts shaded or converted to an indoor facility, resurface the courts and clean the backboards.

Document	Summary
	• Swimming club (medium club): 47 members – income from memberships have increase since 2015. Change room condition rated as 4 – Good. No wants relating to the building. The SRFP identified the following: • The need to refurbish the gym (building and equipment). It was listed as a short term priority with a budget of $100,000. • Improve the year-round useability of the hardcourts by installing a cover for at least 50% of the courts. This includes the installation of user pays LED floodlighting. It was listed as a long term priority with a budget of $500,000. Relevance for the project: • The courts need to provide for a range of sport not just netball. All courts need to be line marked for at netball, basketball, volleyball and futsal. Tennis and floor hockey could be catered for in all options. Badminton is an option for outdoor courts (noting compromised playing conditions) but must be included in Option 3. • The gym in being considered in Option 3. The facility and site audits will provide guidance with regards to options.

Disability Access Inclusion Plan 2016-2021	The Disability Access Inclusion Plan (DAIP) outlines the following key outcomes relevant to this project that the Shire has committed to, with identified actions listed under each one.
	
	• People with disability have the same opportunities as other people to access the services of, and any events organised by, the relevant public authority.
	  ○ Monitor Shire services to ensure equitable access and inclusion.
	  ○ Develop the links between the DAIP and other Shire plans and strategies.
	• People with disability have the same opportunities as other people to access the buildings and other facilities of the relevant public authority.
	  ○ Ensure that all buildings and facilities meet the standards for access and any demonstrated additional need, including all recreational areas.
	  ○ Ensure that all new or redevelopment works provide access to people with disability, where practicable.
	  ○ Ensure that ACROD parking meets the needs of people with disability in terms of quantity and location.
	
	Findings of consultation were:
	
	• It found the need to install hand rails and ramps at a number of facilities.

Document	Summary
	• Consideration to extension of footpath / gopher track along Currall Street to enable access to the Netball courts and swimming pool areas. Relevance for the project: • Accessibility into the courts and swimming pool building is an important factor to encourage use. Joint / shared use is a key principle in planning as access to needs to be controlled when the swimming pool is open and the courts are being used. • The courts need to be line marked for multiple sports (netball, hockey, soccer, pickleball etc.) to encourage participation for all members of the community. • The Shire should consider going beyond compliance standards requirements to cater for its community. Access, equity and inclusion will need to be considered in the concept plan phase for this project.
Local Emergency Management Arrangements Model (2017)	The Local Emergency Management Arrangements document details the emergency management arrangements for the Shire in association with stakeholders involved in managing emergencies within the municipality. It also outlines the Shire's capacity to provide resources in support of an emergency, while still maintaining business continuity, and the Shire's responsibilities in relation to recovery management. One physical resource is that of a welfare centre which is defined as a location where temporary accommodation is actually available for emergency affected persons containing the usual amenities necessary for living and other welfare services as appropriate. In the Shire, this is currently listed as the Recreation Centre. Relevance for the project: • Should Option 3 be developed, it would most likely become the Shire's official emergency welfare centre. As such, will need to be planned accordingly. The covered courts could also be used but would be supplementary to the Recreation Centre.
State Government documents	
Strategic Directions: 2020 – 2023 – Department of Local Government, Sport and Cultural Industries (DLGSC)	The document provides vision and direction for Western Australia's Sport and Recreation Industry. DLGSC seek to improve capability and outcomes across the local government, sport and recreation and culture and arts sectors. Key objectives relevant to this project are to promote: • Participation and achievement in sport, recreation, culture and arts. • Enhance the benefits of cultural diversity and social inclusion. By working collaboratively with the community, all tiers of government and key stakeholders to implement a shared approach to improve community engagement and experience. Key strategies include:

Document	Summary

	• Strategic Priority and infrastructure programs:
	  ○ State Sporting Infrastructure Plan – implementation.
	• Sector sustainability, capacity building and excellence:
	  ○ Public Open Space Policy and Shared User Guide for education facilities.
	  ○ Guidance/ monitoring of sector infrastructure management practices.
	
	The potential alignment with the broader 'Place' activation activities and economic development opportunities should be factored into any development proposed. One of the key challenges identified for the Shire is the provision of new, contemporary and fit for purpose infrastructure and whether the Shire has the capacity to meet changing community needs with limited financial and operational resources.

Shared Use Guide – WA Department of Sport and Recreation (2017)	The shared use guide provides support for local governments seeking to pursue more effective shared use agreements, and DLGSC supports the co-location of community infrastructure with schools, neighbourhood centres or other City facilities. It should be referred to as part of a review by the Shire of the protocols and principles for joint development and shared use facilities with Department of Education. Should a joint use agreement be sought, the Shire should ensure that details of each party's financial responsibilities are outlined upfront with regards to the costs of ongoing operational, maintenance and renewal of shared use facilities and a robust Asset Management Plan is developed.
Sports Dimensions Guide for Playing areas: Sport and Recreation Facilities Sixth Edition – DLGSC (2016)	The guide specifies the size / dimensions / orientation of courts (indoor and outdoor), areas of play, lighting and line marking. The guide states that State Sporting Associations (SSA's) are responsible for administering the dimensions for playing areas and that LGA's are advised to contact the relevant SSA's to obtain the most up to date information prior to progressing with any project. This will be important in the future detailed design stages for the project. For this initial planning stage, some key considerations that will be considered in the development of each option are: • All participatory surface / area / space is generally on a north / south alignment. Indoor sports are largely exempt, with natural light being the determining factor. • Multi-marking of courts, and fields is encouraged to minimise unnecessary duplication. Line marking should be in line with the colour schemes identified in the document. • Australian Standards (AS) for sports floodlighting are to be followed, noting that for some sports the AS changed in 2022.
Recreation and sport facility design guide – Government of South Australia (2018)	This resource outlines several principles for consideration when designing a regional level recreation and sport facility, including: • Fit for purpose – Facilities should be fit-for-purpose and meet the needs of users and the required recreation or sport standards for the intended levels of use, play or competition.

Document	Summary
	• Practical and affordable for the long-term – It is critical that the design process should be considerate of the cost to develop, operate and maintain facilities, and aim to deliver the highest possible standard of facility balanced against funding realities including lifecycle costs. • Multi and shared use – Facilities need to be considered as multiuse community sporting hubs with a single shared clubroom facility. Where shared use is to be accommodated, the compatibility and interrelationship of activities needs to be considered through the design process. • Future-Proofed – Designing facilities in ways that enable them to be flexible, adaptable and able to be re-invented to cater for changing community needs (e.g. ageing population). Where possible the design should accommodate potential future expansion options (permanent for future needs and / or temporary for event purposes). • Flexible and Functional Space – Facility design and layout should promote safe and optimal flexibility and functionality to accommodate concurrent use of the facility for different activities and events. This includes the design of secondary areas such as carpark, spectator viewing areas, reception / foyer areas, toilets, cafe, kitchen, crèche, operational plant and equipment / storage rooms. • Universal Design – Facilities should be designed to accommodate everyone regardless of age, gender, ability and cultural background. This includes participants, officials, administrators, spectators and visitors. • Health and safety – Facilities and their surrounds should be designed, built and maintained in accordance with relevant codes and standards. It's also important to consider child safe, gender equitable facilities and Crime Prevention through Environmental Design (CPTED) principles in the design process. • Environmental sustainability – It is important to consider the use of energy / water efficient products and design elements to help to reduce energy and water consumption and save cost. While aimed at regional sport facilities, the guide is a good resource for the development of all types of buildings and are transferable in the development of outdoor spaces. These will be considered in the development of each option.
Major Evacuation Centre Guideline: State Emergency Management Plan – NSW Government (2014)	This document informs facility arrangements in the establishment of an emergency welfare centre. While it is not specific for Western Australia, it is the most applicable to reference. It outlines several key requirements as follows: Physical Requirements • Sites should have access to working services such as electricity, telecommunications, sewerage and water, rather than establishing temporary infrastructure. • Any building should be structurally sound and have sufficient fire alarms/systems and emergency exits in accordance with building codes. Sufficient parking should be available for affected individuals.

Document	Summary
	• Emergency escape routes through the shelter should be highlighted, identified with signage and communicated through the use of information. • Appropriate air circulation and temperature control should be available, along with the ambient temperature of the building. • Consider the number of people per tap and the water flow – a rough guide is 250 people per tap. Site Requirements • A ratio of one shower per 50 people is suggested if the weather is temperate and one shower per 30 people in hot weather. • There should be a maximum of 20 people for each available toilet. • There should be one wash basin per 10 people. • Facilities for changing infants and for the safe disposal of children's excreta should be established, including hand-washing facilities next to the changing stations. • The area will require a functioning communications system, connectivity, desks chairs, photocopier, printer and other normal administration equipment. Secure storage for staff personal and work items should be provided. • Kitchen facilities need to be available for use on site or in close proximity to the evacuation centre and capability for meals to be provided regularly. • Laundry facilities should be provided on site for personal clothing – preferably one wash stand per 50 people. • An area should be identified that is secure and private to address medical needs of the evacuees. The location should afford easy access for ambulance and other secondary care transportation requirements. • People should be allocated 3.5m² of floor area or 10m3 of air space and beds/cots should be separated by at least 0.75m. Bedding should provide some protection from hard floors and, where possible, be off the ground. • Appropriate waste management is required, whereby wheeled plastic bins (waste and recycle) and bulk bins are located in close proximity to the kitchen and toilet facilities. • A designated space will need to be given for owners' pets. The area will need to be contained. However, this requirement is not needed indoors, e.g. fenced off dedicated spaces, individual cages, or advocate for animal shelters to accommodate the animals during the required time. • Laundry facilities are not required on site. However, a laundry service within the area will need to be made available, if necessary. • An administration area is required that will process all administrative responsibilities related to the facility. The area will require a functioning communications system, connectivity, desks chairs, photocopier, printer and other normal administration equipment. This document outlines the physical and site requirements needed for an emergency welfare or evacuation centre. In the first instance a simple assessment can be completed based on these requirements, and ensuring that the facility is design in accordance with specific standards – such as cyclone, flood and fire. The Shire will need to confirm if this facility will likely cater / act as an

Document	Summary
	emergency welfare centre. The design of any community facility will need to consider to what standard (including the permanency of infrastructure) to inform the new build or the upgrade of an existing facility. Typically, showers and toilets are provided in line with compliance and in an event where the function changes, additional facilities may be brought onto site like chemi-loos, food vans, cool rooms, tents, etc. It is likely that many of the designated sites may not need to meet all of these requirements from the outset, but rather be able to cater them.
Safer Places by Design – Department of Lands, Planning and Heritage (DPLH) (2023)	CPTED refers to the application and integration of design principles within the built environment to minimise crime, and create safer environments and great public places for all. It supports the creation of well-designed built environments and focuses on four key principals, as follows: • Surveillance – Passive (eyes on the street, clear sightlines and effective lighting) and Active (technological surveillance). • Territorial definitions – Clear spatial structure, legibility and signage. Access control – Natural (physical and landscape deterrent) and Formal (target hardening). • Space management – Activity support and space maintenance. This document provides a practical resource in the application of CPTED, to promote the value of good design in delivering vibrant and safe public environments. The design of the building and sport infrastructure has to consider each of the principles in its development, noting that these will need to be refined in the detailed and schematic design stages for the project. For this project, each concept plan will focus on the provision of quality, well laid out and functional design that reflects an agreed performance standard.
Sporting Associations	
National Facilities Policy – Netball Australia (2016)	This national policy highlights a number of gaps in the provision of suitable publications and resources to support facility planning and development including: • A facility planning and development framework and process • State-wide master plans including hierarchy and preferred facility guidelines • Technical manuals and guidance including court surfaces and lighting. Guiding principles for the development of netball infrastructure include: • Strategic need, facility demand and participation growth opportunities • Accessibility and inclusion, catering for multiple formats of the sport • Maximising utilisation and improved programming

Document	Summary
	• Best practice technical and design standards • Alignment with the needs of key stakeholders and partners. The document also specifies specific design standards which will be applied in the development of concept plans for each option. In relation to building requirements for netball clubs, it identifies areas listed below. These will be discussed with the Shire and included where relevant within the concept plans. • Change rooms • Umpires change rooms • Public toilets (including universal accessible toilets • Competition / administration office • First Aid room • Kiosk/canteen • Social area • Storage.
Various documents – Netball Victoria (2022)	Netball Victoria has developed a suite of resources to assist in the planning and development of netball facilities in Victoria. The overall aim is to ensure that netball facilities meet current compliance and standards, while providing safe and compliant venues for its uses. Specific documents include: • National Facilities Policy (2016) – currently under review • Lighting standards (2022) • Netball Victoria Facilities manual (2017) • Inclusive facilities fact sheet (2022) • Environment fact sheet (2022) • Compliance fact sheet (2105 – V2) • Covered Courts and Airhalls fact sheet (2022). While mostly aimed at new facilities, these documents provide guidance for renewals, upgrades and expansions. A summary of key project requirements are below: • The facility would be a Class 3 facility that caters for recreation or training and low-level competition.

Document	Summary
	• This facility would require an average of 100-200 Lux lighting (outdoor courts) or 300-500 Lux (indoor courts) in line with Australian Standards. • Environment sustainable design (ESD) principles must be considered in the planning for all facilities. This include solar panels, future battery storage, passive cooling/heating/lighting, sun protection, water efficiency, material and sustainable construction methods. • Water run-off and drainage needs to be considered – gutters, sheet flow or water harvesting are the three common methods. • Noise dampening may need to be considered should residential properties be close to the facility. • Court dimensions must be full size in accordance with standards for all sports. This extends to the appropriate equipment. The lowest part of the roof must not be less than 7.5m from the principal play floor level. • Facilities must be inclusive for all. This include circulation space, surfaces, ramps and steps, path access, wayfinding and signage, accessible toilets and change rooms and ACROD bays. The points listed above will be considered in the development of the concept plans for the Narembeen facility.
Netball WA 2022 Strategic Priorities (Netball WA)	The strategic plan of Netball WA identifies four focus areas of play, grow, inspire and excel. A focus is placed on a number of current and emerging programs which includes attracting new audiences, empowering Aboriginal girls and women and the development of a social Impact Strategy to create value and positive impact across our communities. This project aligns with the following Netball WA strategic objectives: • Play – Ensure a sustainable future by implementing a state-wide proactive approach to strategic facilities planning. • Excel – Be a leader in attracting, developing and retaining our paid and volunteer workforce he plan identifies four focus areas of play, grow, inspire and excel.
Community Participation in Commonwealth Games Sports (July 2022 AusPlay Focus)	The report assessed the general participation of the Australian public in the Commonwealth Games and in respect of netball indicated: • It has the highest proportion of female players (87%) • Is the most popular female sport after athletics, swimming and cycling for females 15+ (525,000 participants compared to 230,000 basketball participants) • Is the second most popular sport after athletics, swimming and cycling for ages 15-34 • Is the fourth most popular sport after athletics, swimming and cycling for ages 35-54 • Is the second most popular capital cities sport (379,000) and first most popular sport by location in the rest of the state (222,000) after athletics, swimming and cycling

Document	Summary
	• Is the fourth most popular participation sport behind swimming, gymnastics and basketball for children aged 0-14 (third most popular for female children behind swimming and gymnastics) • Netball has the highest proportion of female players (children at 97%). This report provides an indication of the level of participation across Australia in the sport of netball compared to other sports. As a Commonwealth Games sport it will continue to receive an elevated profile in Australia, particularly as it is being held in Melbourne in 2026. This report outlines the popularity of netball (more so for females) which supports the provision of quality and fit for purpose netball facilities.
Basketball Facility Strategy (2020 Draft – Basketball WA)	It is recognised that basketball is hampered by inadequate facilities or lack of courts to fulfil the needs and demands of participants. Many of the current facilities do not allow the best conditions for a basketball association to sustainably operate and grow participation. This document is to replace the current strategy and identifies the following key considerations: • It is estimated there is a need for 1 indoor basketball court for every 6,250 residents. This figure is based on previous research that an indoor court can cater for between 300-350 players before being over-programmed. • AusPlay research that indicates that on average across Australia 5.5% of the population regularly play basketball. Therefore it can be assumed that for every 25,000 people there is a conservative estimate that 1375 will participate in basketball and at least 4 courts will be needed. • Typically, 1 court provides 48 hours per week for mid-peak utilisation, Mon-Fri 4pm-10pm and Weekends 9am-6pm. It is recognised that basketball is hampered by inadequate facilities or lack of courts to fulfil the needs and demands of participants, and many of the current facilities do not allow the best conditions for a basketball association to sustainably operate and grow participation. This Feasibility Study will be required to be confirm the requirements for facility provision.
Netball Strategic Facilities Plan and Basketball Strategic Plan (2015) – Netball WA and Basketball WA	The document reinforces the long-term strategic desire of both State Sporting Associations to work in partnership with the LGAs to deliver or improve court facilities. The main implication for the Shire will be in the planning and design of suitable court provision to cater for projected growth and needs of the community. They identify that the need for indoor (and outdoor) courts space is a critical consideration. Netball WA support the development of multi-sport facilities, but indicated that they are often regarded as secondary users to basketball. It is critical that the any facility (indoor or outdoor) meets the needs of the resident clubs or associations while incorporating the needs of other sports.

3.1 Summary

- The project aligns with the Shire's strategic priorities listed in the SCP, or more specifically with item 1.4 – Recreational, social and heritage spaces are safe and encourage active and healthy lifestyles. Each development options will need to focus on providing high quality, well-designed, accessible and adaptable facilities that will meet the current and future needs of the community that can cater for a broad range of activities, services and programs.
- The courts need to provide for a range of sport not just netball. All courts need to be line marked for at netball, basketball, volleyball and futsal, to encourage participation for all members of the community. Tennis and floor hockey could be catered for in all options. Badminton is an option for outdoor courts (noting compromised playing conditions) but must be included in Option 3. Option 3 also includes the relocation of the gym from the Masonic Lodge. The facility and site audits will provide guidance with regards to options.
- It is likely Option 3 will act as an emergency welfare or evacuation centre – supporting the existing Narembeen Recreation Centre. This option will review and include the minimum requirements for such as facility within the concept plan.
- Accessibility into the courts and swimming pool building is an important factor to encourage use. Joint / shared use is a key principle in planning as access to needs to be controlled when the swimming pool is open and the courts are being used. Each option will consider the following planning principles:
    - Fit for purpose
    - Practical and affordable for the long-term
    - Multi and shared use
    - Future-Proofed
    - Flexible and Functional Space
    - Universal Design
    - Health and safety
    - Crime Prevention through Environmental Design (CPTED) principles in the design process.
    - Environmental sustainability.
- All new infrastructure will need to comply with legislative requirements and be designed in accordance with each sport. For existing non-compliant buildings and associated infrastructure a program will need to be put in place to upgrade and enhance to ensure compliance wherever practical and incorporated in future capital works plans.
- Irrespective of the option, the project will likely exceed the budget that is currently listed in 2024/25. With limited financial resources to manage and replace its assets without external assistance. The Shire will need to establish partnerships with community groups and funding bodies in the delivery of the facility. This includes investigating a joint development or joint-use agreement with the school.
- The current allocation of funds for annual maintenance is relatively low and would potentially need to increase with the development of all three options, most notably Option 3. It will be important to review maintenance and renewal costs in the development of the future facility. The Shire will need to develop a robust Asset Management Plan for the successful option.
- The Shire will need to review the most suitable method/s of procurement for design and construction for the proposed facility.

4. Site analysis

The project focuses on a southern lot of Narembeen Reserve, Currall Street (Figure 5). The following section provides an overview of Narembeen Reserve that will be used to develop the concept plans.

4.1 Ownership

- The reserves / lots associated with the project are owned by the State Government and managed by the Shire.
- Reserve 20378 consists of two lots – 27984 (Recreation club) and 23032 (courts). Combined they are approximately 50,000m².
- Reserve 28234 consists of one lot – 28234 (swimming pool) and is approximately 3,832m².
- Zoning is Special use / Recreation and open space assumed with a power to lease.

Figure 5: Map showing the cadastral boundaries of the project area (Source: www.maps.slip.gov.au)

4.2 Visual audit

A visual audit of the site was undertaken on Wednesday 28 March 2024 to gain an understanding of current constraints looking at areas that are likely to impact on or be impacted by the proposed development. The following is a summary of the audit, which sought to assess functionality, quality and condition to inform the future positioning and form of the required infrastructure. Refer to Appendix 1 for the images taken on the day of the audit.

4.2.1 Outdoor courts

- There are four courts, all are line marked for netball only. The north-east court is not full length (30.5m). All courts are in need of repair, most notably the north-eastern court. Run-off areas are suitable with 4m between the sidelines and the fence, 6m between the courts, 3m between the courts and the northern fence and more than 5m on the southern end.
- The two northern courts, have basketball backboards which can be rotated around when in use. A bespoke junior basketball backboard was sighted, where it is simply hung onto the existing backboards. The Shire will need to review the process for hanging / unhanging this, and if it damages the existing backboards in anyway.
- All courts have sports floodlighting (metal halide), but they may not be to current Australian Standards – most notably the two northern courts. These will need to be upgraded in line with Australian Standards – noting that lights would be fixed to the underside of any roof structure. If a roof was only being provided over two courts, then new lighting would be required for the two courts that are not covered. Additionally, the switchboard for the sports floodlighting system needs to be replaced.
- The viewing shed is approximately 176m² that runs along the length of the south-west court and is at the end of its life and needs to be replaced. It is constructed over the Lot boundary with approximately 50% of the structure being located within the road reserve. It is a simple patio type structure with a uniform roof height of about 2.4m. This low roof line does not allow for tiered seating (portable or fixed) which would assist greatly in minimising the overall space needed along the courts.
- The viewing shed contains a small storage shed (~25m²) for the netball club. It has direct access to the courts via a roller door. This was not accessed at the site audit but appeared to be adequate in size for the netball club. This will need to be included within each option.
- There is a 14m² structure located between the two northern courts that is used for scoring. The condition of the structure is poor-fair and it is not accessible for all. The need for such a structure needs to be considered as it may impact on the functionality and spatial layouts for some of the facility options.
- The site is fully fenced with Palisade fencing along the western, northern and a portion of the eastern sides of the site. The remaining sections comprises of chain mesh fencing. There is a service vehicle access gates on the south-east corner and two pedestrian gates located on the western edge and one on the north.

4.2.2 Aquatic centre building

- The date of construction for the building is unknown, but according to verbal discussion with the outgoing facility manager, it is purported to be around 2010. The building has been constructed across two lots as shown in Figure 5. The implication for the feasibility study is to understand whether or not the building can be extended / added to (noting that internal upgrades would most like be allowed) for Option 2. Typically, the Shire would be responsible for approving construction works for a building through a development application process or the like. Should this not be allowed, then scenarios linked to Option 2 will be limited. Should it not have been approved, then the Shire will likely need to seek retrospective approval.

- The building is of a steel frame construction and appears to be in good condition. A floor plan is provided in Appendix 2. It has a gross floor area of approximately 317m² and includes:
    - Male toilets and change room – 23.6m². Has ample of change room space. It contains two urinals, one toilet and two showers – noting that the two showers are not full self-contained (there is no internal bench). Note: all change rooms and toilets can be accessed via a gated breezeway when the pool is closed (access to the pool is locked).
    - Female toilets and change room – 24.3m². Has ample of change room space. It contains two toilets and two self-contained showers.
    - Universal Access Toilet (UAT) – 5.4m². Includes a shower.
    - Kiosk – 40m².
    - Office / First aid room – 10m². The office is a suitable size, but a separate first aid room is required. This could be located in the space behind the office which is currently a part of the veranda.
    - Store room 1 and 2 – 3.7m² each. These rooms are small and cluttered – despite not storing much. These spaces could be repurposed if necessary with alternative storage areas considered with the concept planning stage.
    - Cleaners room – 3.1m². This area is not a typical cleaners room with a mop and bucket sink, floor waste etc but is adequate.
    - Access breezeway – 12m². Provides access from the pool and the courts.
    - Northern veranda – 37m². Services the court side of the facility and is utilised by the court based sports. This area has an area that was not developed as a room which could be used for a first aid room or small storeroom.
    - Southern veranda – 26.5m². Services the pool side of the facility.
- Approximately 75% of the roof has been covered with solar panels.
- While not a part of the project the plant room and outdoor storage area needed to be reviewed – to ensure that these areas are not impacted, or could be improved as part of the overall project. Key findings are:
    - Plant room – is a shed type of structure that was originally designed for chlorine gas water treatment. This has since been removed with a liquid chlorine system being used. The plant room is adequate in size but the Shire will need to review the set-up of the new water treatment system as there are a number of risks regarding chemical handling, storage and the like. The most applicable way will be to seek advice from Royal Life Saving WA or engage a specialist such as Commercial Aquatics Australia to undertake a review and provide a design report. The plant room also looks like it crosses over two lots.
    - Outdoor storage area – at 440m² in size and located at the eastern side of the building, the area provides an opportunity for expansion.

4.2.3 Other site infrastructure

- There are two large water tanks and pump room located at the north-east corner of the outdoor court facility. Combined with the fire hydrant and bore located on the western side of the northern courts, the development opportunity for the northern courts is restricted.
- There is a large space (~900m²) between the water tanks and the outdoor storage area which could be considered within the concept planning process.
- At the south-west corner of the outdoor courts, a concrete pad and bike repair station has been installed. As it is minor in nature, there could be relocated if necessary.
- There is one large tree to the west of the netball club storeroom. This is to be retained.
- There are no dedicated compliant ACROD car parking bays. These will be included in all options.

4.2.4 Existing gym

- The gym and group fitness room is located in the historical Masonic Lodge – which is not fit for purpose. The 80m² gym has 20 stations plus free weights, steps etc – of varying ages and quality,

but is a good set up for a small community. The key issue with the gym area is the split level/s and the most likely user comfort.
- The carpeted group fitness room is a large room (97m²) with some benches, stretch mats, fit balls etc. It is air-conditioned via two old in wall units.
- There is one UAT toilet (not compliant) and shower (8.5m²).
- There is a kitchen (8.5m²) that is used more as a storeroom.

The Feasibility Study has been asked to include a gym in Option 3. Should this not be feasibility, the Shire should consider swapping the gym with the group fitness room. The kitchen could be refurbished as the office – creating more space in the gym. The UAT will need to be upgraded to compliance and a HVAC system installed to heat and cool each room appropriately.

4.3 Site and feature survey

A site and feature survey was undertaken for the project area (Figure 1) which picked up identifiable infrastructure, lot boundaries, site levels and relevant trees. The key findings are listed below, with Appendix 3 providing the drawing.

- The site has a consistent average Australian Height Datum (AHD) level of 275.45m. The courts have a fall from 275.78m at the northern end to 275.55m at the south, with a crossfall of about 0.4m from east to west.
- A drainage channel is provided along the western edge of the courts.
- It identified two water tanks and pumping station, fire hydrant and water meter / pump at the northern eastern and north western corners of the courts, respectively.
- A gas valve is located on the south-west corner of the aquatic building.
- Water / sewer valves are located along the southern wall of the aquatic building.
- A power pole is located west of the aquatic building, adjacent to Currall Street.
- A meter box for the floodlight is located adjacent to the south-west light pole.
- There is a pit of some form located north of court 4 (identified by the pink box). At the time of preparing this Feasibility Study, the Shire was unable to confirm what this is for.

In summary, the survey provided useful information in the development of the concept plans.

4.4 Services and utilities

4.4.1 Power

Power is connected site (Figure 6), although the capacity within the existing switchboard has not been determined. The Shire will need to undertake a maximum demand assessment as a part of the project, in the likelihood that a power upgrade will be needed. A review of the Dial Before you Dig (DBYD) information provides the following:

- Identifies a high and low distribution cable, street light circuit crossing Currall Street with a transformer located adjacent to the Recreation Centre car park (Figure 6 – left image).
- Shows low voltage overhead power lines along the western edge of Currall Street connecting to the Reserve (Figure 6 - right image).

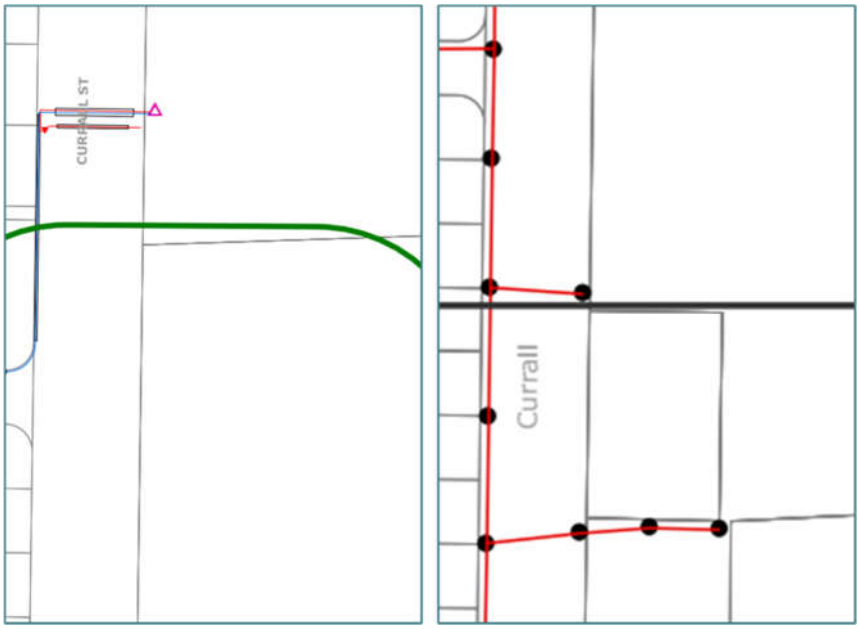


Figure 6: Underground (left) and overhead (right) cable plan (Sourced: Western Power via DBYD)

- As mentioned previously, the power supply is an issue as each lot has their own power supply. The Shire needs to identify where the supply to the building is currently coming from (which Lot), otherwise there is a significant risk that will need to be addressed.

4.4.2 Communications

Telstra has a mains cable running along the western side of Currall Street with an east-west connection along adjacent to the northern board of Reserve 28234. This most likely connects into the existing swimming pool building. Refer to Figure 7.

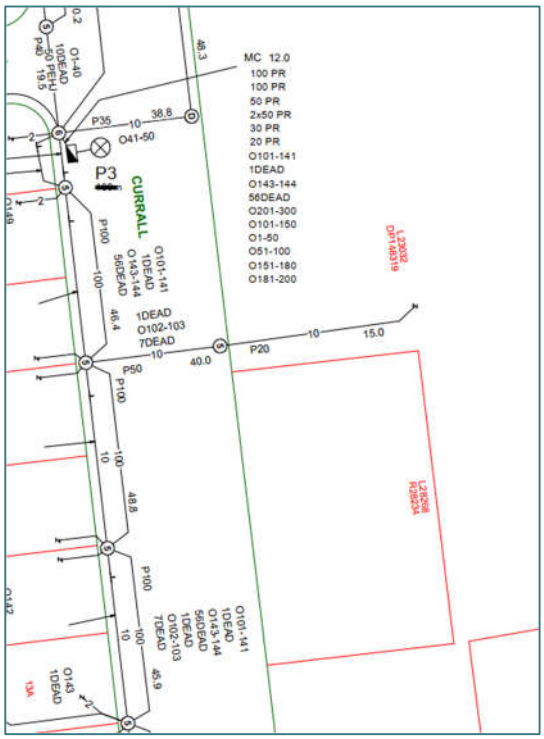


Figure 7: Telstra cable plan (Sourced: Telstra via DBYD)

4.4.3 Water

Water (blue) and sewer (red) appear to be connected to site (Figure 8), servicing the existing swimming pool building. It is likely that water infrastructure may need to be upgraded to cater for a large building (more showers, toilets etc.). A review of the DBYD information provides the following:

- Water runs along the western edge of Currall Street with a water meter located within lot (blue dot and lines). Note: The location of pipes connecting from the western edge of Currall Street has not been identified through DBYD.
- Sewer crosses Currall Street at the south end of Reserve 28234 with waste water access chambers (man holes) located within the lot (red dot and lines).
- Water tanks and a pumping station are located at the north-east corner of the courts which service the sports fields. This infrastructure is to be retained and the concept plan must ensure this is not negatively impacted.

Figure 8: Water service location (Source: www.maps.slip.gov.au)

4.4.4 Geology and topology

According to the Australian Soil Resource Information System (on-line) typical soils in the Wheatbelt are keystone gravels, sandy earths, coloured sand, calcareous loamy earth and loamy duplex. Other key items relevant to the area:

- The site is level, which is to be expected with an establish sporting facility.
- Australian Height Datum (AHD) for the courts and building, is between 276m and 278m.
- Flood risk is classed as L1 (low risk).
- Salinity risk is classed as H1 (high risk).
- Subsurface acidification risk is classed as M1 (medium risk).
- Surface acidity is classed as L1 (low risk).

As the information above is not specific to the development area, it is recommended that the Shire include a geotechnical investigation as a part of the design contract. This will assist the design engineers and architect with the information needed to progress designs.

4.4.5 Environmental

- The site does not appear to have any significant environmental constraints, with the exception of one tree to south-west corner of the courts. Figure 9 identifies the native vegetation extent, but most of the area is gravel and used for informal parking. The concept plans will include the retention of the tree noting that an arborist will need to undertake an inspection to provide advice for retention and protection.

Figure 9: Native vegetation extent (Source: www.maps.slip.gov.au)

Using Landgate's Shared Location Information Platform (SLIP) the following has been identified:

- According to the Contaminated Sites Database the project area is not contaminated.
- The site is not located with a Bush Fire Prone Area.
- The site is not located with an unexploded ordnance (UXO) area.

4.4.6 Groundwater

There was a comment raised during consultation of previous works undertaken at the Shire, that the groundwater level is high, purportedly at 1.5m below the current tennis court base. With the lack of data to substantiate this, the Shire will need to include this within the geotechnical investigation works as part of the future design package.

4.4.7 Heritage

While there it appears that the land does not intersect with any Aboriginal sites or heritage places, the Shire will need to undertake Due Diligence at the next phase of the project. The Shire will need to consider the requirements of the Department of Planning, Lands and Heritage (DPLH) amended Aboriginal Heritage Act 1972. DPLH advises that the Shire regularly check the Aboriginal Cultural Heritage Inquiry System (ACHIS) should new Aboriginal Cultural Heritage be reported within the subject area at the next stage at works.

4.4.8 Climatic conditions

A search of the Bureau of Meteorology website was undertaken to understand climatic conditions for the Shire. Figure 10 below shows that the Shire's average monthly temperatures are consistent with those associated with the summer and winter months. Between the period of 1991 to 2020 the average yearly temperature was 25.6°C, but 2022 saw two months where the summer average was above that of the past 29 years. The Shire does not experience the sustained heat throughout the day with the highest minimum recorded at 17.9°C.

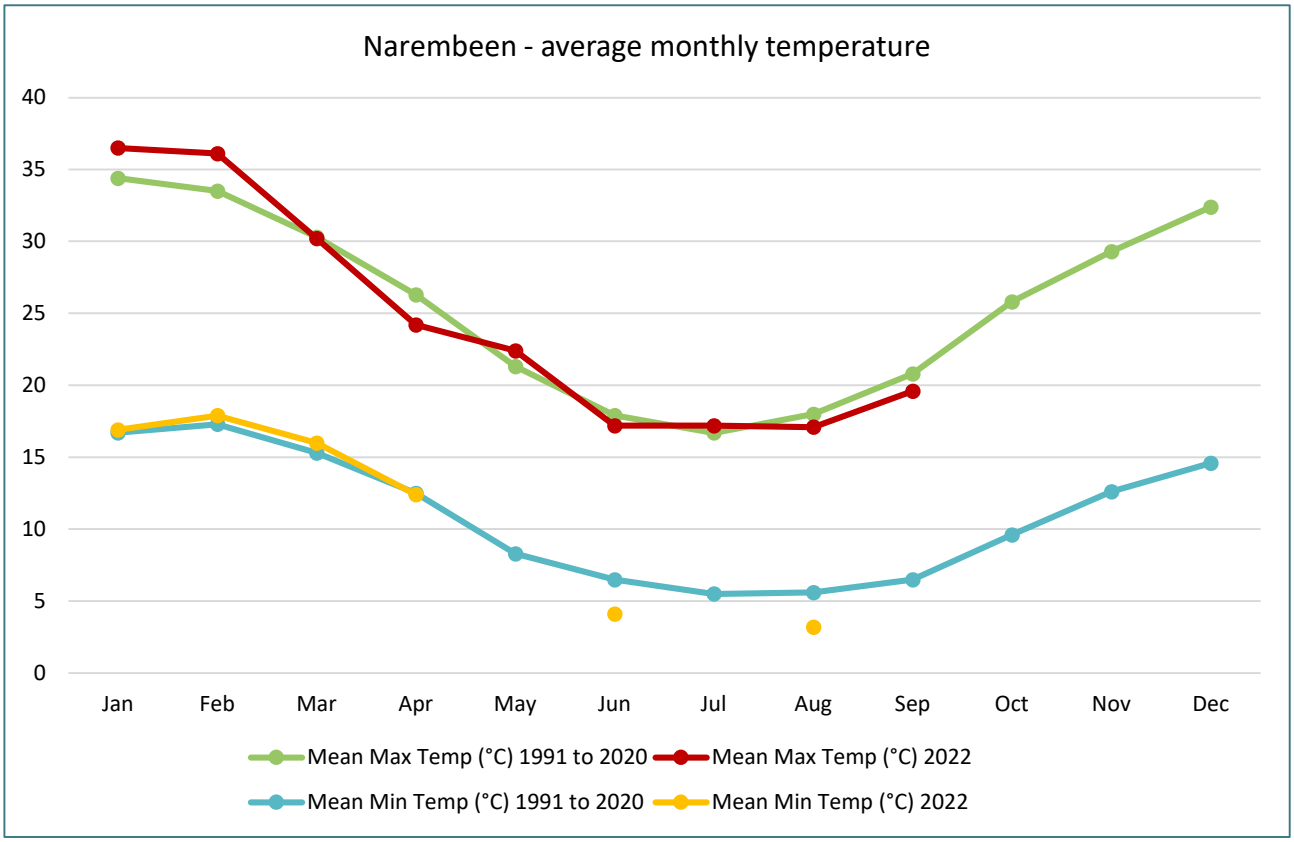


Figure 10: Mean maximum temperature (°C) – 1991 to 2020 and 2022

With regard to rainfall, the Shire had a monthly average of 27.85mm fall between the period of 1991 to 2020 which equates to 334.2mm per annum (Figure 11). The data for 2022 suggests that there were two rainfall events in March and August that were above the average – with the later likely resulting in the cancellation of court based activities.

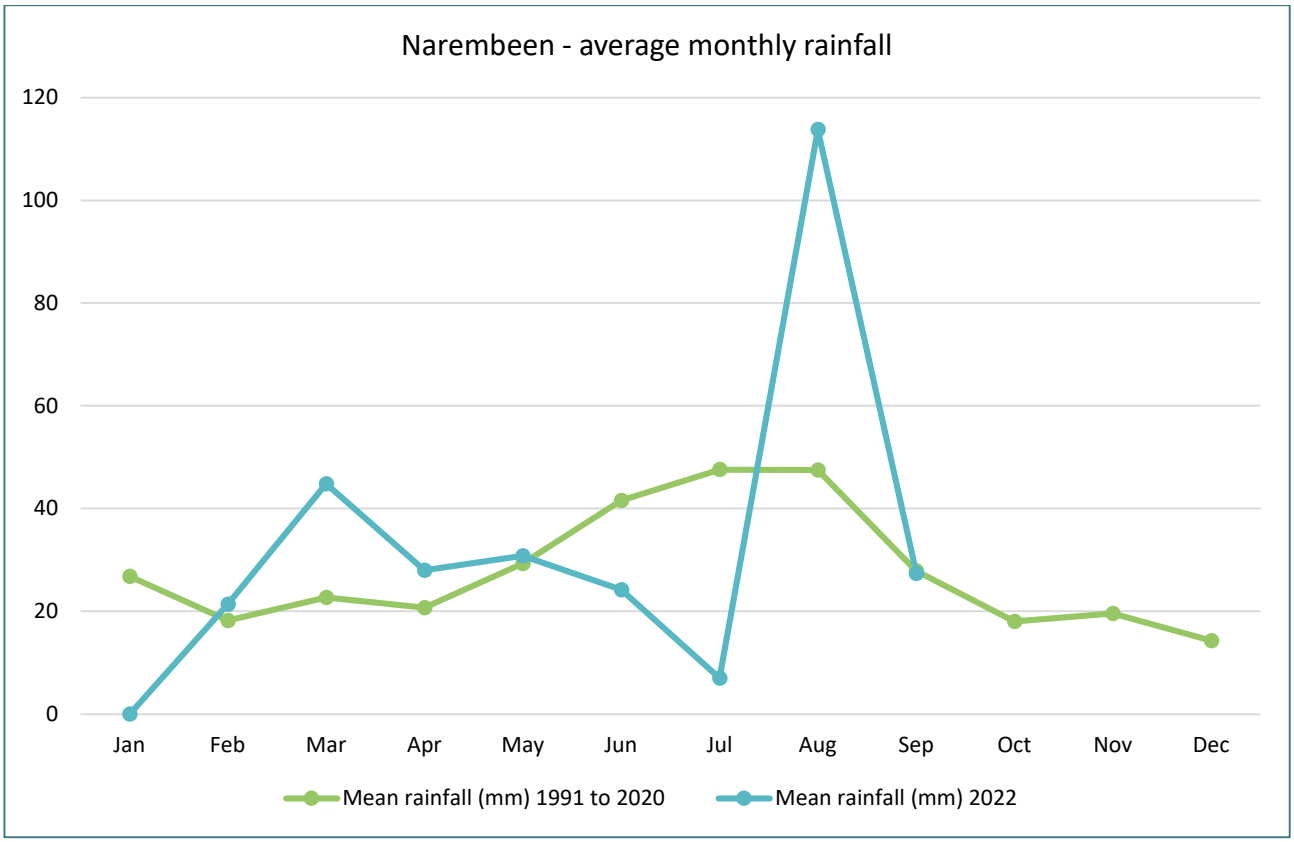


Figure 11: Mean average rainfall (mm) – 1991 to 2020 and 2022

4.5 Summary

- The aquatic building is in good condition and has the potential to be upgraded rather than expanded. Key areas that need to be addressed are:
    - Improvements to the kitchen – creating more storage and hygienic surfaces.
    - Add a new shared use first aid room. This would enhance the capability of the existing office.
    - Consider additional toilets and new shower areas. Upgrade the changerooms accordingly.
    - Upgrade the UAT to compliance.
    - Modify the cleaners room with an appropriate sink.
- The courts need to be replaced / upgraded. This includes sport furniture, sports floodlighting and viewing areas.
- The existing gym is adequate for the use but could be improved. The Shire will need to confirm its approach to relocation.
- The Shire will need to have a coordinated approach to assure that all site constraints are addressed during the design process. It is recommended that:
    - As the building (and potentially the plant room) is across two lots, the Shire will need to advise accordingly. Initial information provided by a building surveyor indicates that as the Shire are own both parcels of land the building straddles and they are the issuing permit authority, there shouldn't be any restrictions on the development of the existing building. It is recommended that the Shire engage a building surveyor to provide advice on the matter.
    - The Shire may consider lodging a Lot boundary realignment to remove the issue above, once the preferred development option has been determined. This would likely involve the need to liaise with the DPLH to determine the full requirements (if any).

- The power supply is an issue as each lot has its own power supply. It is recommended that the Shire engage an electrical engineer to undertake a site audit and provide advice on the risks and costs to rectify if the lots can remain or the lots remain. This is estimated to cost $6,300.00 ex GST. This includes an electrical maximum demand assessment to in line with the three options being proposed in this Feasibility Study.
- The plant room needs to be modified in accordance with design and Australian Standards. It is recommended that the Shire engage a commercial pool specialist to undertake an audit and provide advice with regards to the existing modified plant room. This has an estimated cost of $2,640.00 ex GST, travel, accommodation etc. The commercial pool specialist should provide a concept plan and cost estimate for the recommendations.
- The Shire should ensure that a sports court specialist is an included requirement of the future design team. The specialist will need to undertake a site audit and potentially some invasive works (drilling / sample collection) in an effort to understand the cause of any pavement issue can dictate the extent of remediation works. The aim is to minimise costs and waste.
- A geotechnical investigation would likely be required to determine conditions to inform the design to the standard AS1726 Geotechnical Site Investigations. This needs to be included within the scope of the design team.
- The Shire could engage an arborist to assess the existing tree and provide advice regarding tree protection zones for the new works.

5. Consultation outcomes

The following provides a summary of the consultation that was undertaken with the key stakeholders for the project. These outcomes will be used in the development of the three options within this Feasibility Study.

5.1 Shire of Narembeen

- The Shire conducted a community consultation session to review the Recreation Strategic Plan in February 2024. They outlined that there was $50,000 on the 2023/24 budget to undertake the indoor netball/basketball centre feasibility and design.
- Priority projects identified at the clubs meeting over the next five years included:
    - Netball and basketball hard court surface (and undercover area, current location or new location).
    - Female changerooms for hockey, netball and junior female footballers (various options):
        - Netball – female changerooms required in close proximity to netball courts (and potentially Swimming Pool), or
        - Combined changerooms for netball and female footballers, either at Recreation Centre via an extension or new location, or
        - Changerooms for netball at hardcourts and undercover area (current location or moved).
- The following table outlines the total number of gym memberships for the facility. This accounts for 9.7% of the community.

Table 2: Gym memberships by category

Type	2022
Annual	45 active / 60 total
3 monthly	5 active / 9 total
Monthly	3 active / 11 total
Total	**53 active / 80 total**
Staff	18

- Total Gym entries from 18th October 2023 (no previous data available): 1058
- Customer requests for the gym include:
    - A dedicated space / area (carpet flooring) within the gym for exercise, stretching etc.
- 2023/2024 Aquatic memberships
    - Monthly - 18 in total (10 adult, two child, five family and 10 adult)
    - Season – 75 in total (Two adult, eight child, 31 family, three senior, 30 Shire family)
- 2023/2024 aquatic attendances – 6,936 to 19 Feb 2024.
    - Adult – 285
    - Under 5 – 354
    - Children – 336
    - Concession – 15
    - Spectator – 15
    - School – 2,159
    - Early – 259
    - Child swim program – 2,157
    - Adult swim program – 1,253

5.2 Local sports clubs

5.2.1 Narembeen Netball

- The club has three sides – two sides training on the same night and one training on the other (Wednesday and Thursday evenings from 5pm - 7pm).
- Last year mixed netta was Wednesday at 3:30pm and mixed junior training on Thursday at 3:30-5:00pm.
- Netball starts generally mid-March and goes through until the beginning of September.
- Official game day is Saturday.
- Juniors is mixed and seniors is female only.
- Participation numbers for 2023 are shown below. This accounts for 13% of the Shire's population.

Table 3: Netball participation by category

	2022
Netta (Age 5-7)	38 Players – Mixed
Juniors (Age 8-13)	16 Players – Mixed
Senior (Age 14 +)	44 Players – Female
Volunteers (Age 15 +)	16 – Mixed

- Netball use the courts as shown below. It shows that only two courts are used. When considering the two additional courts, they have significant capacity throughout the week.
- The club requested mentioned the need for larger female changerooms.

Table 4: Netball court utilisation

	Court 3 (South-west corner)		Court 4 (South-east corner)	
	Juniors	**Senior**	**Juniors**	**Senior**
Monday				
Tuesday	3.30-5.30pm (netta)	5.30-8.00pm		
Wednesday	3.30-5.30pm			
Thursday		5.30-8.00pm		5.30-8.00pm
Friday				
Saturday	9.30-12.30am	12.30-5.00pm	9.30-11.00am	
Sunday				

5.2.2 Basketball Club

- A 7 week playing fixture – this sport has only just been restarted in our community in 2022.
- Participation numbers are shown below. It is mixed genders and teams. This accounts for 8.75% of the Shire's population.

Table 5: Basketball participation by category

	2022	2023
Juniors (Year 2-Year 5)	30	34
Seniors (Year 6-Year 10)	21	24
Coaches	8	8
Umpires	6	6

- Basketball use the courts as follows:

Table 6: Basketball court utilisation

	Court 1 (North-west corner)		Court 2 (North-east corner)	
	Juniors	**Senior**	**Juniors**	**Senior**
Monday				
Tuesday				
Wednesday	3.30-4.00pm	5.00pm-7.30pm	3.30-5.00pm	3.30-5.00pm
Thursday		5.00pm-7.30pm		5.00pm-7.30pm
Friday				
Saturday	9.00-11.00am	11.00am-4.00pm	9.00-11.00am	
Sunday				

- Two basketball courts are used every Wednesday or Thursday from 4.00-7.00pm for all of Term 4.
- The current facility has significant capacity throughout the week.
- Basketball programs run all year around.

5.2.3 Bat and Ball

- Bat & Ball Training (October-December) operates on Tuesday afternoons between 4pm-5pm. Attendance varies between 10-20 a session.
- Bat & Ball Megan McKay Cup runs on the last Sunday in November between 10am-2pm. It sees approximately 40 kids playing plus spectators (parents). The organiser is hoping to grow this event.
- Bat & Ball 3 on 3 Cup runs late March on Sunday between 10am-2pm. It has approximately 30 kids plus parents.
- A new facility Bat & Ball would provide an opportunity explore the more events.

5.2.4 Narembeen District High School

- The school uses the courts but there is no set plan to when the physical education teachers are program court based sports. When used by the school, the numbers could be up to 124 using them over the week if basketball was being run. There is no joint-use arrangement in place.
- The school supports the provision of covering the courts. They will be able to use it all year around minimsing the need to cancel physical activities due to inclement weather. They would also be able to run more / different types of sports.

5.3 Department of Local Government, Sport and Cultural Industries (DLGSC)

- Currently, the Community Sport Recreation Facilities Fund (CSRFF) is a $22.5 million fund. Any project would need to meet the objectives of increasing participation, inclusion and access for all, multifunctional use and mitigate risk to users. In principle, DLGSC would support any improvements to existing infrastructure or new infrastructure on the basis of sound evidence such as a needs analysis, feasibility study and / or business case.
- DLGSC has funded projects that involve the covering of outdoor courts and it is eligible. They indicated that it is not as high a priority as uncovered outdoor courts, but it depends on the location and the case being made in the application. They noted that most of the ones that were funded are in the north of the State due to heat more so than funding due to rain).

5.4 State Sporting Associations

5.4.1 Netball WA

- The current participation levels indicates growth within the sport over the last three years, with Netball WA membership increasing by nearly 1,000 in the last year. The most significant growth however has been with the more community based social netball activities with overall membership numbers indicating a growth rate of between 3 to 3.5% year on year.
- Netball WA supports a roof over the courts or indoor courts, as many of the facilities in the region are indoors (there are a couple of outdoor) so the proposal would be of benefit to this site.
- If providing an indoor court permanent seating on one wall of 36.6m x 15m (549m^2) and bleachers of 36.6m x 10m (366m^2) are recommended. Three-phase power and rooms for education programs (coaching courses). Storage is the biggest issue – ideally a cage system should be considered.
- Volunteers are noted as a significant risk, where clubs / associations rely on the same people.
- The Corrigin and Districts Netball Association (CDNA) competition rules currently say that finals must be held indoors to avoid potential adverse weather cancelling games. Narembeen is a highly successful club but due to the competition rules is unable to host finals. The CDNA may give consideration to hosting semi-finals at Narembeen if there was a roof as it would remove potential impacts from inclement weather.
- Netball WA provided participation numbers for the region (Table 7). In 2022 the competition dropped a senior division which saw a reduction in senior numbers for Narembeen. Historically had 3 senior teams which was restored in 2023.
- It was noted that having netball, football & hockey participating in one day sport has enabled people (most notably juniors) to cross sports and play all 3 over the one day at the one venue, hence the jump in numbers over the last 2 years.
- Table 8 provides the participation numbers of each club for the Net Set Go program, totalling 92 for the region in 2023. Narembeen had the largest growth between 2022 and 2023 from two to 15.
- Table 9 provides the number of no playing participants (coaches, managers, officials, volunteers) for each club. Narembeen had nine in 2023.
- Table 10 identifies the number of courts in each town. Narembeen has the most with four uncovered outdoor courts. Only three of nine CDNA clubs play on uncovered outdoor courts.

Table 7: Players numbers for each club

Club	2021		2022		2023		Change	
	Junior	Senior	Junior	Senior	Junior	Senior	Junior	Senior
Bruce Rock Netball Club	8	19	10	19	14	24	6	5
Burracoppin Netball Club					14	16	14	16
Corrigin Netball Club	11	32	11	12	10	27	-1	-5
Hyden Netball Club	10	9	12	19	10	28	0	19
Kondinin Netball Club	7		10	7	9	9	2	9
Kulin Netball Club	12	15	13	18	10	21	-2	6
Narembeen Netball Club	**9**	**27**	**7**	**22**	**11**	**32**	**2**	**5**
Nukarni Netball Club					7	22	7	22
Yilgarn Netball Association (Club)			5	22	8	21	8	21
Merredin Clubs-Burracoppin and Nukarni	2	4	5	30			-2	-4
Total	**59**	**106**	**73**	**149**	**93**	**200**	**34**	**94**

Table 8: Net Set Go program numbers

Club	2021			2022			2023		
	Net	**Set**	**Go**	**Net**	**Set**	**Go**	Net	**Set**	**Go**
Bruce Rock Netball Club			4		1	3		1	4
Burracoppin Netball Club									4
Corrigin Netball Club					1	8	1		5
Hyden Netball Club		9	4	2	8	11	4	8	11
Kondinin Netball Club	5	9	3		4	3		4	5
Kulin Netball Club			2			2	1	6	8
Narembeen Netball Club				**1**	**2**	**6**		**15**	**6**
Nukarni Netball Club							1		2
Yilgarn Netball Association (Club)								1	5

Table 9: Number of no playing participants

Club	2021	2022	2023
Bruce Rock Netball Club	1	4	7
Burracoppin Netball Club			4
Corrigin Netball Club	5	18	12
Hyden Netball Club	4	2	9
Kondinin Netball Club	5	5	11
Kulin Netball Club	2	3	5
Narembeen Netball Club	**4**	**10**	**9**
Nukarni Netball Club			3
Yilgarn Netball Association (Club)		3	6
Merredin Clubs-Burracoppin and Nukarni		5	

Table 10: Number of courts at each clubs facility

Club	Number of courts
Bruce Rock Netball Club	1 Indoor court
Burracoppin Netball Club	2 indoor courts
Corrigin Netball Club	1 Indoor court
Hyden Netball Club	3 outdoor courts
Kondinin Netball Club	2 outdoor courts
Kulin Netball Club	2 indoor courts
Narembeen Netball Club	**4 outdoor courts**
Nukarni Netball Club	2 indoor courts
Yilgarn Netball Association (Club)	1 Indoor court

5.4.2 Basketball WA

Basketball WA were asked to for information regarding participation in the region. They did not respond despite numerous requests. The following information has been previously provided for a similar project.

In terms of participation, 33% are females and 67% are male. This accounts for the second highest participation ratio behind netball for females. In 2019/20, there were approximately 130,700 people playing basketball in WA. Additionally, the provision of 3 on 3 outdoor courts is becoming a key component of the basketball mix, and Basketball WA are looking to include these, where possible.

5.4.3 Shire of Merredin

The Shire of Merredin was contacted as a result of comments made by sports club representatives. The first comment was regarding the flooring at the Merredin Regional Community & Leisure Centre. They reported that the flooring system is a Polyurethane product which is a multi-layer insitu synthetic sports flooring system (like softfall in playgrounds). It has been in the centre for over 10 years, and during that time it has had several areas that have been repaired.

The second comment was in relation to people regularly travelling from Narembeen to Merredin to participate in basketball. According to the centre, there are two teams that travel across weekly for basketball during the summer season and 4 Netball teams that travel across as fixtured throughout the winter season as Merredin is part of the central district netball association. They also have teams that travel from Quairading and Kellerberrin for basketball weekly as well. Basketball WA have just started using Merredin as a hub for their future development squads and talent scouting – hosting events here once a month with people travelling from all over the Wheatbelt to try out for the squads (aged 13+ to Under 16 years).

5.4.4 SportENG

SportENG was contacted as part of the investigation to provide a ball park figure to undertake a full outdoor court replacement. The cost for one court is approximately $220,000 not including GST, regional fees, travel etc. SportENG also outlined that drop-in wickets at a community level are not usually provided, with North Syndey Oval and Karen Nolton Oval (SA) being the closest to a community based drop-in wicket. Both these ovals host Big Bash cricket and state level competitions, as such are both curated by full time staff. The cost to bump-in the wickets is extreme and requires access to specialist plant making it unaffordable to regular community facilities.

5.5 Summary

The main considerations from the consultation are:

- Participation is not at a high enough level to warrant the need for all four courts. If two courts were multi-marked, then the other two could be used for other infrastructure or another purpose. The courts must be designed for multiple sports.
- Covering two outdoor courts would be adequate. There is a need to incorporate the viewing area along the sideline.
- Gender inclusive change rooms, storage and access to the kiosk is important. Some clubs indicated that the Polyurethane flooring is suitable.
- If providing an indoor facility, it will need to duplicate some like areas on site – change rooms, toilets, kiosk, storage etc.
- Despite gym memberships accounting for a good percentage of the population, it should not be the driver for relocation or increasing the size of the facility.

6. Covered outdoor courts

Providing a roof over outdoor courts is not a cheap proposition but one that is likely to be more cost effective than that of an enclosed indoor court facility. There are many benefits of covering outdoors including:

- Providing people with the opportunity to participate in sport, physical activity and other programs regardless of weather conditions all year around. For the most part, the roof protects against sun, wind, rain and other elements that can affect the given activity. The roof also provides shade from the sun and protection from harmful UV rays.
- An appropriate roof can protects the playing surface and can help minimise UV damage, water ponding and other weathering issues. Outdoor sports court surfaces can be slippery when first installed and prolonged exposure to the elements can eventually cause cracking and shifting, ultimately posing a safety risk.
- A covered sports court can serve as a hub for community activities such as markets, concerts and other arts and cultural activities. It can also be used in time of need for emergency welfare shelters and the like.
- A covered court is still an outdoor facility so does not need to include additional infrastructure that is required if it was an indoor centre. Ares such as plant room, cleaners room, toilets, changerooms etc do not need to be built into the facility. However infrastructure like lighting, speakers, basketball boards, court netting etc, can be attached to the roof which has aesthetic and operational benefits.

There are a variety of ways to provide a roof over outdoor courts with the most common being:

- Hard-structures using sheet metal using a gable (closed or boxed), lean-to, asymmetrical skillion or barrel / curved roof profile. Note: Plastic can be used sporadically to introduce natural light into the space.
- Fabric structures using canvas or shade cloth type material usually a barrel / curved roof but can be a gable (closed or boxed).

The following provides an overview of projects similar in nature to that being investigated in this Feasibility Study.

6.1 Wickham Recreation Precinct

In 2022, Otium investigated the redevelopment of the existing multi-purpose courts located in Wickham into a shaded facility. The site had two multi-purpose courts with existing floodlight poles located between the aquatic centre and tennis courts. It was determined that a gable roof would best suit the facility, with its ridge running along a north south axis.

This design would allow simple expansion of a similar roof should the City wish to extend over the tennis and indoor cricket courts in the future. The roof was planned in a way to support shade panels, LED lights, backboards that can be lowered from the roof and was extended to cover the existing storage shed. It was also cyclone and flood rated. It was estimated to cost $4,445,450 which included a 65% regional loading factor, or $2.88 million without it.

Figure 12: Wickham roof concept plan (Source: Artem Architecture)

6.2 Baldivis Indoor Sports Complex

The most recent indoor recreation to be built in WA is the Baldivis Indoor Sports Complex located in Baldivis. It was opened to the public in 2023 at a cost of $18.8 million. The project was tendered just prior to the Covid period, which resulted in 7-8 companies vying for the work through a competitive pricing structure. Once Covid hit the supply of materials and costs crept up but were contained by agile use of materials available on the market. The largest single issue was the cost and supply of steel. In today's dollars the building is estimated to cost about $24 million.

The 648m² facility consists of many high quality finishes across the following areas:

- Four indoor courts catering for basketball, netball, badminton, volleyball and soccer – 3,312m²
- Three multipurpose rooms noting that Ngoorlak rooms can be combined into one room:
    - Ngoorlak Room A – 126m² and Room B including a kitchenette – 128m²
    - Karak including a kitchenette – 70m²
- Café – operated by the City
- Two change rooms
- Staff room and reception area
- Storage and amenities (including a changing places facility).

Using the $24 million figure, building works out to be $4,995.00 per square metre.

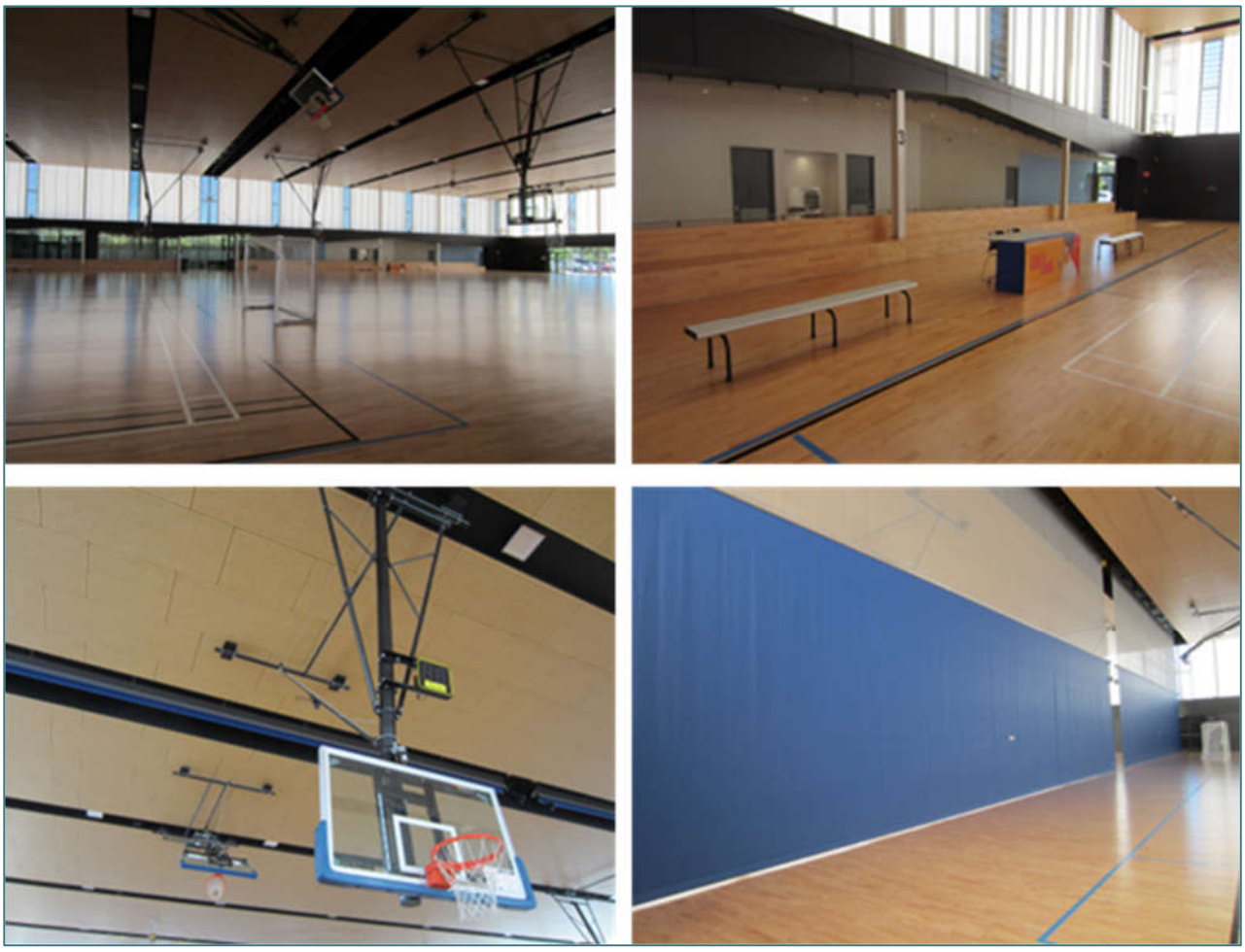


Figure 13: Baldivis Indoor Sports Complex – sport hall

6.3 Other roof cover options

There are a number of companies that specialise / have expertise in the design and construction a roof over outdoor courts. Greenline provided the images below which show two types of barrel roof structures over a single court. The image on the left is a hard-structure that has basketball backboards (can be lower and raised) and lighting fixed to the underside of the roof. The two images on the right, show a fabric structure.

Based on Greenline's recent historical experience on the eastern seaboard, options start are at around $500,000 per court not including GST, regional fees, travel etc. The cladding options for this price would be Colorbond in a full birdproof way, or PVC membrane. Note: Birdproof means that there are not exposed beams or areas for birds to roost or next.

Greenline point out that the span for one court is more cost effective than spanning two courts side by side. As such, one option could be to deploy a staged approach, where one court is covered and is simply extended in length to cover a second where budget may be limited. Noting that this does depend on favourable site constraints. Furthermore, Greenline have produce facilities that were designed to be 'in-filled' turning an outdoor covered court to an indoor court.

Figure 14: Blackburn High School (left), Hillcrest Christian College (top right) and Croydon Hills Primary (bottom right). Images provided by Greenline

Auspan is another company who design and construct steel framed buildings and roof structures. Project examples (shown in Figure 15) include:

- Onslow multi-purpose courts: Consists of two covered courts at a cost of $750,000 in 2018.
- Westonia lawn bowls: Involved constructing a roof over four rinks in 2023/24. It included LED lights and Polycarbonate sheeting providing natural light. It also included technology distributes fat bean lasers to minimise bird roosting on the structure.

Figure 15: Onslow (bottom) and Westonia (right). Images provided by Auspan

6.4 Summary

The examples provided above, have identified a number of key considerations for each of the options to be explored in the next section. The major consideration that is likely to affect any future decision is that of cost with:

- Using a specialist contractor, a one court covered facility estimated to cost $500,000 not including the replacement of the courts itself or any other infrastructure. It can be assumed that a two court facility would be approximately $1.4 million.
- The two court architectural designed facility costing estimated to cost $2.8 million. This cost does include the replacement of the sports courts and shed. It can be assumed that in Narembeen this will be less as it will not need to be cyclone or earthquake rated.
- $24 million for a four court indoor facility – noting that significant 'other' rooms that the Shire would not need. Using the square metre rate of $4,995.00 and an estimated indoor area size of 1,345 for a single court indoor centre, the building would cost approximately $6,718,275.00. This does not include the cost to modify / upgrade existing outdoor infrastructure.
- According to the manufacturer, the efficacy of the laser beam technology is considered to be highly effective but has been met with mixed responses by users. It is recommended that beams are enclosed from the outset with the use of this technology used as a secondary system if required at a future stage.

7. Scenario planning

A scenario planning exercise was undertaken with a view to test, challenge or verify the findings in this Feasibility Study as it relates to the courts at Narembeen Reserve. With each scenario presenting different challenges, it helps to identify site and infrastructure related site issues that may require modification in order to accommodate the design intent. It enables the consulting team to explore development opportunities, in the endeavour to develop functional, accessible, sustainable and flexible facilities. The scenarios are presented below.

7.1 Option 1: Installation of a roof or shade structure over existing netball courts

- Scenario 1 – Cover courts 1 and 2 in its current orientation. These courts are located in a better position, close to the aquatic building and it has more space around the courts. This would allow for a larger structure if it is required. Pending design, the roof structure could be extended to courts 3 and 4.
- Scenario 2 – Cover courts 3 and 4 in its current orientation. These courts are more constrained with the water tanks, fire services and bore. As such, the structure would need to be slightly smaller and it is located further away from the toilets etc. Pending design, the roof structure could be extended to courts 1 and 2.
- Scenario 3 – Orientate the courts to a north-south position and cover courts 1 and 2. Similar to Scenario 1, but would provide the opportunity to have the facility enclosed at a future point in time. It is more difficult to extend with the likelihood of a central box gutter, but it can be achieved.
- Scenario 4 – Orientate the courts to a north-south position and cover courts 3 and 4. Similar to Scenario 2, but would provide the opportunity to have the facility enclosed at a future point in time. It is more difficult to extend with the likelihood of a central box gutter, but it can be achieved.

Recommendation: Scenario 1 is the best option if the Shire is not going to enclose the court in the future. If the Shire has the desire to do so in the future, then Scenario 3 is the best option.

7.2 Option 2: Installation of a roof or shade structure over existing netball courts & upgrading existing pool facilities

- Scenarios for this option are outlined in Table 11. Note: The do nothing option for the building is essentially Option 1. These scenarios assumes the following:
    - No function / club room is required.
    - No umpire room is required.
    - No additional UAT's are required.
    - The sharing of the first aid room between the club/s and the aquatic centre.
    - Shared change rooms / toilets with the City (aquatic centre) will continue.
    - Shared kiosk with the City (aquatic centre) will continue.

Table 11: Scenarios for Option 2

Scenario 1 – upgrade the existing building without extending beyond the current roof profile.	Scenario 2 – modify the existing building extending beyond the current roof profile	Scenario 3 – modify the existing building extending beyond the current roof profile
Provide a new first aid room. This will be on the north-west corner next to the kitchen / behind the office. It will be joint shared.	Provide a new first aid room. This will be on the north-west corner next to the kitchen / behind the office. It will be joint shared.	Provide a new first aid room. This will be on the north-west corner next to the kitchen / behind the office. It will be joint shared.
	Upgrade the kitchen providing stainless steel bench tops and vertical secure storage where possible.	Upgrade the kitchen providing stainless steel bench tops and vertical secure storage where possible.
Renew the aquatic centre office. Paint walls, LED lights, furniture etc.	Renew the aquatic centre office. Paint walls, LED lights, furniture etc.	Renew the aquatic centre office. Paint walls, LED lights, furniture etc.
Minor renew of existing toilets and change rooms.	Modify change rooms – This seeks to utilise the existing change room and wet area to better accommodate court based sports.	Modify and extend change rooms by using the three storage spaces. This seeks to utilise the existing change room and wet area to better accommodate court based sports. It is proposed to swap the male and female areas to make the female changerooms larger.
Upgrade the existing club store room and covered viewing area – new for old.	Upgrade the existing club store room and covered viewing area – new for old.	Extend the existing building to the east and / or west (same roof profile) to provide adequate store rooms for netball, basketball and the City. Note: This will need to be confirm with services.
		Upgrade the existing viewing area – new for old.

Recommendation: Scenario 2 is the best option as there is no need to extend the building beyond its current profile while providing improved amenity to all users. However, scenario 3 is the best long-term option should the Shire decides never to build an indoor facility.

7.3 Option 3: Construction of an all-purpose indoor court facility

- Scenarios for this option are outlined in Table 12. Note: The do nothing option for the building is essentially Option 1. These scenarios assumes the following:
    - No function / club room is required.
    - No umpire room is required.
    - No additional UAT's are required.
    - The sharing of the first aid room between the club/s and the aquatic centre.
    - Shared change rooms / toilets with the City (aquatic centre) will continue.
    - Shared kiosk with the City (aquatic centre) will continue.
- This option includes relocating the gym and group fitness room from the Masonic Lodge. Note: that this Feasibility Study does not consider the future use of the Masonic Lodge should Option 3 occur.

Table 12: Scenarios for Option 3

Scenario 1a – provide a two court indoor facility	Scenario 2 – provide a two court indoor facility	Scenario 3 – provide a two court indoor facility on courts 1 and 2. This amount of infrastructure will not fit if located on 3 and 4.	Scenario 4 – provide a single court indoor facility located on court 3 and 4
Two indoor courts – multi-sport – either on courts 1 and 2, or 3 and 4.	Two indoor courts – multi-sport – either on courts 1 and 2, or 3 and 4.	Two indoor courts – multi-sport. This would have some internal seating.	One indoor court – multi-sport. This would have seating and space for other rooms if needed.
Two change rooms – male and female.	Two change rooms – male and female.	Two change rooms – male and female.	Two change rooms – male and female.
Toilets – male, female and UAT.	Toilets – male, female and UAT.	Toilets – male, female and UAT.	Toilets – male female and UAT.
Internal storage potentially with external access for the outdoor courts.	Internal storage potentially with external access for the outdoor courts.	Internal storage potentially with external access for the outdoor courts.	Internal storage potentially with external access for the outdoor courts.
First aid room.	First aid room.	First aid room.	First aid room.
	Umpire room.	Umpire room.	Umpire room.
	Gym is possible.	Club room (doubles as a group fitness room).	Club room (doubles as a group fitness room).
		Kiosk.	Kiosk.
		Gym.	Gym.
Upgrade / renew remaining outdoor courts and associated sports infrastructure.	Upgrade / renew remaining outdoor courts and associated sports infrastructure.		
No modifications to the existing aquatic building.	No modifications to the existing aquatic building.	No modifications to the existing aquatic building except for a new first aid room. This will be on the north-west corner next to the kitchen / behind the office.	No modifications to the existing aquatic building except for a new first aid room. This will be on the north-west corner next to the kitchen / behind the office.

Recommendations: Scenario 4 is the best long-term option but it is dependent upon the Shire committing to construction of the whole building, and external areas, in one stage. Another scenario to explore is the potential to stage components over a 10-20 year period, which would then trigger the need to develop Option 1 in the short-term.

7.4 Summary

- These scenarios were presented to the Shire who agreed to progress the following scenarios to the concept planning stage:
    - Option 1
    - Option 2 – scenario 2
    - Option 3 – scenario 4.
- The Shire requested that the concept plan for Option 3 consider how it could be developed in a staged approach, with options below. An OPC will be developed to reflect the most expensive development solution being Option 3.

Table 13: Staging options

	Option 1	Option 2	Option 3
Delivery	**Two stages**	**Three stages**	**Four stages**
Stage 1	Cover courts and upgrade seating area (this would use existing pool building infrastructure).	Cover courts and upgrade seating area (this would use existing pool building infrastructure).	Cover courts and upgrade seating area (this would use existing pool building infrastructure).
Stage 2	Add remaining built infrastructure and enclose the courts.	Add changerooms, storage and toilets.	Add changerooms, storage and toilets.
Stage 3		Add gym, function room and remaining areas and enclose the courts.	Add gym, function room and remaining areas.
Stage 4			Enclose the courts.
Additional comments		With this option stage 2 and 3 could be reversed, but enclosing the courts would need to remain in stage 3.	With this option stage 2 and 3 could be reversed

- Three other scenarios were also considered, but not explored further as outlined below:
    - Demolish and replace the existing aquatic centre building with a new building that incorporates all of the components currently provided in the existing building and those outlined in Option 3. While considered to be a very good long-term option, it would cost more, need temporary infrastructure to service the aquatic centre and need additional specialist investigations beyond the scope of this Feasibility Study.
    - Provide one indoor court in the car park directly south of the Recreation Centre (east of the bowls green). A mark up of an indoor court and the necessary amenities demonstrated that it would not fit in the area.
    - Provide one indoor court on courts 3 and 4 based on the assumption that Option 1 occurs. The scenario planning exercise found that the level of infrastructure needed to cater for this standalone building could not fit within the footprint of courts 3 and 4.
- Note: It is foreseen that a completely new sports surface will be needed – most likely to all courts as this project will involve ground penetration works beyond the subgrade. This is the same across all options.

8. Concept plans

The following concept plans provide an illustrative floor plan, drawn to scale that clearly articulates the intent of the functional infrastructure components demonstrating their interaction within the site and reflects the required functional relationship between spaces within the buildings and activities on the reserve, or in this case the courts. Refer to Appendix 4 for A3 versions of the concept plans.

8.1 Option 1

The concept plan in Figure 17 has been based on the following:

- Provide a permanent roof over courts 1 and 2 (those closest to the aquatic building). The roof design needs to consider future expansion for courts 3 and 4.
- The roof needs to have polycarbonate sheeting or the like to provide natural light at regular intervals.
- The facility will have walls that partially drop down from the ceiling. Typically, referred to as translucent screen or high-level translucent cladding which cuts out some of the direct sunlight (as the sun goes down) and reduces the impact of rain.
- Upgrade / renew all courts with a multi-layer acrylic surface or the like. These need to line marked for netball, basketball and futsal.
- Install LED sports floodlighting the underside of the roof. Replace / upgrade the existing sports floodlighting on the courts 3 and 4.
- The roof needs to accommodate backboards that are connected to the roof (electronically controlled) and the potential for large fans and dividing curtain between the two courts.
- Upgrade / renew shed (25m² at a minimum) and viewing structure. The viewing structure needs to accommodate up to three of the aluminium seats as show below.

Figure 16: Aluminium seating structures (Source: www.felton.net.au)

- Install a score board for each court. At this stage it is assumed to be controlled by a wireless system.
- Install an accessible drinking fountain that is wheelchair friendly, allows people to fill up water bottles and have a tippable dog bowl. It must have drainage for water to flow into and be away from the courts. Ideally, this could be connected to the aquatic centre building.
- Install a new shared first aid room in the aquatic centre building. This is to located on the north-west corner next to the kitchen / behind the office. It will need to have access from the office or kitchen and the courts. Note: This is consistent across all options.

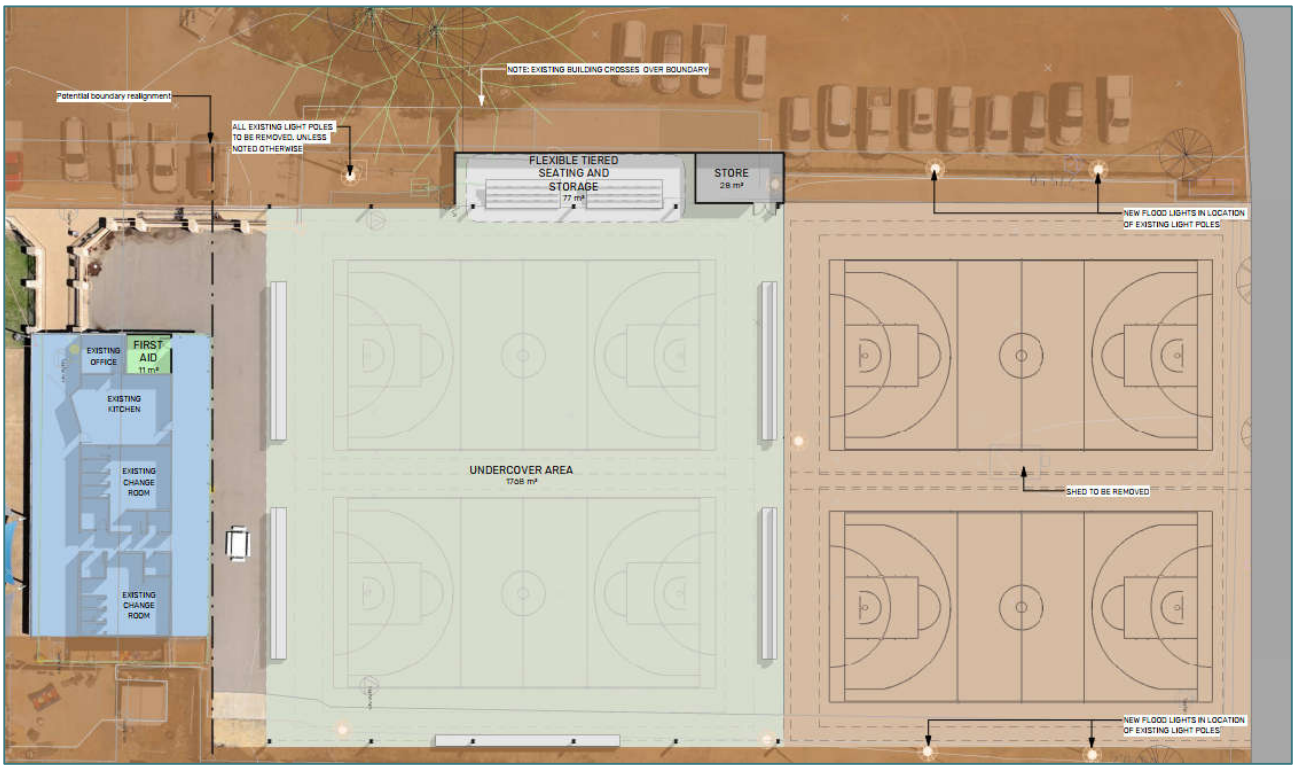


Figure 17: Option 1

8.2 Option 2

The concept plan in Figure 18 has been based on the following:

- In addition to section 8.1, orientate courts 1 and 2 in a north-south direction. This will enable the Shire to enclose the facility at a later date. If this the Shire determines not to enclose the facility, for 10 years or more, it is recommended that three courts be installed in the north-south direction.
- This option involves upgrading of the existing aquatic building. Specifically:
    - First aid room as previously mentioned.
    - Upgrade the kitchen providing stainless steel bench tops and vertical secure storage where possible.
    - Renew the aquatic centre office. The sink in the office to be removed.
    - Modify the change rooms by utilising the storage spaces (as the storage functions can be moved to the office and kiosk area) and large change room area to better accommodate court based sports. It is proposed to swap the male and female areas to make the female changerooms larger.

Elevations and a 3D illustration have been included in Appendix 4 to demonstrate the size and massing of the building on the site.

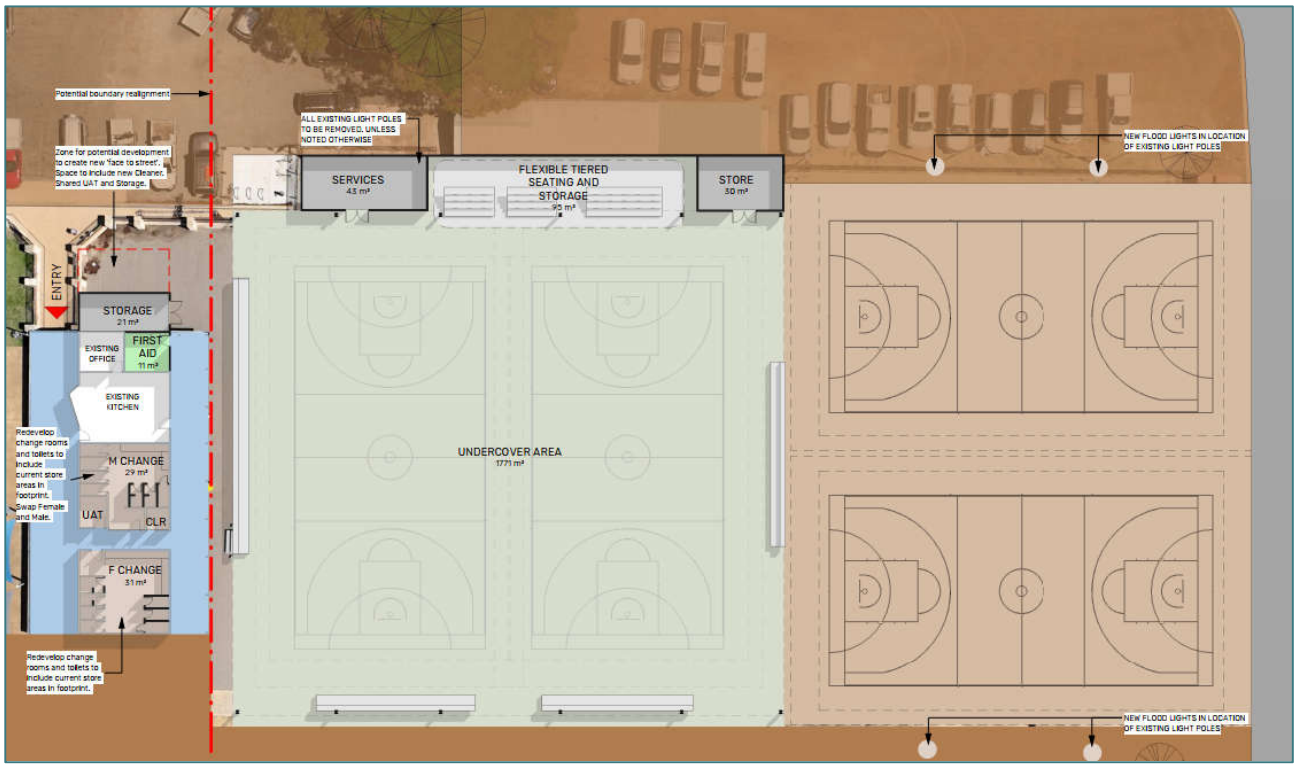


Figure 18: Option 2

8.3 Option 3

The concept plan in Figure 19 has been based on the following:

- The orientation of the courts as per Option 2, with courts 3 and 4 being used in the design of the building. The building has a gross internal floor area of 3,038m², as outlined in the table below. Note: A bin store has not been allowed for.

Table 14: Accommodation schedule

Room	Size (m²)	Comments
Change rooms	~50 x 2	Both designed to be gender inclusive.
Toilets	~35 x 2	In line with BCA.
UAT 1	12	With shower.
Umpire change room	18	To include fully enclosed toilet and two showers.
First aid room	15	
Activity room	63	This multi-purpose activity room can be used by the club on game days but will also be the group fitness room. With this in mind it will have two store rooms as listed below.
Activity room store 1	10	Chair and furniture store only.
Activity room store 2	10	Group fitness store only.
Kitchen	20	Has a servery into the foyer, with window viewing to the activity room. It will have under bench and overhead cupboards.
Gym	100	Will have direct access from the access road.
Store room	50	Club / court storage.
UAT 2	12	With shower, to service after hour activities of the gym.

Room	Size (m²)	Comments
Cleaners room 1	4	General access duct.
Cleaner room 2	12	This is the Shire's cleaners room which will need to house a floor scrubber similar to that below. Source: www.tennantco.com
Foyer	52	
After hours entry	10	
Fixed tier seating area	195	This can be made smaller or include storage underneath.
Court area	1867	
Circulation	100	
Service cupboards	18	

- Install a new first aid room in the aquatic centre building with access from the office and the courts. This is to located on the north-west corner next to the kitchen / behind the office.

Elevations and a 3D illustration have been included in Appendix 4 to demonstrate the size and massing of the building on the site.

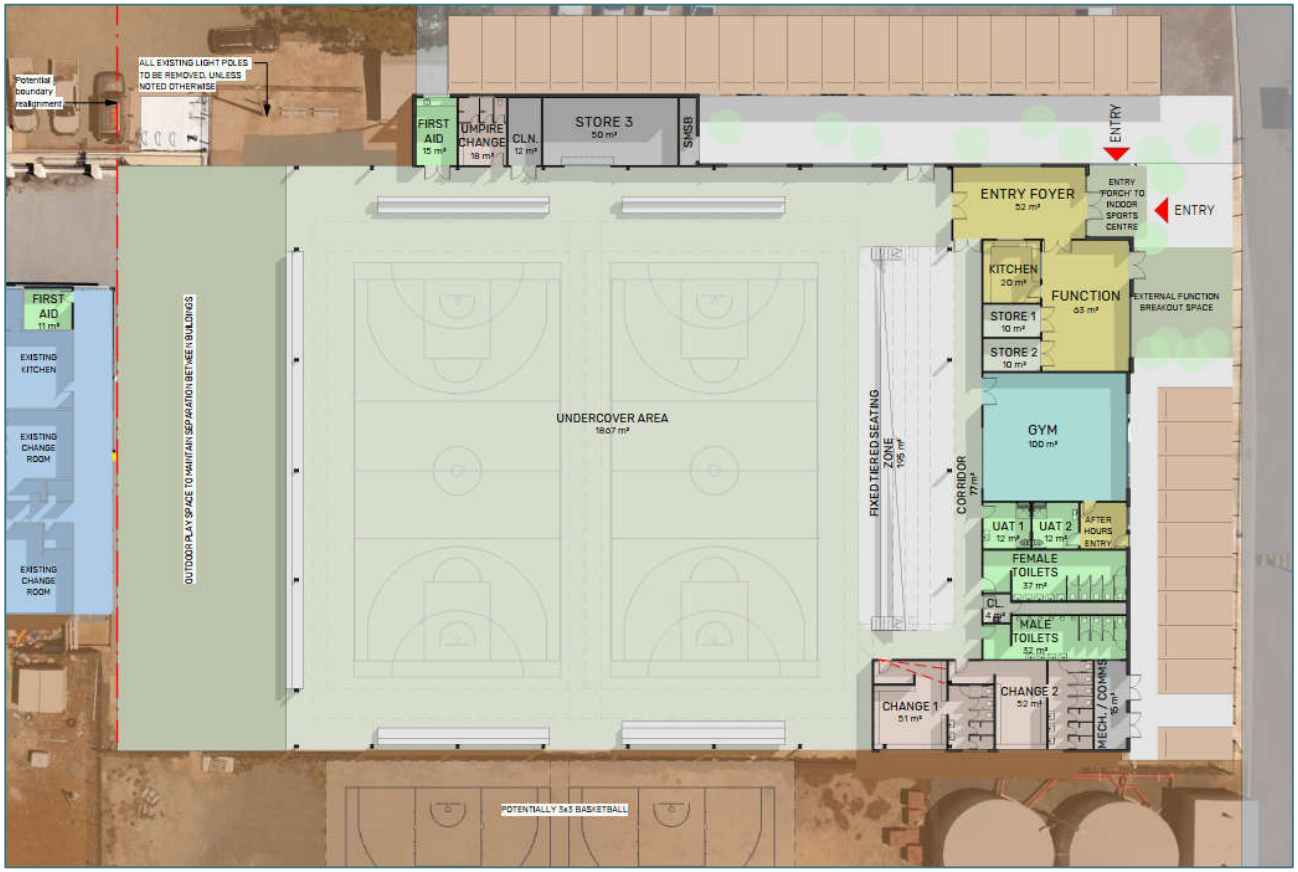


Figure 19: Option 3

8.4 Option 4

While not a part of the original Works, the Shire requested another option which looks at using the design intent of Option 2 and locating it next to the bowls greens. Figure 20 presents the concept plan, which considered the following:

- Removal of the current access road to enable the courts to be located against the southern bowls green.
- Courts are to remain in an east-west orientation.
- Seating is to be located on the southern end next to a new perimeter fence.
- The provision of a new access road to be constructed to the south to run through where the southern courts are currently. New parking to be made behind the courts with the new access road.
- Current parking behind bowls to be removed to allow for the extension to the existing recreation centre. This is likely to include new change rooms noting that the concept plan below reflects the design in Option 3.
- The roof design would need consider extending over the over the bowling greens.
- Install a new first aid room in the aquatic centre building with access from the office and the courts. This is to located on the north-west corner next to the kitchen / behind the office.

With this in mind, Option 4 is presented below.

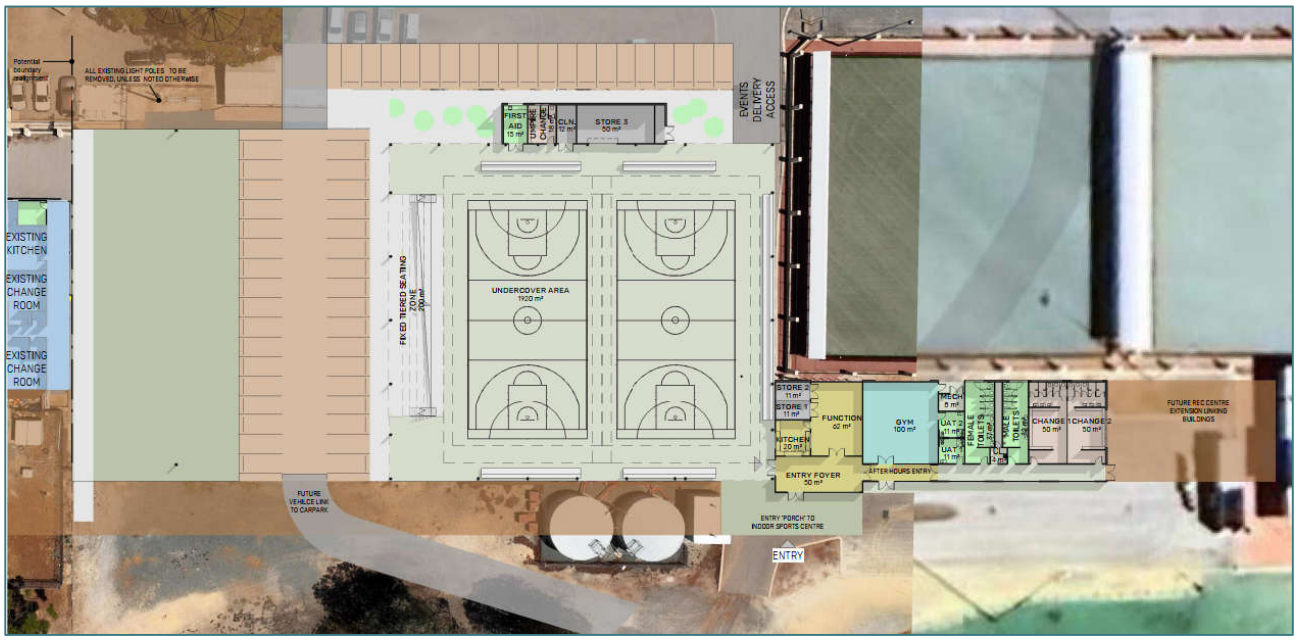


Figure 20: Option 4

8.5 Concept plan analysis

The table below provides the pros and cons of each option.

Table 15: Options analysis

	Pros	Cons	Comments
Option 1	• The facility will continue to have 4 courts. • Courts 1 & 2 will be covered (not enclosed). • Provides the Shire with an opportunity to extend the roof over courts 3 and 4. • Pending design, offers the potential for enclosing courts 1 and 2 – noting that additional infrastructure would be required in line with BCA. • The large roof span could accommodate a solar panel array. • Users of the courts will continue to utilise the shared aquatic centre building amenities. • Provides a new shared first aid room in the aquatic centre building. • The court seating area is upgraded with a new store room. • At this stage, it appears that no services or major 'other' infrastructure needs to be relocated.	• The design of roof would need to consider potential extension or enclosure in the future (if desired). i.e. a tensile fabric structure may not be easily enclosed. • There is no change to the existing kitchen, change rooms etc. • Due to the position of the courts (4.5m away from the aquatic centre building and the height if the roof 10.1m, there will be significant overshadowing of the aquatic centre building which will likely reduce the efficiency of the solar panel array on the roof. As such, the solar panels on the roof of the aquatic centre building may need to be removed and re-positioned on the courts.	• This option will provide the Shire with two covered courts and no net loss of courts. However, it does not address the need for facility improvements in the aquatic centre building to service court use. • It is foreseen to be the cheapest as it involves the least amount of work.
Option 2	• Courts 1 & 2 will be orientated north-south to enable the Shire to develop Option 3 at a future stage. • Courts 1 and 2 will be covered (not enclosed) but be design in a way that it can be enclosed. • The facility will continue to have 4 courts. • Pending design, it provides the Shire with an opportunity to extend the roof over courts 3 and 4. • The large roof span could accommodate a solar panel array. • Users of the courts will continue to utilise the shared aquatic centre building amenities but they will be upgraded – providing for larger change facilities for females, and a compliant UAT, toilets and kiosk, etc. Provides a new shared first aid room in the aquatic centre building. • All new building works within existing boundary. • Provides a 'new' frontage presentation to the street. • The court seating area is upgraded with new storerooms. • At this stage, it appears that no services or major 'other' infrastructure needs to be relocated.	• The design of roof would need to consider potential extension or enclosure in the future (if desired). i.e. a tensile fabric structure may not be easily enclosed. • Due to the position of the courts (2m away from the aquatic centre building and the height if the roof 10.1m,, there will be significant overshadowing of the aquatic centre building which will likely reduce the efficiency of the solar panel array on the roof. As such, the solar panels on the roof of the aquatic centre building may need to be removed and re-positioned on the courts. • The design does not tie into the aquatic centre building making it feel like two separate facilities.	• This option provides the Shire with an increased level of service. It continues to utilise the existing aquatic centre building and provides the Shire with two covered courts and no net loss of courts (assuming four remain). • If the courts were reduced to three from the outset, courts 1 and 2 could be repositioned to minimise overshadowing. This is recommended. • Note: It is proposed for the Shire to relocated the existing boundary to locate existing aquatic centre building entirely in the aquatic centre lot on Concept 2.

Option 3	• Two indoor courts are provided. Court 1 can be opened up to the outdoor space to the south. This space could accommodate warm up areas, a playspace etc. The courts could also open to east if required which could also accommodate other areas.
	• The structure is located approximately 12.8m to the north, reducing the likelihood of overshadowing on the aquatic centre building.
	• The large roof span could accommodate a solar panel array.
	• The building is positioned to north providing 'street presence' and is self-contained with necessary amenities and support infrastructure, including:
	  ○ A new first aid room accessible from the front of the building. It could double as an office on game days and use the new aquatic centre building first aid room.
	  ○ Provides a dedicated entry leading into a small foyer which the kitchen servery can service.
		• There are no other changes to the aquatic centre building beyond the first aid room.
		• Only two courts are provided.
			• This option provides the Shire with the highest level of service within the existing site.
			• Will be the more expensive of the options to construct and operate.
			• Note: It is proposed for the Shire to relocated the existing boundary to locate existing aquatic centre building entirely in the aquatic centre lot on Concept 2.

	Pros	Cons	Comments
	○ A function room that can service club game day needs, small events and group fitness classes. ○ The gym is accessible externally from north side of building providing 24/7 access with a dedicated UAT. Access is also provided to internal change rooms / toilets when the centre is open. ○ New gender inclusive change rooms. ○ Spectator seating area. • Provides a new shared first aid room in the aquatic centre building. • This option can be staged. • At this stage, it appears that no services or major 'other' infrastructure needs to be relocated.		
Option 4	• Essentially provides the same as Option 1 but brings the courts 8.5m closer to the Recreation Centre. • There will be no overshadowing of the aquatic centre building. • Has the potential to include a roof over the greens. • Provides a new first aid room in the aquatic centre building.	• There are no other changes to the aquatic centre building beyond the first aid room. • Only two courts are provided. • The seating is poorly located, with spectators needing to walk past the courts to take their seats. There is also a risk for people to climb over the fence while it is an outdoor facility. • No additional toilets or change rooms are provided. • Should it be required, the gym and group fitness may not fit into the available space or be in a poorly located area. • Future proofing of the facility is reduced due to the location and closing off of the site. • Due to the fire hydrant and bore / meter, the courts cannot be aligned with the western edge of the greens. Note: Technically it can be done but it would have a cost associated with it. • The gas bullet will need to be relocated. • Eventually, the bin store and bowls service shed will need to be relocated. • May reduce access to the Recreation Centre from the south. At present it has a ramp for vehicles. • Car parking a vehicle access will need to be carefully considered. • An environmental investigations will need to be undertaken prior to lodging a clearing permit.	• This option provides the Shire with an increased level of service for the courts only. • With regards to future proofing of the site, it provides less opportunities than the other three options.

8.6 Recommendation

Based on the information, the most appropriate option is likely to be Option 2 as it provides the greatest level of flexibility in the future. The Shire would be able to enclose the courts as per the concept plan shown in Figure 19 in the future. Option 3 provides a more functional and multi-use option from the outset but will cost more – this will be confirmed in the next section.

9. Opinion of probable costs

An Opinion of Probable Costs (OPC) has been developed by a Quantity Surveyor for each of the concept plans shown in the previous section. The OPC indicates that the cost for each option as shown in Table 16 below. The costs are based on 2024 figures, assumes all construction to be completed in the same year, includes design, contingencies, escalation, professional fees and regional loading factor (35%). Refer to Appendix 5 for the detailed breakdown.

Table 16: Capital build estimate summary

	Cost (ex GST)		
Option	**Aquatic building**	**Courts**	**Total**
Option 1: Cover two courts and minor upgrades to supporting infrastructure	$70,000	$6,250,000	**$6,320,00**
Option 2: Cover two courts, upgrade aquatic building and other supporting infrastructure.	$830,000	$6,420,000	**$7,250,000**
Option 3: Construction of an all-purpose indoor court facility.	$70,000	$25,990,000	**$26,060,000**
Option 4: Construction of two courts adjacent to the bowls greens and supporting infrastructure.*	$70,000	$17,630,000	$17,700,000

*Note: This cost does not account for the future enclosing of the undercover area. Additionally, while not shown on the OPC, the cost to include a new first aid room in the aquatic centre building will be same as per other options. The Quantity Surveyor has identified the relocation of gas bullet as high risk. As such, have allowed a provision sum of $500,000 noting that it could be significantly more. They recommended that the Shire undertakes further investigation prior to selection of this option.

It should be noted that the actual cost of development is significantly higher than would have been the case pre-Covid-19, largely due to uncertainty in the current market and increased costs associated with construction (sourcing / cost of materials, lead times, labour shortages etc.).

Furthermore, it should be noted that at such an early stage of a project, an OPC delivers a rough order of magnitude (ROM) estimate with an accuracy +/- 40% where detailed investigations and designs have not yet been undertaken. These include geotechnical testing, site and feature surveys, conservation and environmental management plans, electrical capacity reports or any design detail. As the project progresses, the ROM estimates start to become more concise as follows:

- Conceptual estimate - 30% to +30% - usually provided when specialists are involved in the design – electrical, hydraulic, mechanical, irrigation etc.
- Definitive estimate - 20% to +20% - usually provided at the end of schematic design (buildings) and during the detail design phase for landscape projects.
- Control estimates - 10% to +10% - during construction.

9.1 Project staging

An additional OPC (Table 17) was developed for Option 3, which shows the costs associated with a staged approach. Appendix 5 provides the breakdown of the stages, which are based on the comments from Section 8.4. It shows that a staged approach is not as cost effective ($13,560,000 more) as constructing the facility in a single stage but is more affordable – assuming that the next stage may not be required for some time. As such, the Shire would need to confirm its approach to project delivery.

Table 17: Capital build estimate summary - Option 3 (staged approach)

Stage 1	Stage 2	Stage 3	Stage 4	Total
$11,920,000	$3,220,000	$5,180,000	$19,300,00	**$39,620,000**

Note: The figures above are ex GST.

9.2 Other informing works

Due to the relative site unknowns and range in costs for delivery, it is recommended that the Shire considers additional technical studies that may be required to ensure all statutory approvals are obtained in advance of the development. This may include, but are not limited to:

- Electrical services assessment to determine the capacity of the site to cater for the new facilities, and provide a lux plot concept plan for lighting of the courts. Cost: $4,300 ex GST.
- Sports surface inspection. To provide advice on condition and future treatments – renewal v new. Cost: $5,500 ex GST. This does not include a geotechnical investigation to confirm soil profiles, ground water levels etc.
- Access and inclusion audit. To ensure the design will meet the minimum and desired requirements of the Shire. Cost: $6,400 ex GST.
- Royal Life Saving WA Aquatic Facility Safety Assessment. This will identify if the facility is being managed in line with current expectations and standards. Royal Life Saving WA indicated that the Shire facility has is due this financial year.
- Pool and plant room condition and compliance audit. This will determine if the pool is compliant with Department of Health Regulations. Cost: $2,640 ex GST.

These costs, where known, have not been included in the OPC.

A recommended would be to include these works as a part of an overall sport and recreation precinct master plan for the whole site, noting that some of these works would need to be extended to the whole site. If this was to occur, an asset condition audit would also be recommended to confirm the condition and remaining life for all buildings, sport and recreation infrastructure and surfaces. This would assist the Shire with developing a asset management plan for the site.

10. Funding opportunities

The development of sport and recreation facilities relies heavily on significant capital investment, which can be the difference between providing a functional facility that provides the greatest level of service or one which may compromise the activities it was meant to cater for. Historically, LGAs have funded the development of facilities via a mix programs and initiatives. As there is no such specific funding program to contribute to the development of the proposed options, there was a need to explore all funding programs from community, state and national level. The following information provides a summary of realistic funding options associated with this project.

10.1 Community Sporting and Recreation Facilities Fund (CSRFF)

The CSRFF program, operated by the DLGSC, provides financial assistance to LGAs to develop basic infrastructure for sport and recreation. The program aims to increase participation in sport and recreation, with an emphasis on physical activity through rational development of sustainable, good quality, well-designed and well-utilised facilities. The program provides three categories, and provides up to one-third of the total project (Capital) cost, and up to 50% for a development bonus for large projects in new areas:

- Small grants: for projects that cost less than $300,000. There are two rounds, summer and winter, for this category.
- Annual grants: for projects between $300,001 to $500,000.
- Forward grants: for projects that cost more than $500,001. These projects are more complex, where works will be spread over a maximum of three years.

The current allocation has been subject to change, with priority given to increasing participation, female sports amenities, facility sharing and rationalisation. The construction of new facilities and supporting infrastructure to meet sport and recreation needs would fall within the remit of this fund. To be considered in each grant round, the Shire must lodge a detailed submission in line with the programs schedules – most likely September for the given year.

This funding source will be a significant contributor in the development of the sporting infrastructure and building. Given the likelihood of a staged development, it provides the Shire with an opportunity to align each project amongst other sporting projects, ensuring that they will not be completing for funding in the same year.

10.2 Government funding / election commitments

Invariably opportunities arise through investment allocated under the state and federal government election process. The Shire has the opportunity to advocate for funding through one of the State's funding streams to progress the development of the nominated projects. It is important to ensure a business case is clearly evident to provide the optimum opportunity to lobby for funds during that process. Often a detailed business case, that includes a social-economic-environmental return on investment, is required by federal departments and one that would be recommended to develop to provide the Shire with the optimum opportunity to lobby for funds.

One of the implications for these projects is that they need to be construction-ready to meet the timelines associated with the funding. As such, the Shire should look to advance the design of the projects ahead of its construction schedule, demonstrating the projects 'shovel readiness', in an effort to lobby ahead of other LGAs that may not be in the same position.

10.3 Netball WA Community Facilities Fund

The Netball WA Community Facilities Fund (CFF) has been established to ensure netball has access to quality facilities to support the future growth of the game. It is the intention of Netball WA that the CFF acts as 'seed' funding to attract additional funds to netball facility developments. Funding priority will be given to:

- Projects that are of strategic value to Netball and align with identified Netball WA Strategic Facility plan objectives
- Projects that maximise additional funds attracted to Netball through either Local, State or Federal Government funding sources
- Large grants are referenced as $2,000 to $10,000 (to include master plans and feasibility studies) and small grants for infrastructure equipment of less than $2,000.

The Community Facilities Fund (CFF) provides a small potential source of funding ($2,000 to $10,000) to support the development of existing or new infrastructure. It is however limited and would not contribute significantly to a major redevelopment which would need to be mostly funded by the Shire.

10.4 Key user groups

The netball and basketball clubs could contribute towards the development of the facility. Typically, club based funding for these projects are used to upscale facilities to provide higher quality fixtures / fitout / equipment, larger rooms or additional items not usually provided by the LGA. For example, providing the cost difference between timber backboards from glass, providing seating or player shelters. Furthermore, clubs are also in a position to seek and negotiate sponsorship from local businesses to assist in the development of infrastructure or provision of equipment.

10.5 Summary

The development of the infrastructure recommended in the feasibility study is reliant on achieving a suitable level of external funding. At this stage, it is considered that the following represents the availability of funding opportunities based on current criteria. The predominant funding source is likely to be from municipal mechanisms, including loans or reserves.

Table 18: Funding likelihood

Funding Source	Opportunity
CSRFF program	Likely – to a maximum of 1/3 of the capital cost. It needs to be noted that the Shire may not receive the full 1/3 as such needs to be mindful when budgeting.
Government funding / election commitments	Likely – through federal commitments and Shire advocacy. This can be an effective source with a well thought our lobbying campaign.
CFF	Most likely to be used to improve minor components of the facility such as a score board, netball posts, seating etc.
Key User Groups	Likely, but any funding obtain would go towards funding fit out and additional items above the Shire's provision standards.

11. Conclusion

- The aquatic centre building (and potentially the plant room) has been constructed across two lots. As the Shire are own both parcels of land the building straddles and are the issuing permit authority, there shouldn't be any restrictions on the development of the existing building. It is recommended that the Shire engage a building surveyor to provide advice on the matter. Pending the chosen development option, it may be beneficial for the Shire to consider lodging a boundary realignment for the Lot. This would remove any potential issue the above.
- The power supply is an issue as each lot has its own power supply. It is recommended that the Shire engage an electrical engineer to undertake a site audit and provide advice on the risks and costs to rectify if the lots can remain or the lots remain. This is estimated to cost $6,300.00 ex GST.
- The courts are nearing end of life, and will need to be replaced / upgraded. This includes sport furniture, sports floodlighting and viewing areas. To confirm this, it is recommended that the Shire engage a specialist to undertake a sports surface inspection. This will provide advice on condition and future treatments – renewal v new. The cost for this is estimated to be $5,500 ex GST. Noting that does not include a geotechnical investigation to confirm soil profiles, ground water levels etc.
- Based on the advice of the sport surface specialist, it may be prudent to undertake a geotechnical investigation to confirm geological site conditions. The intent it to inform the design to the Australian Standard – AS1726 Geotechnical Site Investigations. This needs to be included within the scope of the design team.
- As Option 4 is involves the introduction of a new access road, the should engage an arborist to undertake a tree identification and health assessment. This will provide the Shire with advice for which trees should be retained and advice regarding tree protection zones for the new works.
- The aquatic building is in good condition and has the potential to be upgraded rather than expanded. Key areas that need to be addressed are:
    - Improvements to the kitchen – creating more storage and hygienic surfaces.
    - Construct a new shared use first aid room. This would enhance the capability of the existing office.
    - Consider additional toilets and new shower areas and upgrade the changerooms to support court activities.
    - Upgrade the UAT to compliance.
    - Modify the cleaners room with an appropriate sink.
- While not technically a part of the Works, the aquatic centre plant room needs to be modified in accordance with compliance with the current WA Code of Practice for Aquatic Facilities, Department of Health Regulations and Australian Standards. It is recommended that the Shire engage a commercial pool specialist to undertake an audit and provide advice with regards to the existing modified plant room. This has an estimated cost of $2,640.00 ex GST, travel, accommodation etc.
- In addition to the above, Royal Life Saving WA have planned to undertake an Aquatic Facility Safety Assessment for this financial year. This will identify if the facility is being managed in line with current expectations and standards. The Shire should seek to have this done as soon as possible.
- As any new build or new part that occurs after 2011 including Crown land is subject to the requirements of the BCA / Premises standards – the Shire should consider an access and inclusion audit for the facility. This will ensure that if any issues of non-compliance are identified, the Shire can include them into the design process. This is estimated to cost $6,400 ex GST.
- The existing gym is adequate for the use but could be improved. The Shire will need to confirm its approach to relocation. Should Option 3 be the preferred option, it is likely that the new building will act as an emergency welfare or evacuation centre – supporting the existing Narembeen Recreation Centre. The Shire will need to ensure that the new building is designed to include the minimum requirements for such the building.

- Should Option 3 not be feasibility, the Shire should swap the gym with the group fitness room at the Masonic Lodge. This will provide a larger gym and with a similar sized group fitness room. The kitchen could be refurbished as the office with a tea preparation bench (single sink, bench, microwave etc) – creating more space in the gym. The UAT will need to be upgraded to compliance and a HVAC system installed to heat and cool each room appropriately.
- Irrespective of the option, the project will likely exceed the budget that is currently listed in 2024/25. As such, the Shire will need to be proactive in establishing partnerships with community groups and funding bodies in the delivery of the facility. This includes investigating a joint development or joint-use agreement with the school.
- The current allocation of funds for annual maintenance is relatively low and would likely need to increase with the development of all three options, most notably Option 3. It will be important to review maintenance and renewal costs in the development of the future facility. The Shire will need to develop a robust Asset Management Plan for the successful option.
- The Shire will need to review the most suitable method/s of procurement for design and construction for the proposed facility. If the intent is to provide a fully enclosed facility in the future, then it recommended for the Shire to complete:
    - One contract for design services, where a design company with lead the Works. This incorporates concept design through to 100% detailed design and tender documentation. it could also include superintendency. For Option 3 – assuming that it is built at once, this is estimated to cost $300,000-$400,000 including superintendency with three week sit visits.
    - One contract for construction. On completion of the above, release a tender for construction of the facility.
- Based on the findings of this Feasibility Study, the most appropriate option is:
    - Option 2: Cover two courts, upgrade aquatic building and other supporting infrastructure as it allows for the facility to be extended or enclosed in the future. The Shire would be able to enclose the courts as per the concept plan shown in Figure 19, or could look at a new aquatic centre / court building. The cost for this is $7,250,000 ex GST.
    - However, the best long-term option, providing a more functional, accessible and multi-purpose facility is Option 3: Construction of an all-purpose indoor court facility. The cost for this is $26,060,000 ex GST.
- Should Option 4 be the preferred option, then the Shire will need to undertake further investigation with regards to the relocating the gas bullet. The Shire will need to ensure that it is located in a position that will not be considered for development in the future.
- The Shire should consider including these works as a part of an overall sport and recreation precinct master plan for the whole site. Given the projects listed in the SRFP and comments received throughout the development of this Feasibility Study there may be some benefit to review all infrastructure throughout the site, providing one consolidated master plan. This is estimated to cost between $50,000-$60,000 but is dependent on the number of building concept plans and site layout master plan and level of community engagement.
- If this was to occur, some of the specialist reports listed above should be extended to all infrastructure (electrical, access and sports surface specialists) and a full site and feature survey which would increase the cost for the master plan. In addition, an asset condition audit would also be recommended to confirm the condition and remaining life for all buildings, sport and recreation infrastructure and surfaces. This would assist the Shire with developing a asset management plan for the site.
- An alternative that could be considered by the Shire, is to look at a new aquatic centre / court building – effectively replacing the existing aquatic centre building. It would look like Option 3 but reversed with the function room, gym etc on the southern side. This option would provide one new building, that the Aquatic Centre Manager can manage.

Appendices

Appendix 1: Site images

Sports court images

Sports court images

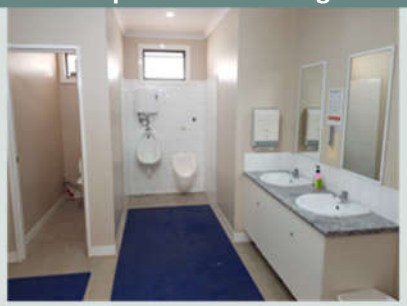
Sports court images

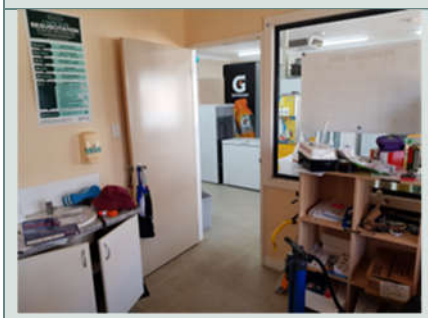
Sports court images

Sports court images

Aquatic centre images

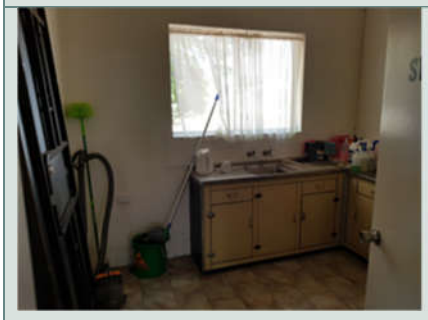
Aquatic centre images



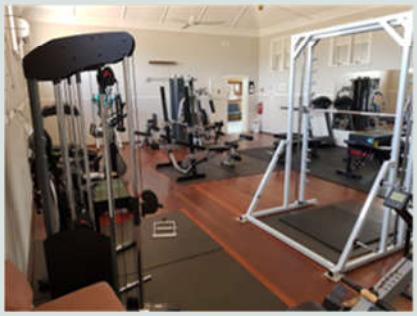


Aquatic centre images

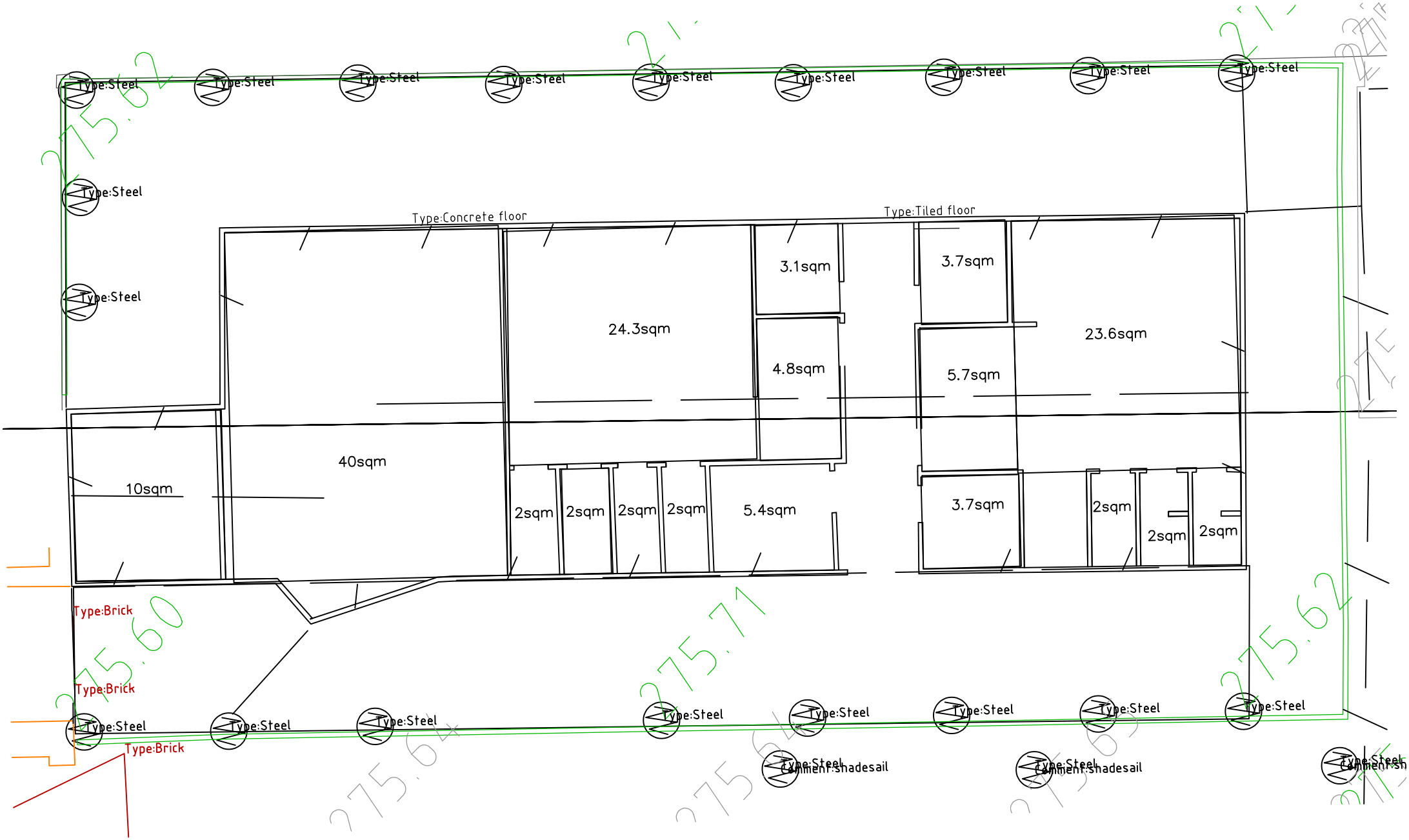
Masonic Lodge - Gym



Masonic Lodge - Gym



Appendix 2: Building floor plan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Type:Concrete floor
Type:Tiled floor
3.1sqm
3.7sqm
24.3sqm
23.6sqm
4.8sqm
5.7sqm
40sqm
10sqm
2sqm
2sqm
2sqm
2sqm
5.4sqm
3.7sqm
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2sqm
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275.62
275.60
275.71
275.62

Appendix 3: Site and feature survey

LEGEND

- CADASTRAL BOUNDARY
- MAJOR CONTOUR
- MINOR CONTOUR
- BITUMEN ROAD EDGE
- KERB - TOP
- BUILDING - EDGE
- ROOF PITCH
- VERANDAH
- WALL - BASE
- FENCE
- GATE
- CONCRETE - EDGE
- RAMP
- PAVING EDGE
- STEPS/STAIRS
- CLOTHES HOIST
- CONTROL STATION
- NATURAL SURFACE (SPOT HEIGHT)
- + FL FLOOR LEVEL
- POLE
- POST/BOLLARD
- STUMP
- EUCALYPT

ELECTRICAL

- LIGHT ON WALL
- LIGHT POLE POINT
- METER BOX
- POWER POLE

GAS

- VALVE

DRAINAGE

- GULLY EDGE
- SURFACE DRAIN
- GULLY CENTRE

WATER

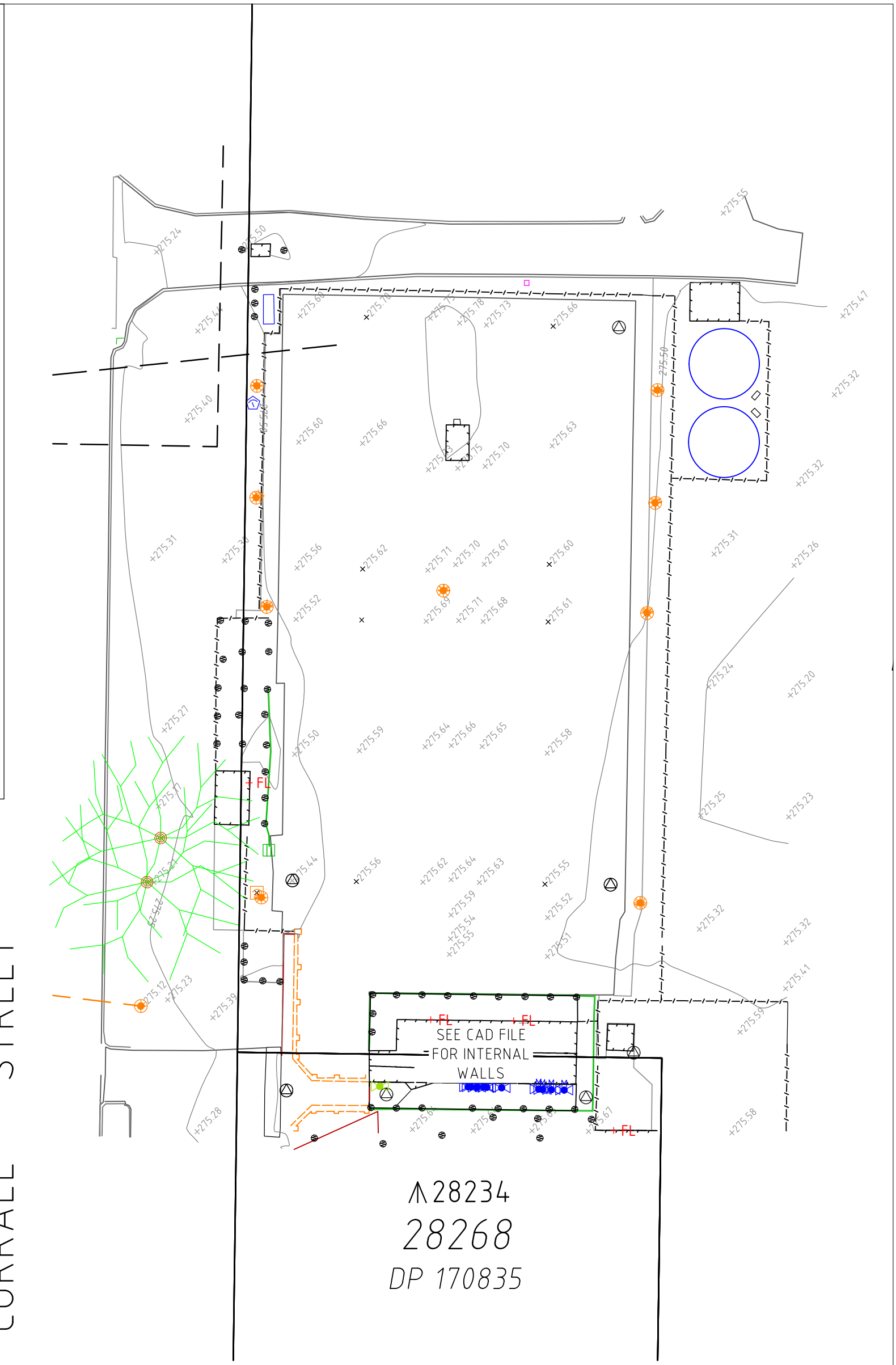
- HYDRANT BOOSTER BOX
- TANK
- METER
- VALVE

UNDEFINED

- PIT EDGE

'BEFORE YOU DIG AUSTRALIA (BYDA)'

- BYDA - POWER/ELECTRICAL
- BYDA - TELECOMMUNICATION



SCALE 1:750

5 0 5 10 15 20 25 30 35 40

ALL DISTANCES ARE IN METRES

Rev.	Date	Description	Surveyor	Drawn	Approved
00	29/02/24	APPROVED AND ISSUED	RM	MLB	NK

NOTES

This plan has been prepared for the client and should not be used for any other purpose unless authorised by VERIS.

Cadastral Boundaries extracted by Veris from Landagte's Shared Location Infromation Platform at Date of Survey. For accurate Boundaries of Lots, a Boundary Re-establishment Survey by a Licensed Surveyor is required.

Prior to the commencement of any work, relevant authorities should be contacted for the location of underground services.

Due to overwriting some levels may be switched off for this plot only.

Levels are based on AHD.

This note is an integral part of this plan.

Client: Otium Planning

Surveyed By:	RM	Survey Date:	20/02/2024
Drawn By:	MLB	Drawn Date:	28/02/2024
Approved By:	NK		
Scale (A3):	1:750		
Hor Datum:	GDA94 MGA Zn50		
Vert Datum:	AHD 71		

veris

WESTERN AUSTRALIA
T 08 6241 3333
www.veris.com.au
veris.wa@veris.com.au

DIGITAL GROUND SURVEY

NAREMBEEN NETBALL CLUB
CURRALL STREET
NAREMBEEN

Job No	Item No	Plan No	Rev
637619	001	001	00

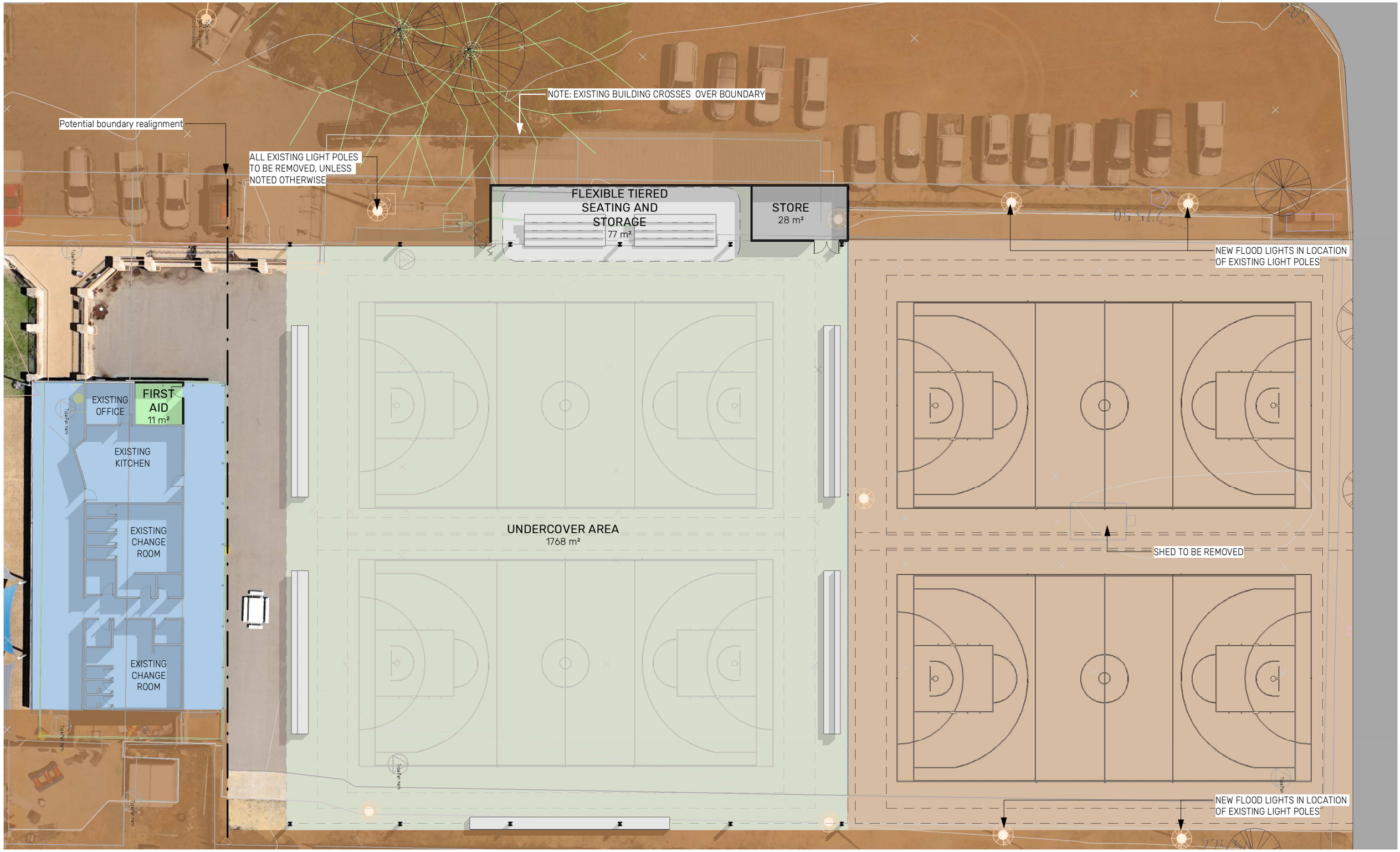
Sheet 01 of 01

ISO 9001 ISO 14001 ISO 45001 BUREAU VERITAS Certification

This drawing is and shall remain the property of Veris. Veris makes no representations or warranties of any kind, express or implied, as to the content included. Unauthorised use of the content in any way is prohibited and this drawing shall not be modified unless any reference to Veris is removed.

Path: veris.com.au\data\PROJECTS\06\637\637619\03-Survey\7. Drafting\637619 001 001\637619-001-001-00_3D.dwg

Appendix 4: Concept plans



Indoor Courts | Parking bays | Gym | Changerooms | WCs/FIRST AID | Entrance / Foyer | BoH (Services + Store) | Viewing / Seating Area

0.0 2.5 5.0 7.5 10.0 12.5 25.0m
1:250

NAREMBEEN NETBALL

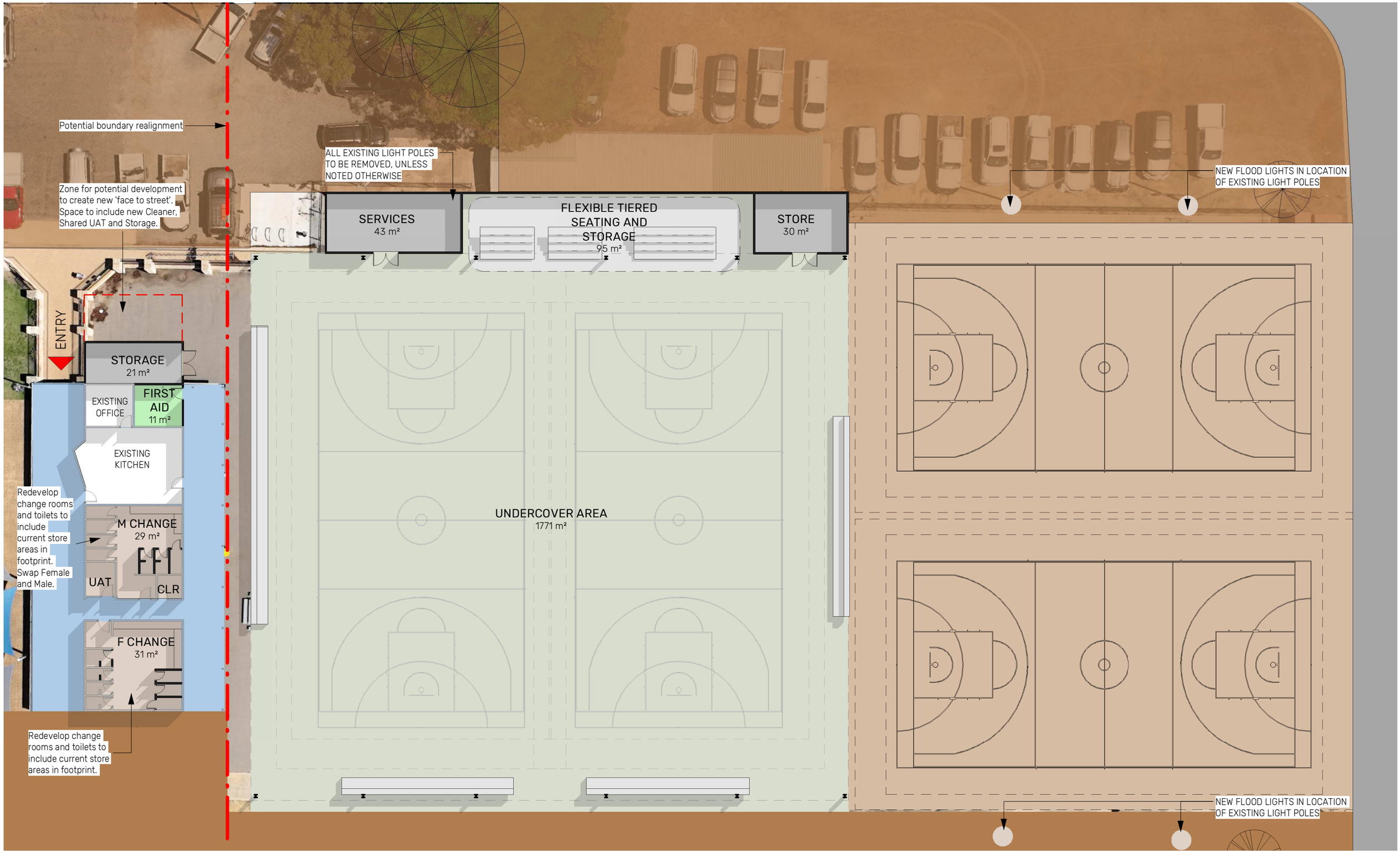
SHIRE OF NAREMBEEN

weco
234A Hancock Street, Doubleview, 6018 WA
T 04 394 61 691
mail@weco.au I www.weco.au

CONCEPT 01

SK11

Scale @ A3 1 : 250
16/07/2024 REV C
REVIT TEMPLATE



Indoor Courts | Parking bays | Gym | Changerooms | WCs/FIRST AID | Entrance / Foyer | BoH (Services + Store) | Viewing / Seating Area

0.0 2.5 5.0 7.5 10.0 12.5 25.0m
1:250

NAREMBEEN NETBALL

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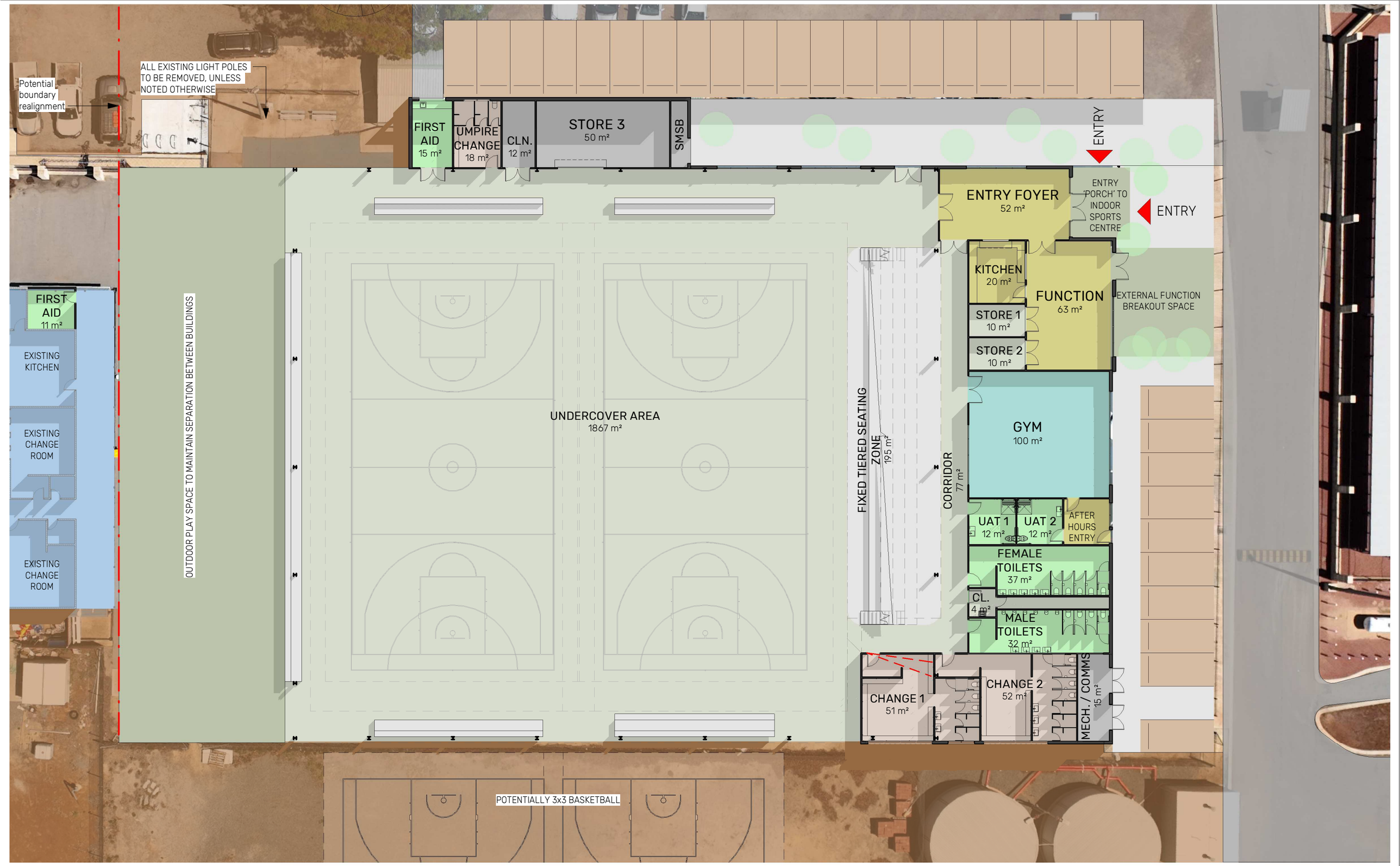
mail@weco.au I www.weco.au

CONCEPT 02

SK12

Scale @ A3 1 : 250
16/07/2024 REV B
REVIT TEMPLATE



Indoor Courts | Parking bays | Gym | Changerooms | WCs/FIRST AID | Entrance / Foyer | BoH (Services + Store) | Viewing / Seating Area

0.0 2.5 5.0 7.5 10.0 12.5 25.0m
1:250

NAREMBEEN NETBALL

SHIRE OF NAREMBEEN

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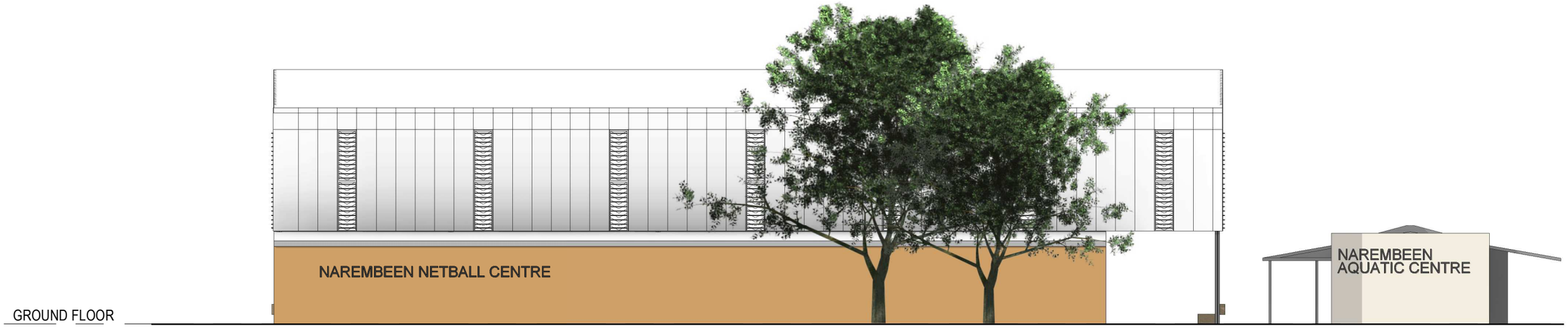
mail@weco.au I www.weco.au

CONCEPT 03 E

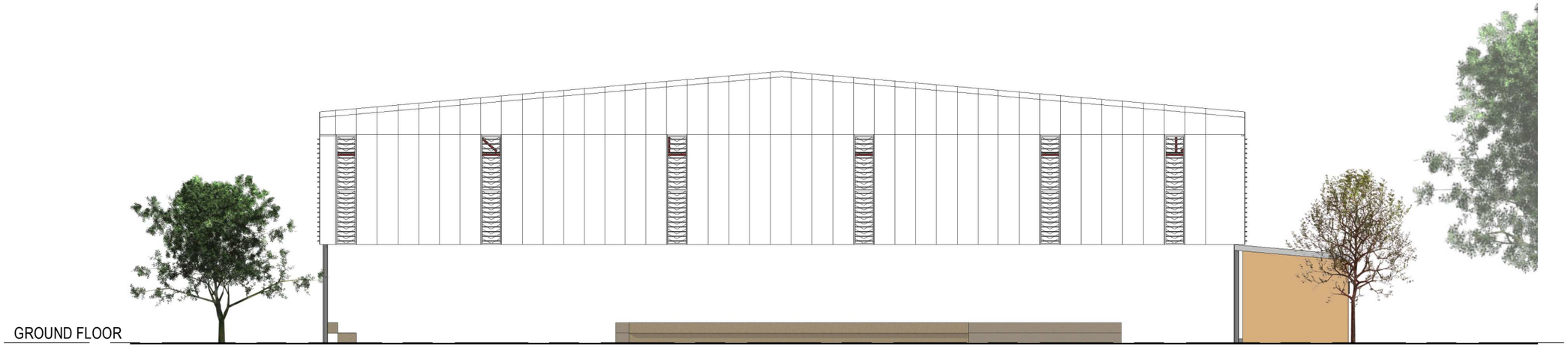
SK16

Scale @ A3 1 : 250
16/07/2024 REV C
REVIT TEMPLATE



West Elevation_Concept 2

1 : 200



North Elevation_Concept 2

1 : 200

0.0 2.0 4.0 6.0 8.0 10.0 20.0m
1:200

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SHIRE OF NAREMBEEN

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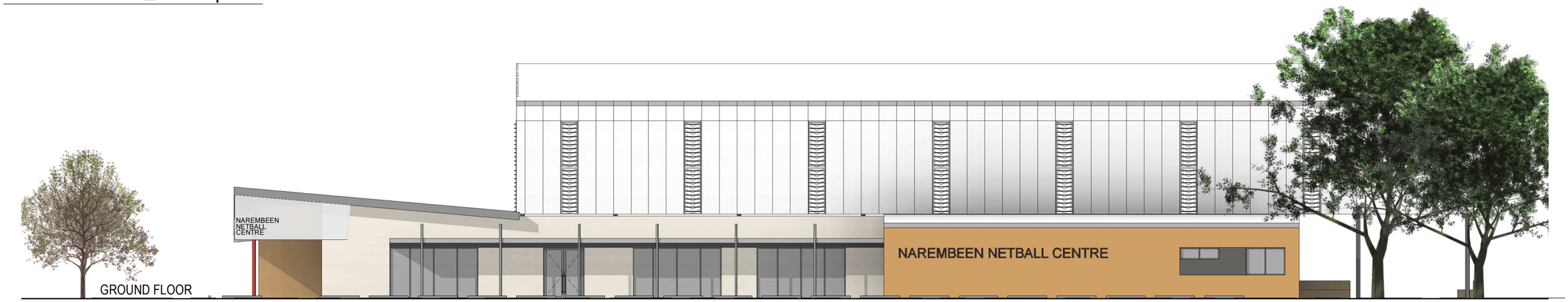
CONCEPT 2 - ELEVATIONS

SK17

Scale @ A3 1 : 200
16/07/2024 REV A
REVIT TEMPLATE

GROUND FLOOR

North Elevation_Concept 3E



GROUND FLOOR

West Elevation_Concept 3E

0.0 2.0 4.0 6.0 8.0 10.0 20.0m

1:200

NAREMBEEN NETBALL

SHIRE OF NAREMBEEN

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mail@weco.au I www.weco.au

SK18

CONCEPT 3E - ELEVATIONS

Scale @ A3 1 : 200
16/07/2024 REV A
REVIT TEMPLATE

NAREMBEEN NETBALL

SHIRE OF NAREMBEEN

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T 04 394 61 691
mail@weco.au I www.weco.au

CONCEPT 2 - IMPRESSION

SK19

Scale @ A3
16/07/2024 REV A
REVIT TEMPLATE

NAREMBEEN NETBALL

SHIRE OF NAREMBEEN

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CONCEPT 3E - IMPRESSION

SK20

Scale @ A3
16/07/2024 REV A
REVIT TEMPLATE

Indoor Courts | Parking bays | Gym | Changerooms | WCs/FIRST AID | Entrance / Foyer | BoH (Services + Store) | Viewing / Seating Area

0.0 5.0 10.0 15.0 20.0 25.0 50.0m
1:500

NAREMBEEN NETBALL

SHIRE OF NAREMBEEN

SK30

weco
234A Hancock Street, Doubleview, 6018 WA
T 04 394 61 691
mail@weco.au I www.weco.au

CONCEPT 04

Scale @ A3As indicated
29/07/2024 REV A
REVIT TEMPLATE

Appendix 5: Opinion of Probable Costs

2024-07-14 Narembeen Masterplan OPC - Draft R1
OPTION 1 SUMMARY
15/07/2024

DONALD CANT WATTS CORKE

NAREMBEEN MASTERPLAN	AQUATIC BUILDING	SPORTS INFRASRUCTURE
	$ 70,000	$ 6,250,000

SUMMARY		AQUATIC BUILDING				SPORTS INFRASRUCTURE			
Item	Description	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)
1.00	**BUILDINGS**								
1.01	Aquatic Building - first aid (refurbishment)	11	m2	2,500	27,500		Note		N/A
1.02	Allowance for store		Note		N/A	30	m2	2,250	67,500
	TOTAL BUILDING COST	**11**	**m2**	**2,500**	**27,500**	**30**	**m2**	**2,300**	**67,500**
2.00	**External Works & Landscaping**								
2.01	Allowance for site clearance		Note		N/A	3,350	m2	10	33,500
2.02	Allowance for demolition of buildings / structures		Note		N/A	19	m2	200	3,800
2.03	Allowance for demolition / removal of hardstandings/Outdoor courts		Note		N/A	3,350	m2	30	100,500
2.04	Allowance for removal of existing light poles		Note		N/A	5	No	1,000	5,000
2.05	Allowance for removal of old netball posts		Note		N/A	4	No	500	2,000
2.06	Allowance for concrete fixed tiered seating		Note		N/A	85	m2	2,500	212,500
2.07	Allowance for undercover area		Note		N/A	1,788	m2	1,250	2,235,000
2.08	Allowance for sport floodlighting underside roof structure		Note		N/A	1	P.Sum	75,000	75,000
2.09	Allowance for synthetic playing surfaces		Note		N/A	3,350	m2	225	753,800
2.10	Allowance for new light poles to northern courts		Note		N/A	4	No	50,000	200,000
2.11	Allowance for electronic control basketball backboards		Note		N/A	1	P.Sum	40,000	40,000
2.12	Allowance for removeable netball posts		Note		N/A	4	No	3,500	14,000
2.13	Allowance for sundries	1	P.Sum	5,000	5,000	1	P.Sum	50,000	50,000
2.14	Allowance for Main Contractors Preliminaries and Margin	15%		5,000	800	15%		3,725,100	558,800
	External Works & Landscaping Sub Total				**5,800**				**4,283,900**
3.00	**Site Services**								
3.01	Allowance for common service trench to each building		Note		N/A		Note		N/A
3.02	Allowance for services to building	1	P.Sum	10,000	10,000	1	P.Sum	50,000	50,000
3.02	Allowance for Main Contractors Preliminaries and Margin	15%			1,500	15%			7,500
	External Services Sub Total				**12,000**				**58,000**
	TOTAL CONSTRUCTION COSTS - PERTH PRICE SUBTOTAL				**45,300**				**4,409,400**
	Regional Loading - Narembeen	30%			14,000	30%			1,323,000
	TOTAL CONSTRUCTION COSTS				**59,300**				**5,732,400**
4.01	Design Contingencies	10%			5,900	10%			573,200
4.02	Construction Contingencies	10%			5,900	10%			573,200
4.03	Headworks and Statutory Charges		Note		Excluded		Note		Excluded
4.04	Building Act Compliance		Note		Excluded		Note		Excluded
4.05	Percent for Public Art		Note		Excluded		Note		Excluded
4.06	Land Costs (if applicable)		Note		Excluded		Note		Excluded
4.07	Other Costs - FFE		Note		Excluded		Note		Excluded
4.08	Other Costs - ICT		Note		Excluded		Note		Excluded
4.09	Professional Fees	10%			7,100	10%			687,900
	On-Costs - Sub Total				**19,000**				**1,834,000**
	GROSS PROJECT COST				**64,300**				**6,243,400**
5.00	**Escalation**								
5.01	Base date of pricing - July 2024								
5.02	Escalation		Note		Excluded		Note		Excluded
	Escalation - Sub Total				**-**				**-**
	ESCALATED NET PROJECT COST				**64,300**				**6,243,400**
6.00	**Local Authority Managed Costs**								
6.01	Project Management Costs		Note		Excluded		Note		Excluded
6.02	Commissioning, Relocation Costs and Disbursements		Note		Excluded		Note		Excluded
6.03	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded		Note		Excluded
6.04	Site Master Planning		Note		Excluded		Note		Excluded
6.05	Other Provisions		Note		Excluded		Note		Excluded
	Total Local Authority Costs				**-**				**-**
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				**70,000**				**6,250,000**

Notes:

Excludes GST
Excludes Environmental Offset / Management Plans etc
Specific exclusions as above
Excludes abnormal ground conditions / contamination etc
Excludes major services diversions
Excludes major utility upgrades / contributions & headworks
Excludes works to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agents fees, finance etc
Excludes land purchase costs
Excludes escalation therefore all prices are current day
Excludes out of hours working
Excludes works to potential development zone

Notes :

OPC based on Concept 1 Rev B (Dated June 2024), Concept 02 Rev A (Dated June 2024), Concept03E Rev B (Dated June 2024)
All scope, quantities and rates are provisional therefore subject to adjustment

2024-07-14 Narembeen Masterplan OPC - Draft R1
OPTION 2 SUMMARY
15/07/2024

DONALD CANT WATTS CORKE

NAREMBEEN MASTERPLAN	AQUATIC BUILDING	SPORTS INFRASRUCTURE
	$ 830,000	$ 6,420,000

SUMMARY		AQUATIC BUILDING				SPORTS INFRASRUCTURE			
Item	Description	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)
1.00	**AQUATIC BUILDINGS**								
1.01	First Aid (refurbishment)	11	m2	2,500	27,500		Note		N/A
1.02	Female Changeroom (redevelop)	46	m2	4,600	211,600		Note		N/A
1.03	Male Changeroom (redevelop)	49	m2	4,600	225,400		Note		N/A
1.04	Storage (new)	24	m2	2,250	54,000		Note		N/A
1.05	Store (new)		Note		N/A	30	m2	2,250	67,500
1.06	Services (new)		Note		N/A	43	m2	2,500	107,500
	TOTAL BUILDING COST	**130**	**m2**	**4,000**	**518,500**	**73**	**m2**	**2,400**	**175,000**
2.00	**External Works & Landscaping**								
2.01	Allowance for site clearance	24	m2	10	200	3,409	m2	10	34,100
2.02	Allowance for demolition of buildings / structures		Note		N/A	19	m2	200	3,800
2.03	Allowance for demolition / removal of hardstandings/Outdoor courts	24	m2	30	700	3,409	m2	30	102,300
2.04	Allowance for removal of existing light poles		Note		N/A	8	No	1,000	8,000
2.05	Allowance for removal of old netball posts		Note		N/A	4	No	500	2,000
2.06	Allowance for concrete fixed tiered seating		Note		N/A	95	m2	2,500	237,500
2.07	Allowance for undercover area		Note		N/A	1,772	m2	1,250	2,215,000
2.08	Allowance for synthetic playing surfaces		Note		N/A	3,350	m2	225	753,800
2.09	Allowance for sport floodlighting underside roof structure		Note		N/A	1	P.Sum	75,000	75,000
2.10	Allowance for new light poles to northern courts		Note		N/A	4	No	50,000	200,000
2.11	Allowance for electronic control basketball backboards		Note		N/A	1	P.Sum	40,000	40,000
2.12	Allowance for removeable netball posts		Note		N/A	4	No	3,500	14,000
2.13	Allowance for sundries	1	P.Sum	5,000	5,000	1	P.Sum	50,000	50,000
2.14	Allowance for Main Contractors Preliminaries and Margin	15%		5,900	900	15%		3,735,500	560,300
	External Works & Landscaping Sub Total				**6,800**				**4,295,800**
3.00	**Site Services**								
3.01	Allowance for common service trench to each building		Note		N/A		Note		N/A
3.02	Allowance for services to building	1	P.Sum	50,000	50,000	1	P.Sum	50,000	50,000
3.03	Allowance for Main Contractors Preliminaries and Margin	15%			7,500	15%			7,500
	External Services Sub Total				**58,000**				**58,000**
	TOTAL CONSTRUCTION COSTS				**583,300**				**4,528,800**
	Regional Loading - Narembeen	30%			175,000.00	30%			1,359,000.00
	TOTAL CONSTRUCTION COSTS				**758,300**				**5,887,800**
4.01	Design Contingencies	10%			75,800	10%			588,800
4.02	Construction Contingencies	10%			75,800	10%			588,800
4.03	Headworks and Statutory Charges		Note		Excluded		Note		Excluded
4.04	Building Act Compliance		Note		Excluded		Note		Excluded
4.05	Percent for Public Art		Note		Excluded		Note		Excluded
4.06	Land Costs (if applicable)		Note		Excluded		Note		Excluded
4.07	Other Costs - FFE		Note		Excluded		Note		Excluded
4.08	Other Costs - ICT		Note		Excluded		Note		Excluded
4.09	Professional Fees	10%			91,000	10%			706,500
	On-Costs - Sub Total				**243,000**				**1,884,000**
	GROSS PROJECT COST				**826,300**				**6,412,800**
5.00	**Escalation**								
5.01	Base date of pricing - July 2024								
5.02	Escalation		Note		Excluded		Note		Excluded
	Escalation - Sub Total				**-**				**-**
	ESCALATED NET PROJECT COST				**826,300**				**6,412,800**
6.00	**Local Authority Managed Costs**								
6.01	Project Management Costs		Note		Excluded		Note		Excluded
6.02	Commissioning, Relocation Costs and Disbursements		Note		Excluded		Note		Excluded
6.03	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded		Note		Excluded
6.04	Site Master Planning		Note		Excluded		Note		Excluded
6.05	Other Provisions		Note		Excluded		Note		Excluded
	Total Local Authority Costs				**-**				**-**
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				**830,000**				**6,420,000**

Notes:

Excludes GST
Excludes Environmental Offset / Management Plans etc
Specific exclusions as above
Excludes abnormal ground conditions / contamination etc
Excludes major services diversions
Excludes major utility upgrades / contributions & headworks
Excludes works to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agents fees, finance etc
Excludes land purchase costs
Excludes escalation therefore all prices are current day
Assumes changeroom hydraulics in same location and just replaced
Excludes out of hours working
Excludes works to potential development zone

Notes :

OPC based on Concept 1 Rev B (Dated June 2024), Concept 02 Rev A (Dated June 2024), Concept03E Rev B (Dated June 2024)
All scope, quantities and rates are provisional therefore subject to adjustment

2024-07-14 Narembeen Masterplan OPC - Draft R1

OPTION 3 SUMMARY

15/07/2024

DONALD CANT WATTS CORKE

NAREMBEEN MASTERPLAN	OPTION 3 OPC 1 - SINGLE STAGE	OPTION 3 OPC 2 STAGE 1	OPTION 3 OPC 2 STAGE 2	OPTION 3 OPC 2 STAGE 3	OPTION 3 OPC 2 STAGE 4
	$ 26,060,000	$ 11,920,000	$ 3,220,000	$ 5,180,000	$ 19,300,000

SUMMARY		OPTION 3 OPC 1 - SINGLE STAGE				OPTION 3 OPC 2 STAGE 1				OPTION 3 OPC 2 STAGE 2				OPTION 3 OPC 2 STAGE 3				OPTION 3 OPC 2 STAGE 4			
Item	Description	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)
1.00	**BUILDINGS**																				
1.01	Aquatic Building	11	m2	2,500	27,500	11	m2	2,500	27,500		Note		N/A		Note		N/A		Note		N/A
1.02	Stage 1	2,242	m2	1,900	4,079,300	2,242	m2	1,900	4,079,300		Note		N/A		Note		N/A		Note		N/A
1.03	Stage 2	223	m2	4,700	1,035,000		Note		N/A	223	m2	4,700	1,035,000		Note		N/A		Note		N/A
1.04	Stage 3	352	m2	3,500	1,222,800		Note		N/A		Note		N/A	352	m2	3,500	1,222,800		Note		N/A
1.05	Stage 4	2,438	m2	2,600	6,131,800		Note		N/A		Note		N/A		Note		N/A	2,438	m2	2,600	6,131,800
1.06	Staging Allowance / premium		Note		N/A					10	%		103,500	10	%		122,280	10	%		613,180
	TOTAL BUILDING COST	**5,266**	**m2**	**2,400**	**12,496,400**	**2,393**	**m2**	**1,700**	**4,106,800**	**373**	**m2**	**3,100**	**1,138,500**	**150**	**m2**	**9,000**	**1,345,080**	**2,588**	**m2**	**2,600**	**6,744,980**
2.00	**External Works & Landscaping**																				
2.01	Allowance for site clearance		P.Sum		52,500	3,500	m2	15	52,500		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.02	Allowance for demolition of buildings / structures		P.Sum		3,800	19	m2	200	3,800		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.03	Allowance for demolition / removal of hardstandings/Outdoor courts		P.Sum		105,000	3,500	m2	30	105,000		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.04	Allowance for car bays		P.Sum		89,300		Note		N/A		Note		INCL. in Stage 3	425	m2	210	89,300		Note		INCL. in Stage 3
2.05	Allowance for verandah		P.Sum		304,000	1	P.Sum	100,000	100,000		Note		INCL. in Stage 1	136	m2	1,500	204,000		Note		INCL. in Stage 3
2.06	Allowance for synthetic playing surfaces		P.Sum		550,000	2,200	m2	250	550,000		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.07	Allowance for sport floodlighting underside roof structure		P.Sum		75,000	1		75,000	75,000		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.08	Allowance for electronic control basketball backboards		P.Sum		40,000	1	P.Sum	40,000	40,000		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.09	Allowance for sundries		P.Sum		125,000	1	P.Sum	50,000	50,000	1	P.Sum	25,000	25,000	1	P.Sum	25,000	25,000	1	P.Sum	25,000	25,000
2.10	Allowance for site fencing		P.Sum		120,000	1	P.Sum	120,000	120,000		Note		INCL. in Stage 1		Note		INCL. in Stage 1		Note		INCL. in Stage 1
2.11	Allowance for Main Contractors Preliminaries and Margin		P.Sum		219,700	15%		1,096,300	164,400	15%		25,000	3,800	15%		318,300	47,700	15%		25,000	3,800
	External Works & Landscaping Sub Total				**1,684,300**				**1,260,700**				**28,800**				**366,000**				**28,800**
3.00	**Site Services**																				
3.01	Allowance for common service trench to each building		Note		N/A		Note		N/A		Note		N/A		Note		N/A		Note		N/A
3.02	Allowance for services to building	1	P.Sum		650,000	1	P.Sum	200,000	200,000	1	P.Sum	150,000	150,000	1	P.Sum	200,000	200,000	1	P.Sum	100,000	100,000
3.03	Allowance for sports lighting		Note		N/A		Note		N/A		Note		N/A		Note		N/A		Note		N/A
3.04	Allowance for lighting to car parks	1	P.Sum		50,000		Note		N/A		Note		N/A	1	P.Sum	50,000	50,000		Note		N/A
3.05	Allowance for Main Contractors Preliminaries and Margin	1	P.Sum		105,000	15%			30,000	15%			22,500	15%			37,500	15%			15,000
	External Services Sub Total				**805,000**				**230,000**				**173,000**				**288,000**				**115,000**
	TOTAL CONSTRUCTION COSTS - PERTH PRICE SUBTOTAL				**14,985,700**				**5,597,500**				**1,340,300**				**1,999,080**				**6,888,780**
	Regional Loading - Narembeen				4,750,000	30%			1,680,000	30%			403,000	30%			600,000	30%			2,067,000
	TOTAL CONSTRUCTION COSTS				**19,735,700**				**7,277,500**				**1,743,300**				**2,599,080**				**8,955,780**
4.01	Design Contingencies	10%			1,973,600	10%			727,800	10%			174,300	10%			259,900	10%			895,600
4.02	Construction Contingencies	10%			1,973,600	10%			727,800	10%			174,300	10%			259,900	10%			895,600
4.03	Headworks and Statutory Charges		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
4.04	Building Act Compliance		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
4.05	Percent for Public Art		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
4.06	Land Costs (if applicable)		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
4.07	Other Costs - FFE		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
4.08	Other Costs - ICT		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
4.09	Professional Fees	10%			2,368,300	10%			873,300	10%			209,200	10%			311,900	10%			1,074,700
	On-Costs - Sub Total				**6,316,000**				**2,329,000**				**558,000**				**832,000**				**2,866,000**
	GROSS PROJECT COST				**26,051,700**				**9,606,500**				**2,301,300**				**3,431,080**				**11,821,780**
5.00	**Escalation**																				
5.01	Base date of pricing - July 2024																				
5.02	Escalation - + 5 years		Note		Excluded	24%		9,606,500	2,307,100		Note		Excluded		Note		Excluded		Note		Excluded
5.03	Escalation: + 8 years									40%			909,000								
5.04	Escalation: + 10 years													51%			1,745,900				
5.05	Escalation: + 12 years																	63%			7,471,000
	Escalation - Sub Total				-				**2,307,100**				**909,000**				**1,745,900**				**7,471,000**
	ESCALATED NET PROJECT COST				**26,051,700**				**11,913,600**				**3,210,300**				**5,176,980**				**19,292,780**
6.00	**Local Authority Managed Costs**																				
6.01	Project Management Costs		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
6.02	Commissioning, Relocation Costs and Disbursements		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
6.03	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
6.04	Site Master Planning		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
6.05	Other Provisions		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded		Note		Excluded
	Total Local Authority Costs				-				-				-				-				-
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				**26,060,000**				**11,920,000**				**3,220,000**				**5,180,000**				**19,300,000**

Notes:
Excludes GST
Excludes Environmental Offset / Management Plans etc
Specific exclusions as above
Excludes abnormal ground conditions / contamination etc
Excludes major services diversions
Excludes major utility upgrades / contributions & headworks
Excludes works to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agents fees, finance etc
Excludes land purchase costs
Excludes escalation therefore all prices are current day.
Staging as per Otium Planning email
Stage 4 does not allow for any rectification / replacement works to playing surfaces installed in Stage 1
Excludes potential 3x3 basketball

Notes :
OPC based on Concept 1 Rev B (Dated June 2024), Concept 02 Rev A (Dated June 2024), Concept03E Rev B (Dated June 2024)
All scope, quantities and rates are provisional therefore subject to adjustment

2024-07-14 Narembeen Masterplan OPC - Draft R1
OPTION 3 OPC 2 - BREAKDOWN
15/07/2024

DONALD CANT WATTS CORKE

BREAKDOWN		OPTION 3 OPC 2 STAGE 1			
Item	Description	Quantity	Unit	Rate ($)	Total ($)
1.00	BUILDINGS				
	Stage 1				
	First Aid	16	m2	3,000	48,000
	Umpire Change	18	m2	4,500	81,000
	CLN.	12	m2	3,000	36,000
	Store 3	50	m2	3,000	150,000
	SMSB	7	m2	3,000	21,000
	Roof to Undercover Area	2,139	m2	1,750	3,743,300
	TOTAL STAGE 1 COST	2,242	m2	1,800	4,079,300

BREAKDOWN		OPTION 3 OPC 2 STAGE 2			
Item	Description	Quantity	Unit	Rate ($)	Total ($)
1.00	BUILDINGS				
	Stage 2				
	Change 1	50	m2	5,000	250,000
	Change 2	53	m2	5,000	265,000
	CL.	5	m2	3,000	15,000
	Female Toilet	37	m2	4,600	170,200
	Male Toilet	36	m2	4,600	165,600
	Mech. / Comms.	15	m2	3,000	45,000
	UAT 1	14	m2	4,600	64,400
	UAT 2	13	m2	4,600	59,800
	TOTAL STAGE 2 COST	223	m2	4,600	1,035,000

BREAKDOWN		OPTION 3 OPC 2 STAGE 3			
Item	Description	Quantity	Unit	Rate ($)	Total ($)
1.00	BUILDINGS				
	Stage 3				
	After hours entry	13	m2	4,000	52,000
	Entry Foyer	51	m2	4,250	216,800
	Entry Porch	24	m2	2,000	48,000
	External Function	64	m2	1,500	96,000
	Function	60	m2	4,000	240,000
	Gym	100	m2	4,000	400,000
	Kitchen	20	m2	5,500	110,000
	Store 1	10	m2	3,000	30,000
	Store 2	10	m2	3,000	30,000
	TOTAL STAGE 3 COST	352	m2	3,500	1,222,800

BREAKDOWN		OPTION 3 OPC 2 STAGE 4			
Item	Description	Quantity	Unit	Rate ($)	Total ($)
1.00	BUILDINGS				
	Stage 4				
	Enclosing of the courts	2,139	m2	2,750	5,882,300
	Fixed Tired Seating	199	m2	500	99,500
	Formation of Corridor	100	m2	1,500	150,000
	TOTAL STAGE 4 COST	2,438	m2	2,500	6,131,800

2024-08-05 Narembeen Masterplan OPC - Draft
OPTION 4 SUMMARY
5/08/2024

DONALD CANT WATTS CORKE

NAREMBEEN MASTERPLAN	OPTION 4
	$ 17,630,000

SUMMARY		OPTION 4			
Item	Description	Quantity	Unit	Rate ($)	Total ($)
1.00	**BUILDINGS**				
1.01	Aquatic Building	11	m2	1	11
1.02	Gym Building	2,642	m2	1,620	4,279,300
1.03	Courts Amenity Building	660	m2	3,763	2,483,800
	TOTAL BUILDING COST	**3,313**	**m2**	**2,000**	**6,763,111**
2.00	**External Works & Landscaping**				
2.01	Allowance for site clearance	6,200	m2	15	93,000
2.02	Allowance for demolition of buildings / structures	19	m2	200	3,800
2.03	Allowance for demolition / removal of hardstandings/Outdoor courts	3,500	m2	30	105,000
2.04	Allowance for roads	670	m2	250	167,500
2.05	Allowance for car bays	1,100	m2	210	231,000
2.06	Allowance for hard/soft landscape	360	m2	200	72,000
2.07	Allowance for verandah	1	P.Sum	100,000	100,000
2.08	Allowance for expansion surface btw Parking and Aquatics	975	m2	200	195,000
2.09	Allowance for synthetic playing surfaces	2,200	m2	250	550,000
2.10	Allowance for sport floodlighting underside roof structure	1	P.Sum	75,000	75,000
2.11	Allowance for electronic control basketball backboards	1	P.Sum	40,000	40,000
2.12	Allowance for sundries	1	P.Sum	50,000	50,000
2.13	Allowance for site fencing	1	P.Sum	120,000	120,000
2.14	Allowance for Main Contractors Preliminaries and Margin	15%		1,802,300	270,300
	External Works & Landscaping Sub Total				**2,072,600**
3.00	**Site Services**				
3.01	Allowance for common service trench to each building		Note		N/A
3.02	Allowance for services to building	1	P.Sum		650,000
3.03	Allowance for sports lighting		Note		N/A
3.04	Allowance for lighting to car parks	1	P.Sum		100,000
3.05	Allowance for relocation of Gas bullet	1	P.Sum		500,000
3.06	Allowance for Main Contractors Preliminaries and Margin	15%			187,500
	External Services Sub Total				**1,438,000**
	TOTAL CONSTRUCTION COSTS - PERTH PRICE SUBTOTAL				**10,273,711**
	Regional Loading - Narembeen	30%			3,082,113
	TOTAL CONSTRUCTION COSTS				**13,355,824**
4.01	Design Contingencies	10%			1,335,600
4.02	Construction Contingencies	10%			1,335,600
4.03	Headworks and Statutory Charges		Note		Excluded
4.04	Building Act Compliance		Note		Excluded
4.05	Percent for Public Art		Note		Excluded
4.06	Land Costs (if applicable)		Note		Excluded
4.07	Other Costs - FFE		Note		Excluded
4.08	Other Costs - ICT		Note		Excluded
4.09	Professional Fees	10%			1,602,700
	On-Costs - Sub Total				**4,274,000**
	GROSS PROJECT COST				**17,629,824**
5.00	**Escalation**				
5.01	Base date of pricing - July 2024				
5.02	Escalation - + 5 years		Note		Excluded
5.03	Escalation: + 8 years				
5.04	Escalation: + 10 years				
5.05	Escalation: + 12 years				
	Escalation - Sub Total				**-**
	ESCALATED NET PROJECT COST				**17,629,824**
6.00	**Local Authority Managed Costs**				
6.01	Project Management Costs		Note		Excluded
6.02	Commissioning, Relocation Costs and Disbursements		Note		Excluded
6.03	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded
6.04	Site Master Planning		Note		Excluded
6.05	Other Provisions		Note		Excluded
	Total Local Authority Costs				**-**
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				**17,630,000**

Notes:

Excludes GST
Excludes Environmental Offset / Management Plans etc
Specific exclusions as above
Excludes abnormal ground conditions / contamination etc
Excludes major services diversions
Excludes major utility upgrades / contributions & headworks
Excludes works to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agents fees, finance etc
Excludes land purchase costs
Excludes escalation therefore all prices are current day.
Excludes Future Vehicle Parking and Link
Excludes Future rec centre Link
Excludes potential 3x3 basketball
Excludes enclosing of undercover area.

Notes :

OPC based on Concept 4 SK30 Rev A (Dated 29 July 2024)
All scope, quantities and rates are provisional therefore subject to adjustment

2024-08-05 Narembeen Masterplan OPC - Draft
OPTION 4 OPC - BREAKDOWN
5/08/2024

DONALD CANT WATTS CORKE

BREAKDOWN		OPTION 4			
Item	Description	Quantity	Unit	Rate ($)	Total ($)
1.00	BUILDINGS				
	First Aid	16	m2	3,000	48,000
	Umpire Change	18	m2	4,500	81,000
	CLN.	12	m2	3,000	36,000
	Store 3	50	m2	3,000	150,000
	SMSB	7	m2	3,000	21,000
	Fixed Tired Seating	400	m2	500	200,000
	Roof to Undercover Area	2,139	m2	1,750	3,743,300
	Change 1	50	m2	5,000	250,000
	Change 2	53	m2	5,000	265,000
	CL.	5	m2	3,000	15,000
	Female Toilet	37	m2	4,600	170,200
	Male Toilet	36	m2	4,600	165,600
	Mech. / Comms.	15	m2	3,000	45,000
	UAT 1	14	m2	4,600	64,400
	UAT 2	13	m2	4,600	59,800
	Function	62	m2	4,000	248,000
	Gym	100	m2	4,000	400,000
	Kitchen	20	m2	5,500	110,000
	Store 1	11	m2	3,000	33,000
	Store 2	11	m2	3,000	33,000
	Entry Foyer	51	m2	4,250	216,800
	After hours entry	22	m2	4,000	88,000
	Corridor	50	m2	2,000	100,000
	Entry Porch	110	m2	2,000	220,000
	Future Rec Centre Extension Link		Note		Excluded
	TOTAL BUILD COST	**3,302**	**m2**	**2,000**	**6,763,100**

Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium Planning Group's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than the client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

ATTACHMENT 11.3A
Youth Plan 2024-2025

Shire of Narembeen
Together we grow

Youth Plan

2024 - 2028

VISION STATEMENT

Together we create the opportunity to grow

PURPOSE OF PLAN

To confirm our commitment to the young people in our community by detailing their aspirations and priorities based on comprehensive youth engagement.

OUR COMMITMENT TO YOUNG PEOPLE

- We will be open, fair and impartial in what we do
- We will consult and engage with our young people
- We will encourage, welcome and value feedback
- We will encourage and support our young volunteers
- We will treat young people with respect

SUMMARY OF YOUTH ENGAGEMENT

The Shire engaged with the Narembeen District High School (NDHS) by conducting a workshop with leadership students from Yeas 4 to 10. These students were tasked with surveying their peers to uncover the aspirations and needs of our young people.

The leadership team developed three simple questions for the Year 4 to Year 10 students. After collecting the responses, they dedicated their time to collaring and analysing the data, which provided the Shire with a snapshot of the students' desires for community improvements and additions.

This snapshot was supported by a Youth Engagement presentation to Council summarising feedback and survey results.

NAREMBEEN FACILITIES SURVEY

NAME: YEAR: AGE GENDER

WHICH FACILITIES IN NAREMBEEN DO YOU USE THE MOST AND WHY?

WHAT NEW FACILITIES WOULD YOU LIKE IN NAREMBEEN AND WHY?

ARE THERE ANY FACILITIES IN NAREMBEEN YOU THINK COULD BE IMPROVED AND HOW?

WHAT OUR YOUNG PEOPLE TOLD US

What facilities are used most and why?

01

Courts & Oval

The courts and oval are used sporting events and training and are places to 'hang out'

02

Pool

The swimming pool is used in summer for both sport and to 'hang out'

Snapshot of Comments

- the lake because I take the dogs around it
- the school because we go there to learn
- the town hall and church because I can use it for dance
- if we didn't have the park there wouldn't be anywhere for children to entertain themselves

What new facilities would you like and why?

01

Pump Track

There were a lot of students who would like more places that provide places to be entertained, many listing a pump track as a request

02

Changerooms

The idea of more changerooms at the hockey oval for young players moving between sports was popular

03

Indoor Court

The building of an indoor court was seen as something that be beneficial as it would be multi-purpose and allow training and playing out of harsh weather conditions

Snapshot of Comments

- a trampoline
- a big slide for the pool
- a dog park for dogs
- a bike track so that it is more fun to ride bikes (bigger jumps)

Are there facilities that you think could be improve and how?

01

Park

Improvements to the park included suggestions for more shade and better sand.

02

Microphone

The idea of a microphone hanging from the roof of the town hall was popular

03

Welcome Sign

There were comments regarding the town welcoming sign and whether a new one could be designed with a hawk on it

Snapshot of Comments

- the playground could be bigger and better
- the hockey field because it needs to be real turf
- fix the stairs and change the floors at the town hall
- the pool tiles because I always cut my feet on them

KEY PROJECT YOUNG PEOPLE IDENTIFIED

The data and conversations with the students led the leadership team to suggest that our youth would like improvements to the current park (including softball) and the most prevalent new facility for the young in the community would be a pump track.

The team looked other options to go with the pump track and believe that we could add a bouncy pillow and a ninja course to go with the pump track.

Why it would be good for us:

- It would boost health
- It would be able to be used by all ages
- It would attract tourist and young people from other towns

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HOW YOUNG PEOPLE CAN CONTRIBUTE

- Attend school and engage in your educational journey
- Attend and support local activities and events
- Become a volunteer
- Get involved in sporting and recreational activities
- Get to know your neighbours
- Have fun in our public spaces
- Join a community group
- Keep your town and Shire clean and tidy
- Learn about local history
- Look out for others
- Promote and celebrate our achievements
- Resue and recycles
- Report infrastructure damage

YOUNG ASPIRATIONS AND PRIORITIES

Aspirations and Priorities		We know we are succeeding when
1.	**Our Community and Young People** *Our young people to be active, confident and independent confident members*	
1.1	Encouraging youth development	Our young people confirm the relevance and benefits of youth development
2.	**Our Economy and Young People** *Our young people are skilled when entering employment*	
2.1	Involve and support young people in the promotion and future development of the Shire	Our young people play an active role in attracting people and business to the Shire
2.2	Facilitate increased training and employment opportunities for young people	Our young people have their skills and confidence to find meaningful employment
3.	**Our Infrastructure and Young People** *Infrastructure that meets the needs of our young people*	
3.1	Engage with young people in the development of public spaces and community facilities	Our young people confirm they have input and involvement in relevant projects
4.	**Our Organisation and Young People** *Engaged young people in a way that encourages participation, awareness and information sharing*	
4.1	Develop and understanding of the interests, needs and issues of local young people	Our young people confirm their input is valued by the Shire
4.2	Enhance the profile of young people in the wider community	Our young people confirm their contribution is valued and acknowledged
4.3	Provide and promote opportunities for young people to be involved in local government	Our young people are actively involved in civic roles and activities

SHIRE PRIORITIES

1.	Our Community and Young People *Our young people to be active, confident and independent confident members*

No	Youth Priority	No	Actions	24 25	25 26	26 27	27 28
1.1	Encouraging youth development and leadership	1.1.1	Deliver initiatives that allow young people to develop	x	x	x	x
		1.1.2	Source grant opportunities that support initiatives for young people to develop their growth, knowledge, leadership and skills through youth-related activities	x	x	x	x

2.	Our Economy and Young People *Our young people are skilled when entering employment*

No	Youth Priority	No	Actions	24 25	25 26	26 27	27 28
2.1	Involve and support young people in the promotion and future development of the Shire	2.1.1	Facilitate partnerships to support volunteer opportunities to build the capacity of young people	x	x	x	x
		2.1.2	Promote awareness of Narembeen as a great place for young people to live, work, and visit		x	x	x
2.2	Facilitate increased training and employment opportunities for young people	2.2.1	Increase the number of traineeships and work experience opportunities at the Shire	x	x	x	x
		2.2.2	Promote mentoring and skill development between young people and the business community		x	x	x

3.	Our Infrastructure and Young People *Infrastructure that meets the needs of our young people*

No	Youth Priority	No	Actions	24 25	25 26	26 27	27 28
3.1	Engage with young people in the development of public spaces and community facilities	3.1.1	Ensure young people are engaged in the planning, design, and implementation of the Apex Park improvements (to include the Skate Park)	P	P	I	I
		3.1.2	Ensure young people are engaged in the planning, design, and implementation of a Pump Track and for the precinct and investigate the inclusion of a bouncy pillow and Ninja Course	P	P	I	I

4.	Our Organisation and Young People *Engaged young people in a way that encourages participation, awareness and information sharing*						
No	Youth Priority	No	Actions	24 25	25 26	26 27	27 28
4.1	Develop an understanding of the interests, need and issues of local young people	4.1.1	Regularly seek feedback from young people about their interest, satisfaction levels with existing programs and what else they would like to see in the community	x	x	x	x
		4.1.2	Build relationships with young people through Narembeen District High School running programs and attending partner-run activities where practical	x	x	x	x
4.2	Enhance the profile of young people in the community	4.1.2	Create opportunities to develop and showcase the achievements of young people	x	x	x	x
4.3	Provide and promote opportunities for young people to be involved in local government	4.3.1	Encourage young people to attend Council meetings to build knowledge and to raise awareness in Council of youth issues and interest	x	x	x	x
		4.3.2	Offer school tours of Council Chambers to create awareness of democratic practices and how young people can get involved	x	x	x	x

Legend		
X = Ongoing	P = Planning	I = Implementation

MONITORING AND REVIEW

Progress reports will be conducted annually using a traffic light system to indicate progress against the priorities outlined in the Youth Plan. The annual results will be communicated to the youth through the report provided to the Narembeen District High School.

ACKNOWLEDGEMENT

Progress reports will be conducted annually using a traffic light system to indicate progress against the priorities outlined in the Youth Plan. The annual results will be communicated to the youth through the report provided to the Narembeen District High School.

Bowdan Cole, School Captain
Mia Parsons, School Vice-Captain

Toby Bald, Noah Browning, Charlie Cusack, Lyla Hayter, Dakoda Miller, Rhave Palompo, Rhienna Parsons, and Jack Wanless.

ATTACHMENT 11.4A
Local Government Elections

Advocacy Positions for a New Local Government Act

Key issues from recent inquiries into Local Government

December 2020

About WALGA

The WA Local Government Association (WALGA) is working for Local Government in Western Australia. As the peak industry body, WALGA advocates on behalf of 139 Western Australian Local Governments. As the united voice of Local Government in Western Australia, WALGA is an independent, membership-based organization representing and supporting the work and interests of Local Governments in Western Australia. WALGA provides an essential voice for 1,220 Elected Members, approximately 22,000 Local Government employees (16,500 Full Time Equivalent's) as well as over 2.5 million constituents of Local Governments in Western Australia.

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Recommendations

New Local Government Act

That the State Government prepare a new Local Government Act as a priority.

Legislative Intent

That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
    i. Economic development
    ii. Environmental protection, and
    iii. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

Intergovernmental Cooperation

That a Partners in Government Agreement promoting a collaborative partnership approach be signed by the Premier, Minister for Local Government, Western Australian Local Government Association and Local Government Professionals WA at the commencement of each term of the State Government.

Elections

The Local Government sector supports:

1. Four year terms with a two year spill
2. Greater participation in Local Government elections
3. The option to hold elections through:
    - Online voting
    - Postal voting, and
    - In-person voting
4. Voting at Local Government elections to be voluntary
5. The first past the post method of counting votes

6. Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)
7. Local Governments to determine if the Mayor or President is elected by the Council or the community at large.
8. Continuation of the property franchise.

Rating Exemptions

That an independent review of all rate exemptions be undertaken.

Fees and Charges

That:

1. An independent review be undertaken to remove fees and charges from legislation and regulation and,
2. Local Government be empowered to set fees and charges for Local Government services.

Road Funding

That the Government returns to Local Government at least 27 percent of motor vehicle licence fee collections.

Regional Collaboration

That:

1. Local Governments be empowered to form single and joint subsidiaries, and beneficial enterprises, and
2. Compliance requirements of Regional Councils be reviewed and reduced.

Community Engagement

The Local Government sector supports:

1. Responsive, aspirational and innovative community engagement principles
2. Encapsulation of aims and principles in a community engagement policy, and
3. The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.

Roles and Responsibilities

That clarification of roles and responsibilities for mayors / presidents, councillors and CEO's be considered to ensure that there is no ambiguity.

External Oversight

The Local Government sector supports:

1. Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against elected members and undertake inquiries.
2. Remove the CEO from being involved in processing complaints
3. That an early intervention framework of monitoring to support local governments be provided with any associated costs to be the responsibility of the State Government.

Financial Management and Procurement

That the Local Government sector:

1. Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Statements and Annual Budget Statements for the Local Government sector, in consultation with the Office of the Auditor General;

2. Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General;

3. Supports Local Governments being able to use freehold land to secure debt;

4. Supports Building Upgrade Finance being permitted for specific purposes such as cladding, heritage and green improvements;

5. Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.

Accountability and Audit

That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority and chair.

Background

Three significant inquiries relating to Local Government in Western Australia have released their final reports in August and September 2020.

This paper, which was endorsed by State Council on 2 December 2020 (Resolution 142.6/2020), aims to distil key issues raised by these reports and identify strategic advocacy positions of the Local Government sector to inform the strategic direction of legislative reform.

Local Government Review Panel

As part of the Review of the Local Government Act, the Local Government Review Panel was formed to guide the strategic direction of the review and to recommend high level guiding principles for a new act.

The Local Government Review Panel Final Report was released on 5 August 2020.

City of Perth Inquiry

The Authorised Inquiry into the City of Perth was announced on 24 April 2018 by the Minister for Local Government.

The report contains 341 recommendations, of which 132 have implications for the Local Government sector.

The Report of the Inquiry into the City of Perth was tabled in Parliament on 11 August 2020.

Select Committee into Local Government

The Legislative Council Select Committee into Local Government commenced on 26 June 2019.

The Committee had broad terms of reference to inquire into Local Government in Western Australia and made a number of recommendations relating to key Local Government sector issues.

The Select Committee into Local Government Final Report – Inquiry into Local Government was tabled in Parliament on 22 September 2020.

Key Issues

New Local Government Act

The Local Government Review Panel Final Report states:

When the Western Australia Government launched the Local Government Act Review its objectives were to produce 'a new, modern Act that empowers local governments to better deliver for the community', and that local government should be 'Agile, Smart and Inclusive'. Those objectives remain valid.

Discussion

The current *Local Government Act 1995* was proclaimed in 1996 and has been effective at enshrining the general competence principle which has enabled Local Governments to govern in the best interests of their communities. However, over the last 25 years there has been significant regulation and compliance obligations added to the legislation.

The current Local Government Act contains ten parts and totals 490 pages. In addition, there are 13 sets of regulations comprising a further 460 pages. This is a legislative burden on the Local Government sector and requires a significant reduction and a move to a principle over prescription approach to a new Act.

The Local Government Act should facilitate Local Governments utilising their general competence powers within a legislative framework that provides for good governance and accountability to the community for decision-making. The Local Government sector seeks a reduced regulatory approach accompanied by best practice guidance, support and assistance.

With a State Election due in March 2021 it is appropriate for the sector to seek a commitment for the progression of a new Local Government Act.

Local Government Position:

That the State Government prepare a new Local Government Act as a priority.

Legislative Intent

The Local Government Review Panel Final Report recommends:

2. *The Panel recommends the following statement of intent (vision) for a new Act:*

   An Act to provide for a system of local government relevant to Western Australia that develops and supports sustainable, accountable, collaborative and capable local governments through democratic representation, the provision of services, opportunities and enhanced well-being for each and every community.

3. *The Panel recommends the adoption of the following objectives for a new Act:*
   a. *Democratic and accountable local government that recognises the diversity of and within Western Australia's communities.*
   b. *Recognition of the specific needs and culture of Western Australia's Aboriginal people.*
   c. *Promotion and improvement of the community's economic, social and environmental well-being.*
   d. *An adaptive and forward-looking legislative framework, which supports and enables councils to provide local leadership for the whole community, and to collaborate with each other and with other key stakeholders at a regional level.*
   e. *Open and transparent community participation in the decisions and affairs of local governments.*
   f. *Enhanced capability of the local government sector, with a focus on continuous improvement and sustainability.*
   g. *Efficient and effective service delivery and regulation that is responsive to current and future community needs.*
   h. *Informed decision-making by local governments which is in the interest of their communities, within a legislative framework that supports balance and certainty in relation to the different interests of their communities.*
   i. *Accountability of local governments to their communities through processes that demonstrate good governance.*
   j. *Support for approaches and opportunities which foster collaboration and cooperation both within the local government sector and across all levels of Government.*

4. *The Panel recommends an Act that is considerably shorter, less prescriptive and minimises the use of regulations by establishing clear principles, robust processes, model charters, guidelines and templates.*

5. *The Panel recognises the diversity of local governments in Western Australia and supports a new Act which is responsive to this but does not recommend the adoption of a multi-tiered legislative framework.*

6. *The Panel recommends the inclusion of a statement of the role and principal functions of local governments that makes it clear their basic statutory responsibilities, retaining the overall power of general competency in the current Local Government Act.*

The Select Committee into Local Government recommends:

1. *The Government consider implementing a compliance regime that differentiates between local governments based on their size and scale where appropriate.*

Discussion

Throughout WALGA's consultation with the sector on the Local Government Act review, there has been overwhelming support for *principles over prescription*, an approach that avoids red tape and declutters the extensive regulatory regime. The following key principles are fundamental drivers of future Local Government legislation.

General competence

The Local Government Act is founded on the general competence powers principle, which gives Local Governments the legal capacity to do anything that is not prohibited by law. This principle is uniformly supported by the Local Government sector and that it should not be diluted by over-regulating the operations of Local Government.

The general competence principle recognises the democratic mandate of Local Government to represent, plan, and provides services for its community.

Flexible, principles-based legislative framework

The Local Government Act works well when Local Governments apply their general competence powers within a legislative framework that provides for good governance, with accountability to the community for decision-making.

The Local Government Act should focus on principles and objectives, not on process. Best practice, guidance material and smart people working together to solve problems drive innovation; prescriptive regulation drives compliance for the sake of compliance.

To focus on the process and not the principles and objectives risks embedding today's practice into legislation instead of allowing Local Governments the flexibility to innovate and adapt to new methods and new technologies. Not everything a Local Government should do needs to be legislated. Ultimately, Councils are considered to be generally competent and are accountable to the community through democratic elections held every two years.

Size and scale compliance regime

There is a marked appetite to differentiate between Local Governments based on size and scale. There is a significant difference in the compliance requirements of the City of Stirling compared to the Shire of Murchison. Areas such as the integrated planning and reporting framework, internal audits and model procurement policies are example areas that could be considered on a size and scale approach.

Promote enabling legislation

Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration the Local Government's role in creating a sustainable and resilient community through:

- Economic development
- Environmental protection, and
- Social advancement.

There is a need to provide enabling legislation with a 'menu of opportunities' for the sector. Legislation should enable Local Governments to carry out a range of activities, even though all Local Governments may not want to undertake the activity.

Reduce red tape

WALGA has called for the de-cluttering of the extensive regulatory regime that underpins the Local Government Act. The legislative and regulatory regime represents a considerable challenge to the delivery of effective and efficient governance.

The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

The State Government should not impose responsibilities to Local Governments without adequate resourcing. This principle is contained within the British Columbia Community Charter and is supported by the Local Government sector.

Local Government Position:

That the following key principles be embodied in the Local Government Act:

1. **Uphold the general competence principle currently embodied in the Local Government Act**
2. **Provide for a flexible, principles-based legislative framework**
3. **Promote a size and scale compliance regime**
4. **Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:**
    i. **Economic development**
    ii. **Environmental protection, and**
    iii. **Social advancement**
5. **Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and**
6. **The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.**

Intergovernmental Cooperation

The Local Government Review Panel Final Report recommends:

15 *The Panel recommends that the new Act include a set of principles for intergovernmental relations that make clear local government's role and obligations as part of the broader system of government, and that underpin a range of ongoing arrangements such as the State Local Government Partnership.*

Discussion

Local Government strongly supports the enhanced collaboration between State and Local Government, as two spheres of government responsible for delivering public infrastructure and services for the benefit of the Western Australian community.

A Partners in Government Agreement, to be signed by the Premier, Minister for Local Government and Local Government leaders should contain:

- A preamble highlighting the importance of collaboration and partnership
- Objectives and principles
- Meetings of the Partners in Government Group comprising senior State and Local Government decision makers
- Collaboration aims and ideals, and
- Key focus areas.

Collaboration and partnership between the State and Local Government sectors aims to leverage the strengths of both spheres of Government for the benefit of Western Australia: the State's leadership and policy direction, and Local Government's on-the-ground presence in every community in our large and diverse state.

Local Government Position:

That a Partners in Government Agreement promoting a collaborative partnership approach be signed by the Premier, Minister for Local Government, Western Australian Local Government Association and Local Government Professionals WA at the commencement of each term of the State Government.

Elections

The Local Government Review Panel Final Report recommends:

19. *Optional preferential voting be adopted in place of the current first past the post system.*

20. *The principle of one vote per person be included in the legislation, subject to Recommendation 21 below.*

21. *Property franchise voting should be replaced with the requirement for local governments to introduce mechanisms for regular and effective consultation with the business community.*

22. *Local government elections are held once every four years, two years after but to otherwise accord with the timing of the State election.*

23. *All local government elections should be overseen by the Western Australian Electoral Commissioner.*

24. *Provision in the new Act for electronic/online voting to be introduced in the future once the integrity of the process can be assured (including allowing for a pilot).*

25. *The Panel makes the following further recommendations in relation to elections:*
    a. *Postal voting be required, with lodgement of these votes to be allowed in person on and before election day.*
    b. *The election process extended to provide more time for the issuing and receipt of postal votes.*
    c. *The information local government candidates must provide at nomination should be expanded to ensure that adequate information is given for voters to make an informed decision. Candidate nomination forms should also include declaration of membership of a political party and these forms should be published and available during the election period.*
    d. *A caretaker policy should be introduced barring elected members up for re-election from representing the council at events, handing out council grants or donations and moving substantive notices of motion in the period before the election, and a requirement to comply with this policy should be included in the Code of Conduct.*
    e. *The donor and the candidate should co-sign each declaration of a gift made.*
    f. *Donations via crowd funding platforms should be regulated so far as possible.*

26. *In respect to elected member representation, the Panel recommends:*
    a. *Population should be used to determine the number of elected member positions:*

(i) *Population of up to 5,000 – 5 councillors (including President).*
(ii) *Population of between 5,000 and 75,000 – 5 to 9 councillors (including Mayor/President).*
(iii) *Population of above 75,000 – 9 to 15 councillors (including Mayor).*

b. *Ward boundary reviews, to ensure equitable representation is maintained, should be conducted every four years by the Office of the Electoral Distribution Commissioners, with the support of the WAEC and should be conducted using similar processes and principles that are in place for state electoral boundaries as contained in the Electoral Act 1907.*

c. *Current classification bands 3 and 4 should not have multiple wards unless the Local Government Commission permits it in the interests of ensuring local democracy is enabled in certain communities.*

d. *The changes to wards and elected member numbers due to the above recommendations should be phased in.*

Discussion

The overwhelming majority of Local Governments support retaining four year terms with a half spill every two years. A principle of the current two year election cycle is to support the continuity of knowledge and experience of the Local Government. A key risk of a proposal for an all in/all out term is the loss of knowledge and the influence of a Council.

Promoting voting participation in Local Government elections is a priority and can be achieved through a range of voting options, such as:

- On-line voting
- Postal voting, and
- In-person voting.

In respect to voting methods, Local Governments over the past 40 years have experienced preferential voting, proportionate preferential voting and the current first past the post method. Due to its simplicity, and ease of understanding, the Local Government sector supports first past the post voting.

The Local Government sector opposes compulsory voting in Local Government elections.

In respect to Elected Member representation, the general competence principle should apply, enabling a Local Government to determine the appropriate number, between six and 15 elected members (including the Mayor/President), depending on local requirements. This philosophy also extends to the decision to have a Mayor or President elected by the Council or elected at large by the community.

The Local Government sector supports continuation of the status quo with regards to the property franchise.

Local Government Position:

The Local Government sector supports:

1. **Four year terms with a two year spill**
2. **Greater participation in Local Government elections**
3. **The option to hold elections through**
    - **Online voting**
    - **Postal voting, and**
    - **In-person voting**
4. **Voting at Local Government elections to be voluntary**
5. **The first past the post method of counting votes**
6. **Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)**
7. **Local Governments to determine if the Mayor or President is elected by the Council or the community at large**
8. **Continuation of the property franchise.**

Rating Exemptions

The Local Government Review Panel Final Report recommends:

50(c) The Economic Regulatory Authority (ERA) should be asked to undertake a review of the rating system, including a thorough examination of the case for the current wide range of exemptions.

The Select Committee into Local Government recommends:

8 Recognising that the current charitable purposes rate exemption produces perverse outcomes and may inappropriately shield commercial operations from paying rates, the Government clarify the charitable purposes rate exemption in any new local government Act.

9 The Government conduct a broad review of the rate exemptions to be included in any new local government Act.

Discussion

Exemptions from rates represent significant revenue leakage for Local Government. Recent data indicates that revenue foregone represents approximately two percent of rate revenue. This shortfall in lost revenue must then be made up from other ratepayers.

Rating exemptions relating to charitable purposes are particularly concerning as this exemption has extended in scope beyond its original intent to provide rating exemptions for the commercial undertakings of not-for-profit organisations. For instance, Independent Living Units, which often cost far more than the median house, are often exempt from rates. The net result of this is that millions of dollars of revenue is lost to Local Government which then has to be recouped from other ratepayers, many of whom would not be in a position to afford an Independent Living Unit themselves.

The rating exemptions that are of concern for the sector relate to the following:

- Rating of Charitable Purpose properties
- Department of Housing: Leasing to Charitable Organisations
- Government Trading Entities
- State Agreement Act projects
- State Owned Unallocated Crown Land

On this basis, the Local Government sector supports an independent review of all rating exemptions to enhance equity among ratepayers in the community.

Local Government Position:

That an independent review of all rate exemptions be undertaken.

Fees and Charges

The Local Government Review Panel Final Report recommends:

51 *The Panel recommends that local governments should be able to set reasonable fees and charges according to a rating and revenue strategy, with the oversight of the Audit, Risk and Improvement Committee.*

52 *The Panel recommends that local governments and State Government apply cost recovery principles when setting fees and charges.*

Discussion

Fees and charges represent a significant source of discretionary revenue for Local Governments. Examples include dog registration fees, fees for building approvals and swimming pool entrance fees.

Currently fees and charges are determined by legislation or regulation, with an upper limit set by legislation, or by the Local Government. Fees mandated by legislation often do not keep pace with the cost of delivery meaning that ratepayers will subsidise particular activities without any ability to have input into the setting of the fee.

While cost recovery should be a consideration for the setting of fees and charges, there are some services that Local Governments may choose to subsidise to encourage activities with overall community benefit.

Setting fees and charges is a core government function and should be a deliberative decision of the Council.

Local Government Position:

That:

1. **An independent review be undertaken to remove fees and charges from legislation and regulation and,**
2. **Local Government be empowered to set fees and charges for Local Government services.**

Road Funding

The Select Committee into Local Government recommends:

7. The Government consider returning to local governments at least 27 percent of motor vehicle licence fee collections.

Discussion

Local Governments are responsible for 127,500km of roads in Western Australia, representing 88 percent of the public road network.

With a replacement value close to $30 billion, the Local Government road network is a significant state asset that connects people and places and facilitates economic activity across all of Western Australia.

In their final report, the Select Committee into Local Government found that the shortfall between local government expenditure on road preservation and the amount required to maintain roads at their current condition has continued to increase over the past five years to $155.74 million in 2018-19.

To that end, the Local Government sector advocates for road funding from the State Government to return to 27 percent of vehicle licence fees.

Local Government Position:

That the Government returns to Local Government at least 27 percent of motor vehicle licence fee collections.

Regional Collaboration

The Local Government Review Panel recommends:

12. *The Panel recommends that the new Act should promote and mandate expanded regional cooperation between local governments by:*
    a. *Making increased collaboration a specific objective and principle.*
    b. *Providing an improved model of joint (regional) subsidiaries that can be used for strategic planning, resource sharing, shared services delivery and commercial enterprises (see also Recommendations 14 and 39).*
    c. *Requiring regional cooperation as part of IPR (see also Recommendation 35).*

13. *The Panel recommends that consideration also be given to the potential need for a new form of 'regional authority' to enable collaboration on specific issues between governments and with other key stakeholders.*

14. *The Panel recommends:*
    a. *The regional council model is discontinued.*
    b. *A flexible model of joint (regional) and single (local) subsidiaries be introduced in order to enable:*
        (i) *collaboration between local governments; and/or*
        (ii) *involvement of local government in economic development including commercial activities.*

40. *The Panel recommends that the new Act should provide the freedom for local governments to be involved in commercial activities where it is in the public interest and subject to competitive neutrality principles.*

41. *The Panel recommends that 'beneficial enterprises' not be introduced as a new mechanism for local government commercial activities, but that instead an updated and more flexible subsidiary model should provide for the following:*
    a. *Local government autonomy to establish a single or joint subsidiary to:*
        (i) *Carry out any scheme, work or undertaking on behalf of the council;*
        (ii) *Manage or administer any property or facilities on behalf of the council;*
        (iii) *Provide facilities or services on behalf of the council; and/or*
        (iv) *Carry out any other functions on behalf of the council.*
    b. *The subsidiary to be established through a charter.*
    c. *The charter to be certified by an independent and suitably experienced legal practitioner as within power and National Competition Policy.*
    d. *Public notice of the proposal to establish the subsidiary to ensure that there are no private operators that would be significantly disadvantaged.*
    e. *The subsidiary to be able to undertake commercial activities (within the limits of competitive neutrality and a thorough risk assessment).*

f. *The subsidiary to have the ability to acquire, hold, dispose of or otherwise deal with property.*
g. *Dividends able to be paid to member local governments.*
h. *The requirement for employees of the subsidiary to be employed under the same award or agreement conditions as the relevant local government/s and within the jurisdiction of the Western Australian Industrial Relations Commission.*
i. *No requirement for ministerial approval at the outset, but reserve powers for the Minister for Local Government to intervene if issues arise should be included.*

42. *The Panel recommends local governments should utilise the subsidiary models and, as a general rule, should not form entities outside this, such as under the Associations Incorporation Act, except as a means of establishing or maintaining partnerships with other local or regional organisations in those instances where the local government is not the dominant party.*

Discussion

The Local Government sector supports streamlined and effective regional collaboration to leverage economies of scale, combined resources and enhanced accountability.

Regional collaboration provides many benefits for the community, including:

- Efficient service delivery leveraging economies of scale
- Enhanced accountability for specific functions, and
- Reduced risk by quarantining ratepayer funds in a separate legal entity

Flexibility for local governments to select and adapt the most suitable collaborative model to local circumstances is crucial for the benefits of regional collaboration to be realised. While competitive neutrality is important, and should be respected, the ability to undertake commercial activities is important, particularly to address instances of market failure.

The subsidiary model, governed by a charter, provides simplicity and can be customised to meet local and service delivery needs.

The beneficial enterprises model provides for a commercial focus while increasing accountability and reducing risk by quarantining ratepayer funds.

To that end, the local government sector supports the ability to utilise a range of fit-for-purpose regional collaborative models.

Local Government position

That:

1. **Local Governments be empowered to form single and joint subsidiaries, and beneficial enterprises, and**
2. **Compliance requirements of Regional Councils be reviewed and reduced.**

Community Engagement

The Local Government Review Panel Final Report recommends:

33. *The Panel recommends that the following community engagement principles should be included in the new Act:*
    a. *Councils actively engage with their local communities;*
    b. *Councils are responsive to the needs, interests and aspirations of individuals and groups within its community;*
    c. *Community engagement processes have clearly defined objectives and scope;*
    d. *Participants in community engagement have access to objective, relevant and timely information to inform their participation;*
    e. *Participants in community engagement are representative of the persons and groups affected by the matter that is the subject of the community engagement;*
    f. *Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement; and,*
    g. *Participants in community engagement are informed of the ways in which the community engagement process will influence council decision-making.*

34. *The Panel recommends a Community Engagement Charter be required as a mechanism for guiding and enhancing community participation in local decision-making, and that a model charter be prepared to set parameters and provide guidance on mechanisms to be used.*

35. *The Panel recommends the Annual Electors' Meeting is replaced by an Annual Community Meeting whereby:*
    a. *As a minimum, councils provide information on their achievements and future prospects;*
    b. *Councils report on the local government's financial performance and performance against relevant Council Plans;*
    c. *Both the mayor/president and the Chair of the Audit Committee address the meeting;*
    d. *There is ample time for questions; and,*
    e. *Wider community participation is encouraged through different delivery mechanisms.*

Discussion

With a local presence in every community in Western Australia, community engagement is core business for Local Government.

Principles and methods supporting responsive, aspirational and innovative community engagement are supported. Local Governments are often on the frontier of innovative community engagement methods, such as participatory budgeting and deliberative democracy.

To that end, the Local Government sector supports community engagement aims and principles to be encapsulated in a policy. However, the content of such a policy should not be prescribed; Local Governments, with knowledge and regular touchpoints with their communities, are best placed to determine the content of a community engagement policy.

An optional Annual Community Meeting is supported, at which Local Governments could present their annual report, financial performance and recent achievements, and outline their future prospects and plans.

Local Government Position:

The Local Government sector supports:

1. **Responsive, aspirational and innovative community engagement principles**
2. **Encapsulation of aims and principles in a community engagement policy, and**
3. **The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.**

Roles and Responsibilities

The Local Government Review Panel Final Report recommends:

28. *The Panel recommends significant changes in the Act to the current statements of roles and responsibilities for mayors/presidents, councillors and CEOs and that the Act should include a new statement of responsibilities for the 'council' which captures the roles and responsibilities of all councillors acting collectively as the council.*

29-32. *Revised statements of roles and responsibilities that are specific to address the following issues:*

- *Community leadership*
- *Strategic planning*
- *Continuous improvement*
- *Executive function (for mayors/presidents)*
- *Guiding the CEO (for mayors/presidents)*
- *Training*

The Select Committee into Local Government Report recommends:

26. *The Government clarify the roles of council and the chief executive officer, and the distinction between governance and operational matters, in any new local government Act.*

Discussion

The *Local Government Act 1995* is predicated on separate roles and responsibilities for Elected Members and the administration, as summarised in the Second Reading Speech:

> *'The new Act will provide a clear distinction between the representative and policy making role of the elected Councillors and the administrative and advisory role of the chief executive officer and other staff.'*[1]

The Inquiry Report's recommendations for training and induction are reflective of the mandatory training and continuing professional development requirements introduced in the *Local Government Legislation Amendment Act 2019*.

WALGA has long advocated for absolute certainty in responsibilities and separation of powers associated with employees. Appointing and dismissing senior designated employees falls within the function of the CEO.

From this perspective, clarification of roles and responsibilities requires similar consideration of a clearly defined separation of powers between the governing body and the administration.

[1] Government of Western Australia, Local Government Bill Second Reading, 31 Aug. 1995 pp. 7547-7551

Local Government Position:

That clarification of roles and responsibilities for mayors / presidents, councillors and CEO's be considered to ensure that there is no ambiguity.

External Oversight

The Local Government Review Panel Final Report recommends:

57. *The Panel recommends that there should be an early intervention framework of monitoring to support local governments. The department should have additional powers to appoint and support the monitor with councils responsible for the direct costs of the monitor.*

58. *The Panel recommends the Minister should have the power to direct local governments and make declarations in respect to the Local Government Act during a declared state of emergency.*

59. *The Panel recommends establishing an Office of the Independent Assessor that should:*
    - a. *Be an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints.*
    - b. *Be a statutory appointment by the Governor.*
    - c. *Upon assessment, refer the complaint back to the council (behaviour-related), the State Administrative Tribunal (SAT) (serious breaches), or to another appropriate body (such as, Corruption and Crime Commission, Public Sector Commission, Ombudsman) according to the subject of the complaint.*
    - d. *Replace the Standards Panel by investigating and making determinations on Rules of Conduct breaches. SAT will determine the penalties.*
    - e. *Amongst other powers, have the power to investigate, to order compulsory mediation and to deal with abuses of process.*
    - f. *Be required to notify the CEO and council of any matters on a confidential basis.*

The City of Perth Inquiry Report recommends:

323-332. *An Office of Inspector of Local Government (Inspector) be established as an independent statutory office, responsible to the Minister for Local Government.*

The Select Committee into Local Government Report recommends:

25. *The Government give active consideration, as part of the review of the Local Government Act 1995, to establishing a new independent statutory body to regulate and support the local government sector.*

Discussion

The recommendation from the Local Government Act Review Panel to replace the Standards Panel with an Office of the Independent Assessor is worth supporting. The proposal is to set-up an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints, which has previously put the CEO in an invidious position.

An early intervention framework of monitoring to support Local Governments should also be provided, with costs to be the responsibility of the State Government.

Local Government Position:

The Local Government sector supports:

1. **Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against elected members and undertake inquiries.**
2. **Remove the CEO from being involved in processing complaints**
3. **That an early intervention framework of monitoring to support local governments be provided with any associated costs to be the responsibility of the State Government.**

Financial Management and Procurement

The Local Government Review Panel Final Report recommends:

43. *The Panel recommends the following financial management principles be included in the new Act:*
    a. *Councils should have regard to achieving intergenerational equity, including ensuring the following:*
        (i) *Policy decisions are made after considering their financial effects on future generations*
        (ii) *The current generation funds the cost of its services, and*
        (iii) *Long life infrastructure may appropriately be funded by borrowings*
    b. *Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with the council's financial policies and strategic plans*
    c. *Financial risks are monitored and managed prudently having regard to economic circumstances*
    d. *Financial policies and strategic plans, including the Revenue and Rating Strategy and Investment policy, seek to provide stability and predictability in the financial impact on the community; and*
    e. *Accounts and records that explain the financial operations and financial position of the council are kept.*

44. *Having regard to the need for sound financial decision-making and accountability, the Panel recommends the following:*
    a. *Local governments should be required to adopt or justify departures from a model investment policy to the Audit, Risk and Improvement Committee and relevant State Government Agency.*
    b. *Local governments should be able to use freehold land to secure debt.*
    c. *Debt should not be used for recurrent expenditure except in an emergency situation.*
    d. *Notice should continue to be required to be given for borrowings not included in the local government's annual budget.*
    e. *Building upgrade finance is permitted for specific purposes such as cladding, heritage and green improvements.*
    f. *Local governments should adopt program budgeting to more clearly show the actual cost of delivering a service or undertaking an activity.*
    g. *Local governments should report on the percentage of their expenditure spent on local businesses in their annual report.*

45. *The Panel recommends that local government procurement thresholds, rules and policies are, where applicable, aligned with the State Government, including (but not limited to):*
    a. *Tender threshold (currently $250,000);*

b. *Procurement rules and methods for goods and services under the tender threshold;*
c. *Procurement policies, including sustainable procurement, procuring from disability enterprises, buy local (where 'local' refers to Western Australia or a specific region of the state determined by the local government) and Aboriginal businesses; and*
d. *Using TendersWA as the primary tender platform.*

46. *The Panel recommends the development of a model procurement policy for all local governments. If a local government chooses to deviate from the policy it should to be required to explain its reasoning to the responsible State Government agency.*

47. *The Panel recommends enhancing legislation to regulate and guide the establishment and management of panel contracts.*

48. *The Panel recommends a requirement for local governments to have an open register of local businesses with local governments determining what is considered 'local' to their community.*

49. *The Panel recommends breaches of the local government procurement rules to be referred to the Office of the Independent Assessor to use the appropriate powers under the new Local Government Act.*

The Select Committee into Local Government recommends:

12 *The Government give active consideration to providing, through the Department of Local Government, Sport and Cultural Industries, an accounting advice helpdesk service to the local government sector similar to the service provided by the Department of Treasury to the State government sector.*

13. *The Government:*
- *consider reducing the financial reporting requirements on local governments*
- *in doing so, take into account the information provided by the Office of the Auditor General, set out at Appendix 3 and Appendix 4 of this report.*

14. *The Department of Local Government, Sport and Cultural Industries and the Government consider the introduction of tiered financial reporting for local governments.*

The City of Perth Inquiry Report recommends:

188. *The State Government consider amendments to the Local Government Act 1995 to provide for better practice financial management through the establishment of Local Government Financial Management Instructions (similar to the Treasurer's Instructions for State Government) that establish a minimum set of standards and*

requirements for the financial administration of local government (Financial Management Instructions).

189. *The "WA Accounting Manual" be reviewed, updated and promulgated by the Department within the next 12 months.*

190. *The Minister for Local Government consider prescribing the format of the annual budget and financial report to provide consistency across local government.*

Discussion

The sector has considered a number of the recommendations from the reports and supports reviewing the financial reporting requirements for Local Governments.

Model Financial Statements

WALGA has recently formed a Sector Reference Group to review the current financial ratios and to suggest more appropriate ratios. The Reference Group believes the first action to be taken should be for the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector. This is to enable consistent financial reporting across the sector which would then allow for ratios to be more meaningful for sector analysis.

The following is an excerpt of notes from the group;

> *The Working Group discussed the possibility of progressing this resolution as soon as possible, rather than waiting for the work on financial ratios to be completed. It was decided that this should be actioned as a priority. A signal from the Minister for Local Government as to whether this proposal is supported will assist in guiding the group's next steps, noting that the actual development of a model set of accounts would take time and resources. The group also noted that the Office of Auditor General (OAG) have made complementary recommendations relating to financial reporting. For example, in the Audit Results Report – Annual 2018-19 Financial Audits of Local Government Entities, it was recommended that DLGSC re-assess the amount of detail required to be included in annual financial reports.*
>
> *Resolved:*
>
> *That WALGA advocates to the Minister for Local Government that the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector, in consultation with the Office of the Auditor General.*

The concept on a model set of accounts is not new. Every other State produces one in some form. This document would be produced annually by the Department and be endorsed by the OAG.

The proposal would involve a detailed set of accounts, including notes, would be available to the industry in March of each year. The document would provide a template for Statements and Notes. These items would include references to legislation and Accounting Standards so the user can gain an appreciation as to why the information is required. Accompanying text could provide a greater understanding of the information and the cross referencing to other information. For example, the note on calculating financial ratios would include how those ratios are calculated, hence doing away with the need for Departmental Guidance Notes.

The benefits that would accrue to the Local Government sector and the community would be substantial. One set of model reports that could provide clear outcomes, rather than waiting for the annual audit to see if a Local Government had interpreted the standards and legislation correctly. Small Local Government would benefit as they may not have qualified accountants on staff and this would provide cost savings. Accessing information about each Local Government would be simplified. The audit process would also be simplified. All of these measures have the ability to lower costs incurred by Local Government in producing the annual financial report.

Use of Debt

The sector's long held position is that the Act should allow Local Governments to use freehold land, in addition to its general fund, as security when borrowing. Currently a Local Government can only borrow against its cash. In most cases this is sufficient, however there have been examples of Local Governments borrowing for large scale infrastructure projects that would benefit from being able to use their freehold land as security.

Building Upgrade Finance

Building Upgrade Finance would enable Local Governments to guarantee finance for building upgrades for non-residential property owners. In addition to building upgrades to achieve environmental outcomes, Local Governments have identified an opportunity to use this approach to finance general upgrades to increase the commercial appeal of buildings for potential tenants. In this way, BUF is viewed as means to encourage economic investment to meet the challenges of a soft commercial lease market and achieve economic growth.

Procurement

WALGA has consistently supported the alignment of the tender threshold with that of the State Government and broadly supports the principle that suppliers of goods, services and works competing for contracts will benefit where procurement processes across State and Local Government has more similarities than differences.

Local Government Position:

That the Local Government sector:

1. **Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Statements and Annual Budget Statements for the Local Government sector, in consultation with the Office of the Auditor General;**

2. **Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General;**

3. **Supports Local Governments being able to use freehold land to secure debt;**

4. **Supports Building Upgrade Finance being permitted for specific purposes such as cladding, heritage and green improvements;**

5. **Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.**

Accountability and Audit

The Local Government Review Panel Final Report recommends:

53. *The Panel recommends the role of audit committees be expanded to become Internal Audit, Risk and Improvement Committees and:*
    a. *The majority of the Committee members, including the Chair, should be independent of the local government and should be drawn from a suitably qualified panel.*
    b. *To address the impost on small local governments, the committee could be established on a regional basis.*

54. *The Panel recommends the main roles of the Audit, Risk and Improvement Committee should include:*
    a. *Developing an audit plan which focuses on compliance, risk (including procurement), financial management, fraud control, governance and delivery of Council Plans;*
    b. *Identifying continuous improvement opportunities and monitoring programs and projects in this area;*
    c. *Conducting the mandatory internal audits as outlined in the audit plan; and*
    d. *Providing advice to the council in relation to these matters.*

The Select Committee into Local Government recommends:

11. *The Government give active consideration to facilitating, through the Department of Local Government, Sport and Cultural Industries, a shared internal audit service for the Local Government sector, particularly to assist small and medium councils.*

Discussion

The Local Government sector supports a robust self-regulation audit framework, which includes a role for the audit committee overseen by council, and a role for the Office of the Auditor General in conducting financial and performance audits of Local Government.

In accordance with the principles of self-governance and self-regulation, majority independent membership of audit committees is not supported. Oversight of the affairs of the Local Government is a fundamental role of the Council, and should not be confused by diffusing responsibility among an audit committee comprised of a majority of non-elected members. Notwithstanding, the Local Government sector acknowledges that some independent expertise may be beneficial to the audit committee process.

The Local Government sector supports a clearly defined role for the audit committee, led and overseen by the elected Council.

Local Government Position:

That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority.

Local Government Reform Proposal

Submission

February 2022

About WALGA

The WA Local Government Association (WALGA) is working for Local Government in Western Australia. As the peak industry body, WALGA advocates on behalf of 139 Western Australian Local Governments. As the united voice of Local Government in Western Australia, WALGA is an independent, membership-based organization representing and supporting the work and interests of Local Governments in Western Australia. WALGA provides an essential voice for 1,215 Elected Members, approximately 22,000 Local Government employees (16,500 Full Time Equivalents) as well as over 2.5 million constituents of Local Governments in Western Australia.

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Local Government Act Review Process

WALGA, through consultation with the Local Government Sector, endorsed sector advocacy positions relating to Local Government Act amendments in March 2019 and December 2020. These advocacy positions were developed considering (but not limited to):

- The Department of Local Government, Sport and Cultural Industries (DLGSC) consultation on Act Reform (2017-2020)
- The City of Perth Inquiry Report (mid 2020)
- The State Parliament's Select Committee Report into Local Government (late 2020)

In December 2020, WALGA endorsed the following principles for any review of the Local Government Act:

Local Government Reform – WALGA Principles

That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
    a. Economic development
    b. Environmental protection, and
    c. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

It is worth noting that of the above principles, items 1, 2 and 3 are addressed in these legislative reform proposals and principles 4 and 5 are partially addressed.

Local Government Response

WALGA released the Local Government Reform Proposals – Summary of Proposed Reforms Discussion Paper on 24 November 2021, calling for a response by 28 January 2022.

This document is based on submissions made by 65 respondent Local Governments. The overall response indicates majority support for many of the proposed reforms, most commonly where reforms align with current sector advocacy positions.

Key Issues

The submissions included strong commentary on the following proposed reforms that are of concern:

Item 6.6 Audit Committees

The proposed reform to require a majority of independent members on Audit Committees, and mandate that the Audit Committee chair be an independent person, was strongly challenged. A fundamental purpose of an Audit Committee is to provide the vehicle for governance of a Local Government's affairs, and this links directly with the role of Council under Section 2.7(1)(a) of the *Local Government Act* ('the Act'). For this

reason, the sector supports a Council Member majority on Audit Committees and acknowledges the role of the Office of the Auditor General as the independent auditor of Local Governments. The sector confirmed that appointing independent members to Audit Committees is supported and practiced, and that Audit Committees can elect an independent member as Chair under provisions of s.5.12 of the Act. The sector supports the concept of shared regional Audit Committees on proviso there be a majority of Council Members, and the payment of meetings fees or defined reimbursements to independent Audit Committee members be legislatively authorised.

Item 4.3 Introduction of Preferential Voting

The sector remains in favour of the first past the post method of vote counting. Risk of the infiltration of party politics, and that preference swapping leading to alliances amongst candidates has potential for factionalisation of Councils, were pre-eminent in the response. 'First past the post' voting remains favoured on the grounds of its simplicity, efficiency, ease of voter understanding, transparency and candidates campaigning based on the merits of the individual. However, if 'first past the post' is not retained, then optional preferential voting is preferred.

Item 4.4 Public Vote to Elect Mayor or President of Band 1 and 2 Local Governments

Retaining the discretion to choose between popularly-elected Mayors and Presidents of Band 1 and 2 Local Governments remains the favoured option. Respondents queried the lack of detailed benefit of the proposal to enshrine one system of election over another, commenting that the alternate method of election provided under s.2.11 and s.2.12 of the Act permits both a Local Government and electors of the district to exercise agency for change.

Item 4.5 Tiered Limits on the Number of Councillors

There is broad support for WALGA's proposed option that Local Governments with populations up to 5,000 be represented by between 5 and 7 Council Members. The remaining categories of representation are supported.

Item 3.5 Chief Executive Officer Key Performance Indicators

There is support for the reporting of CEO KPIs that reflect the strategic direction and operational function of the Local Government, to the exclusion of reporting KPIs of a confidential nature (i.e. workplace or risk-based matters). There is also support for the exclusion of reporting performance review results which is regarded as a private matter between employer and employee, to be maintained as a confidential record of the Local Government.

The following provides a detailed response to each legislative reform proposal.

Theme 1: Early Intervention, Effective Regulation and Stronger Penalties

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
1.1 Early Intervention Powers	
• It is proposed to establish a Chief Inspector of Local Government (the **Inspector**), supported by an Office of the Local Government Inspector (the **Inspectorate**). • The Inspector would receive minor and serious complaints about elected members. • The Inspector would oversee complaints relating to local government CEOs. • Local Governments would still be responsible for dealing with minor behavioural complaints. • The Inspector would have powers of a standing inquiry, able to investigate and intervene in any local government where potential issues are identified. • The Inspector would have the authority to assess, triage, refer, investigate, or close complaints, having regard to various public interest criteria – considering laws such as the *Corruption, Crime and Misconduct Act 2003*, the *Occupational Safety and Health Act 1984*, the *Building Act 2011*, and other legislation. • The Inspector would have powers to implement minor penalties for less serious breaches of the Act, with an appeal mechanism. • The Inspector would also have the power to order a local government to address non-compliance with the Act or Regulations. • The Inspector would be supported by a panel of **Local Government Monitors** (see item 1.2). • The existing Local Government Standards Panel would be replaced with a new **Conduct Panel** (see item 1.3). • **Penalties** for breaches to the Local Government Act and Regulations will be reviewed and are proposed to be generally strengthened (see item 1.4). • These reforms would be supported by new powers to more quickly resolve issues within local government (see items 1.5 and 1.6).	**Current Local Government Position** Items 1.1, 1.2 and 1.3 **generally align** with WALGA Advocacy Position 2.6.8 - 'Establish Office of Independent Assessor' *The Local Government sector supports:* *1. Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against Elected Members and undertake inquiries.* *2. Remove the CEO from being involved in processing complaints.* *3. That an early intervention framework of monitoring to support Local Governments be provided with any associated costs to be the responsibility of the State Government.* *4. An external oversight model for local level behavioural complaints made under Council Member, Committee Member and Candidate Codes of Conduct, that is closely aligned to the Victorian Councillor Complaints Framework.* **Comment** The Local Government sector is in favour of early intervention and a swift response to potentially disruptive or dysfunctional behaviours. The Proposed Reforms state '*Local Governments would still be responsible for dealing with minor behavioural complaints*' and therefore do not go as far as the Sector's recent request for an external oversight model for the independent assessment of local level complaints (State Council Res: 264.5/2021 – September 2021). However this will be mitigated with the Inspector able to respond to a Local Government having unresolved matters by appointing a monitor to assist the Local Government. It is expected the Local Government Inspectorate would be funded by the State Government, however it is noted that the cost of the Local Government Monitors and the Conduct Panel would be borne by the Local Government concerned.

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	Recommendation – Items 1.1 to 1.3 **1. Support the proposed reforms as they align with the sectors position on external oversight and support.** **2. Request the Minister to explore alternate mechanisms for resolving local level complaints.**
1.2 Local Government Monitors	
• A panel of **Local Government Monitors** would be established. • Monitors could be appointed by the Inspector to go into a local government and try to resolve problems. • The purpose of Monitors would be to proactively fix problems, rather than to identify blame or collect evidence. • Monitors would be qualified specialists, such as: o Experienced and respected former Mayors, Presidents, and CEOs - to act as mentors and facilitators o Dispute resolution experts - to address the breakdown of professional working relationships o Certified Practicing Accountants and other financial specialists - to assist with financial management and reporting issues o Governance specialists and lawyers - to assist councils resolve legal issues o HR and procurement experts - to help with processes like recruiting a CEO or undertaking a major land transaction. • Only the Inspector would have the power to appoint Monitors. • Local governments would be able to make requests to the Inspector to appoint Monitors for a specific purpose. **Monitor Case Study 1 – Financial Management** The Inspector receives information that a local government is not collecting rates correctly under the *Local Government Act 1995*. Upon initial review, the Inspector identifies that there may be a problem. The Inspector appoints a Monitor who specialises in financial management in local government. The Monitor visits the local government and identifies that the system used to manage rates is not correctly issuing rates notices. The Monitor works with	As above **Recommendation – Items 1.1 to 1.3** **1. Support the proposed reforms as they align with the sectors position on external oversight and support.** **2. Request the Minister to explore alternate mechanisms for resolving local level complaints.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
the local government to rectify the error, and issue corrections to impacted ratepayers. **Monitor Case Study 2 – Dispute Resolution** The Inspector receives a complaint from one councillor that another councillor is repeatedly publishing derogatory personal attacks against another councillor on social media, and that the issue has not been able to be resolved at the local government level. The Inspector identifies that there has been a relationship breakdown between the two councillors due to a disagreement on council. The Inspector appoints a Monitor to host mediation sessions between the councillors. The Monitor works with the councillors to address the dispute. Through regular meetings, the councillors agree to a working relationship based on the council's code of conduct. After the mediation, the Monitor occasionally makes contact with both councillors to ensure there is a cordial working relationship between the councillors.	
1.3 Conduct Panel	
• The Standards Panel is proposed to be replaced with a new Local Government **Conduct Panel**. • The Conduct Panel would be comprised of suitably qualified and experienced professionals. Sitting councillors will not be eligible to serve on the Conduct Panel. • The Inspector would provide evidence to the Conduct Panel for adjudication. • The Conduct Panel would have powers to impose stronger penalties – potentially including being able to suspend councillors for up to three months, with an appeal mechanism. • For very serious or repeated breaches of the Local Government Act, the Conduct Panel would have the power to recommend prosecution through the courts. • Any person who is subject to a complaint before the Conduct Panel would have the right to address the Conduct Panel before the Panel makes a decision.	As above **Recommendation – Items 1.1 to 1.3** **1. Support the proposed reforms as they align with the sectors position on external oversight and support.** **2. Request the Minister to explore alternate mechanisms for resolving local level complaints.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
1.4 Review of Penalties	
• Penalties for breaching the Local Government Act are proposed to be strengthened. • It is proposed that the suspension of councillors (for up to three months) is established as the main penalty where a councillor breaches the Local Government Act or Regulations on more than one occasion. • Councillors who are disqualified would not be eligible for sitting fees or allowances. They will also not be able to attend meetings, or use their official office (such as their title or council email address). • It is proposed that a councillor who is suspended multiple times may become disqualified from office. • Councillors who do not complete mandatory training within a certain timeframe will also not be able to receive sitting fees or allowances.	**Current Local Government Position** Items 1.4 and 1.5 **expand upon** Advocacy Position 2.6.9 - 'Stand Down Proposal' *WALGA supports, in principle, a proposal for an individual elected member to be 'stood down' from their duties when they are under investigation, have been charged, or when their continued presence prevents Council from properly discharging its functions or affects the Council's reputation, subject to further policy development work being undertaken. Further policy development of the Stand Down Provisions must involve active consultation with WALGA and specific consideration of the following issues of concern to the Sector:* *1. That the Department of Local Government endeavour to ensure established principles of natural justice and procedural fairness are embodied in all aspects of the proposed Stand Down Provisions; and* *2. That activities associated with the term 'disruptive behaviour', presented as reason to stand down a defined Elected Member on the basis their continued presence may make a Council unworkable, are thoroughly examined and clearly identified to ensure there is awareness, consistency and opportunity for avoidance.* **Comment** The Local Government sector has long-standing advocacy positions supporting stronger penalties as a deterrent to disruptive Council Member behaviours. Clear guidance will be required to ensure there is consistent application of the power given to Presiding Members. **Recommendation - Item 1.4** **Supported**
1.5 Rapid Red Card Resolutions	
• It is proposed that Standing Orders are made consistent across Western Australia (see item 2.6). Published recordings of all meetings would also become standard (item 3.1).	

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
• It is proposed that Presiding Members have the power to "red card" any attendee (including councillors) who unreasonably and repeatedly interrupt council meetings. This power would: o Require the Presiding Member to issue a clear first warning o If the disruptions continue, the Presiding Member will have the power to "red card" that person, who must be silent for the rest of the meeting. A councillor issued with a red card will still vote, but must not speak or move motions o If the person continues to be disruptive, the Presiding Member can instruct that they leave the meeting. • Any Presiding Member who uses the "red card" or ejection power will be required to notify the Inspector. • Where an elected member refuses to comply with an instruction to be silent or leave, or where it can be demonstrated that the presiding member has not followed the law in using these powers, penalties can be imposed through a review by the Inspector.	**Recommendation - Item 1.5** **Supported subject to a provision permitting council members to call a point of order to overrule the presiding member by absolute majority.**
1.6 Vexatious Complaint Referrals	
• Local governments already have a general responsibility to provide ratepayers and members of the public with assistance in responding to queries about the local government's operations. Local governments should resolve queries and complaints in a respectful, transparent and equitable manner. • Unfortunately, local government resources can become unreasonably diverted when a person makes repeated vexatious queries, especially after a local government has already provided a substantial response to the person's query. • It is proposed that if a person makes repeated complaints to a local government CEO that are vexatious, the CEO will have the power to refer that person's complaints to the Inspectorate, which after assessment of the facts may then rule the complaint vexatious.	**Current Local Government Position** Item 1.6 expands upon Advocacy Position 2.6.11 – 'Vexatious complainants in relation to FOI applications' *WALGA advocates for the Freedom of Information Act 1992 (WA) to be reviewed, including consideration of:* 1. *Enabling the Information Commissioner to declare vexatious applicants similar to the provisions of section 114 of the Right to Information Act 2009 (QLD);* 2. *Enabling an agency to recover reasonable costs incurred through the processing of a Freedom of Information access application where the application is subsequently withdrawn; and* 3. *Modernisation to address the use of electronic communications and information.* **Comment** The Act has been expanded significantly in recent years to permit an increased level of public involvement, scrutiny and access to information

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	relating to the decisions, operations and affairs of Local Government in WA. Introducing a means to limit capacity for unreasonable complainants to negatively impact Local Governments will provide a necessary balance between the openness and transparency of the sector and the reasonable entitlement of citizens to interact with their Local Government. **Recommendation – Item 1.6** **Supported, subject to the legislation including the ability of a person to lodge an appeal with the Inspector.**
1.7 Minor Other Reforms	
• Potential other reforms to strengthen guidance for local governments are being considered. • For example, one option being considered is the potential use of sector-wide guidance notices. Guidance notices could be published by the Minister or Inspector, to give specific direction for how local governments should meet the requirements of the Local Government Act and Regulations. For instance, the Minister could publish guidance notices to clarify the process for how potential conflicts of interests should be managed. • It is also proposed (see item 1.1) that the Inspector has the power to issue notices to individual local governments to require them to rectify non-compliance with the Act or Regulations.	**Current Local Government Position** Item 1.7 **aligns** with Advocacy Position 2.6 - 'Support DLGSC as service provider / capacity builder' *WALGA supports the continuance of the Department of Local Government, Sport and Cultural Industries as a direct service provider of compliance and recommend the Department fund its capacity building role through the utilisation of third party service providers. In addition, WALGA calls on the State Government to ensure there is proper resourcing of the Department of Local Government, Sport and Cultural Industries to conduct timely inquiries and interventions when instigated under the provisions of the Local Government Act 1995.* **Comment** Operational guidance from the Department of Local Government, Sport and Cultural Industries leads to consistent understanding and application of statutory provisions by Local Government. The proposed reform that the Inspector issue non-compliance notices appears to replicate the Minister's powers under Section 9.14A – 'Notice to prevent continuing contravention'. **Recommendation – Item 1.7** **Supported**

Theme 2: Reducing Red Tape, Increasing Consistency and Simplicity

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
2.1 Resource Sharing	
• Amendments are proposed to encourage and enable local governments, especially smaller regional local governments, to share resources, including Chief Executive Officers and senior employees. • Local governments in bands 2, 3 or 4 would be able to appoint a shared CEO at up to two salary bands above the highest band. For example, a band 3 and a band 4 council sharing a CEO could remunerate to the level of band 1.	**Current Local Government Position** Item 2.1 **aligns** with Advocacy Position 2.6 – Local Government Legislation – '*Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act'* and Advocacy Position 2.3.1 - 'Regional Collaboration'. *Local Governments should be empowered to form single and joint subsidiaries, and beneficial enterprises. In addition, compliance requirements of Regional Councils should be reviewed and reduced.* **Comment** The proposed reforms will rely upon statutory provisions that enable and enhance regional collaboration. Recent over-regulation of Regional Subsidiaries in 2016 resulted in no subsidiaries being formed since that time. **Recommendation – Item 2.1** **Supported**
2.2 Standardisation of Crossovers	
• It is proposed to amend the *Local Government (Uniform Local Provisions) Regulations 1996* to standardise the process for approving crossovers for residential properties and residential developments on local roads. • A Crossover Working Group has provided preliminary advice to the Minister and DLGSC to inform this. • The DLGSC will work with the sector to develop standardised design and construction standards.	**Current Local Government Position** **Comment** WALGA developed the Template Crossover Guideline and Specification resource in 2017 and have been part of the Minister's working group on red tape reduction that has been looking at standardisation of crossovers. It is envisaged that the process for crossovers will be standardised, however the design standards would be different dependant on location. **Recommendation – Item 2.2** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
2.3 Introduce Innovation Provisions	
• New provisions are proposed to allow exemptions from certain requirements of the *Local Government Act 1995*, for: o Short-term trials and pilot projects o Urgent responses to emergencies.	**Comment** It is arguable communities expect all levels of Government will apply innovative solutions to complex and emerging issues difficult to resolve by traditional means. Exemptions constructed with appropriate checks and balances, particularly where expenditure of public funds are concerned, has potential to facilitate efficient and effective outcomes. **Recommendation – Item 2.3** **Supported**
2.4 Streamline Local Laws	
• It is proposed that local laws would only need to be reviewed by the local government every 15 years. • Local laws not reviewed in the timeframe would lapse, meaning that old laws will be automatically removed and no longer applicable. • Local governments adopting Model Local Laws will have reduced advertising requirements.	**Current Local Government Position** Items 2.4, 2.5 and 2.6 expand upon Advocacy Position 2.6.35 - 'Local law-making process should be simplified'. *The Local Law making process should be simplified as follows:* • *The requirement to give state-wide notice should be reviewed, with consideration given to Local Governments only being required to provide local public notice;* • *Eliminate the requirement to consult on local laws when a model is used;* • *Consider deleting the requirement to review local laws periodically. Local Governments, by administering local laws, will determine when it is necessary to amend or revoke a local law; and* • *Introduce certification of local laws by a legal practitioner in place of scrutiny by Parliament's Delegated Legislation Committee.* **Comment** Proposed reforms meet the Sector's preference for simplified local law-making processes. Model local laws are supported, whilst recognising the models themselves will require review by State Government departments with the relevant administrative responsibility. For example, the Model Local Law (Standing Orders) 1998 formed the basis of many Local Government meeting procedures local law but no review was completed. This model was

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	superseded by individual local laws with added contemporary provisions. This pattern will repeat itself if model local laws are not reviewed to remain contemporary to the Sector's requirements. **Recommendation – Items 2.4 to 2.6** **Supported**
2.5 Simplifying Approvals for Small Business and Community Events	
• Proposed reforms would introduce greater consistency for approvals for: o alfresco and outdoor dining o minor small business signage rules o running community events.	As above **Recommendation – Items 2.4 to 2.6** **Supported**
2.6 Standardised Meeting Procedures, Including Public Question Time	
• To provide greater clarity for ratepayers and applicants for decisions made by council, it is proposed that the meeting procedures and standing orders for all local government meetings, including for public question time, are standardised across the State. • Regulations would introduce standard requirements for public question time, and the procedures for meetings generally. • Members of the public across all local governments would have the same opportunities to address council and ask questions.	As above **Recommendation – Items 2.4 to 2.6** **Supported**
2.7 Regional Subsidiaries	
• Work is continuing to consider how Regional Subsidiaries can be best established to: o Enable Regional Subsidiaries to provide a clear and defined public benefit for people within member local governments o Provide for flexibility and innovation while ensuring appropriate transparency and accountability of ratepayer funds o Where appropriate, facilitate financing of initiatives by Regional Subsidiaries within a reasonable and defined limit of risk	**Current Local Government Position** Item 2.7 **aligns** with Advocacy Position 2.3.1 - 'Regional Collaboration': *Local Governments should be empowered to form single and joint subsidiaries, and beneficial enterprises. In addition, compliance requirements of Regional Councils should be reviewed and reduced.* **Comment** Under the Regional Subsidiary model, two or more Local Governments can

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
o Ensure all employees of a Regional Subsidiary have the same employment conditions as those directly employed by member local governments.	establish a regional subsidiary to undertake a shared service function on behalf of its member Local Governments. The model provides increased flexibility when compared to the Regional Local Government model because regional subsidiaries are primarily governed and regulated by a charter rather than legislation. While the regional subsidiary model's governance structure is primarily representative, it allows independent and commercially focussed directors to be appointed to the board of management. A key advantage of the regional subsidiary model is the use of a charter, as opposed to legislation, as the primary governance and regulatory instrument. Accordingly, the legislative provisions governing the establishment of regional subsidiaries should be light, leaving most of the regulation to the regional subsidiary charter, which can be adapted to suit the specific circumstances of each regional subsidiary. **Recommendation – Item 2.7** **Supported subject to the use of a charter as the primary governance and regulatory instrument.**

Theme 3: Greater Transparency & Accountability

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
3.1 Recordings and Live-Streaming of All Council Meetings	
• It is proposed that all local governments will be required to record meetings. • Band 1 and 2 local governments would be required to livestream meetings, and make video recordings available as public archives. • Band 1 and 2 are larger local governments are generally located in larger urban areas, with generally very good telecommunications infrastructure, and many already have audio-visual equipment. • Band 1 and 2 local governments would be required to livestream meetings, and make video recordings available as public archives. • Several local governments already use platforms such as YouTube, Microsoft Teams, and Vimeo to stream and publish meeting recordings. • Limited exceptions would be made for meetings held outside the ordinary council chambers, where audio recordings may be used. • Recognising their generally smaller scale, typically smaller operating budget, and potential to be in more remote locations, band 3 and 4 local governments would be required to record and publish audio recordings, at a minimum. These local governments would still be encouraged to livestream or video record meetings. • All council meeting recordings would need to be published at the same time as the meeting minutes. Recordings of all confidential items would also need to be submitted to the DLGSC for archiving.	**Current Local Government Position** Item 3.1 **expands upon** Advocacy Position 2.6 – '*Promote a size and scale compliance regime*' and Advocacy Position 2.6.31 - 'Attendance at Council Meetings by Technology' *A review of the ability of Elected Members to log into Council meetings should be undertaken.* **Comment** Local Governments introducing electronic meeting procedures and the means for remote public attendance in response to the COVID-19 pandemic led to a swift uptake of streaming Council meetings. The proposed reform that Band 1 and 2 Local Governments will be required to livestream meetings may be problematic where technical capability such as reliable bandwidth impacts the district. The sector does not support the requirement to submit recordings of confidential items to the Department. Confidential items may include legal advice which is subject to legal privilege. Such privilege is at risk of being lost by the dissemination of the advice. **Recommendation – Item 3.1** **1. Support live streaming the ordinary and special council meetings of Band 1 and 2 Local Governments and audio recording the ordinary and special council meetings of Band 3 and 4 Local Governments.** **2. Do not support archiving the recordings of confidential matters by the Department of Local Government, Sport and Cultural Industries.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
3.2 Recording All Votes in Council Minutes	
• To support the transparency of decision-making by councillors, it is proposed that the individual votes cast by all councillors for all council resolutions would be required to be published in the council minutes, and identify those for, against, on leave, absent or who left the chamber. • Regulations would prescribe how votes are to be consistently minuted.	**Comment** There is an evolving common practice that Council Minutes record the vote of each Council Member present at a meeting. **Recommendation – Item 3.2** **Supported**
3.3 Clearer Guidance for Meeting Items that may be Confidential	
• Recognising the importance of open and transparent decision-making, it is considered that confidential meetings and confidential meeting items should only be used in limited, specific circumstances. • It is proposed to make the Act more specific in prescribing items that may be confidential, and items that should remain open to the public. • Items not prescribed as being confidential could still be held as confidential items only with the prior written consent of the Inspector. • All confidential items would be required to be audio recorded, with those recordings submitted to the DLGSC (see Item 3.1).	**Comment** Clarifying the provisions of the Act has broad support within the sector. New reforms requiring Local Governments to video or audio record Council meetings (Item 3.1) will add to the formal record of proceedings that includes written Minutes. While being supported, the requirement to provide audio recordings of confidential matters to the DLGSC is queried on the basis that written and audio records can be readily accessed from a Local Government if required. The sector has concerns with submitting confidential items to the DLGSC is supported. **Recommendation – Item 3.3** **Supported, subject to deleting the requirement to provide confidential items to the DLGSC.**
3.4 Additional Online Registers	
• It is proposed to require local governments to report specific information in online registers on the local government's website. Regulations would prescribe the information to be included. • The following new registers, each updated quarterly, are proposed: o **Lease Register** to capture information about the leases the local government is party to (either as lessor or lessee) o **Community Grants Register** to outline all grants and funding	**Comment** This proposal follows recent Act amendments that ensure a range of information is published on Local Government websites. WALGA has sought clarity that the contracts register excludes contracts of employment. **Recommendation – Item 3.4** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
provided by the local government o **Interests Disclosure Register** which collates all disclosures made by elected members about their interests related to matters considered by council o **Applicant Contribution Register** accounting for funds collected from applicant contributions, such as cash-in-lieu for public open space and car parking o **Contracts Register** that discloses all contracts above $100,000.	
3.5 Chief Executive Officer Key Performance Indicators (KPIs) be Published	
• To provide for minimum transparency, it is proposed to mandate that the KPIs agreed as performance metrics for CEOs: o Be published in council meeting minutes as soon as they are agreed prior to (before the start of the annual period) o The KPIs and the results be published in the minutes of the performance review meeting (at the end of the period) o The CEO has a right to provide written comments to be published alongside the KPIs and results to provide context as may be appropriate (for instance, the impact of events in that year that may have influenced the results against KPIs).	**Comment** In principle, this proposal has some merit and would be particularly effective if all CEO KPIs consistently reflect Strategic Community Plans and Corporate Business Plans of Local Governments, together with KPIs reflective of the CEO's statutory functions under Section 5.41 of the Act. This approach would inform the community of the CEO's performance related to the strategic direction and operational function of the Local Government. In practice, the drafting of statutory provisions will require sensitive consideration of certain KPIs i.e. those relating to issues affecting the workplace or identified risk-based concerns, to reflect the way Audit Committees currently deal with some internal control, risk and legislative compliance issues confidentially. This approach will protect the interests of Local Governments and other parties associated with such KPIs. It would be prudent for exemptions to be provided, based on matters of confidentiality. The proposed reforms and recent Act amendments signal a clear intent to permit closer community involvement and scrutiny of Local Government. However, negative consequences are likely if Local Government Council's responsibility as the employing authority of the CEO became blurred due to perceived community entitlement to comment, question and influence KPIs and the performance review process. Additionally, the publication of CEO KPI's will elevate this employment position to a high degree of public scrutiny seldom evident in the public or private sector, if at all. It is worth investigating whether the proposed reforms considered whether this factor could impact on the recruitment of

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	CEO's, particularly from outside the Local Government sector. The results of performance reviews should be confidential information between the employer and employee and should not be published and should remain within the confidential human resource records of the organisation. **Recommendation – Item 3.5** **1. Conditionally support the reporting of CEO KPIs that are consistent with the strategic direction and operational function of the Local Government, subject to exemptions for publishing KPI's of a confidential nature;** **2. Do not support the results of performance reviews being published.**

Theme 4: Stronger Local Democracy and Community Engagement

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
4.1 Community and Stakeholder Engagement Charters	
• It is proposed to introduce a requirement for local governments to prepare a community and stakeholder engagement charter which sets out how local government will communicate processes and decisions with their community. • A model Charter would be published to assist local governments who wish to adopt a standard form.	**Current Local Government Position** Items 4.1 and 4.2 **generally align** with Advocacy Position 2.6.34 - 'Support responsive, aspirational and innovative community engagement principles' *The Local Government sector supports:* *1. Responsive, aspirational and innovative community engagement principles* *2. Encapsulation of aims and principles in a community engagement policy, and* *3. The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.* **Comment** As indicted in Item 4.1 commentary, many Local Governments have already developed stakeholder engagement charters, or similar engagement strategies, that reflect their unique communities of interest. The development of guidance by the DLGSC, based on standards such as the International Standard for Public Participation practice, is supported in favour of taking a prescriptive approach or conducting a survey for the sake of a survey. Item 4.2 has potential to provide benchmarking of community satisfaction levels across Band 1 and 2 Local Governments. **Recommendation – Item 4.1** **Supported**
4.2 Ratepayer Satisfaction Surveys (Band 1 and 2 local governments only)	
• It is proposed to introduce a requirement that every four years, all local governments in bands 1 and 2 hold an independently-managed ratepayer satisfaction survey. • Results would be required to be reported publicly at a council meeting	**Recommendation – Item 4.2** **Support the conduct of community, rather than ratepayer, satisfaction surveys.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
and published on the local government's website. • All local governments would be required to publish a response to the results.	
4.3 Introduction of Preferential Voting	
• Preferential voting is proposed be adopted as the method to replace the current first past the post system in local government elections. • In preferential voting, voters number candidates in order of their preferences. • Preferential voting is used in State and Federal elections in Western Australia (and in other states). This provides voters with more choice and control over who they elect. • All other states use a form of preferential voting for local government.	**Current Local Government Position** Item 4.3 **does not align** with Advocacy Position 2.5.1 – 'First Past the Post voting system' *The Local Government sector supports:* *1. Four year terms with a two year spill* *2. Greater participation in Local Government elections* *3. The option to hold elections through:* • *Online voting* • *Postal voting, and* • *In-person voting* *4. Voting at Local Government elections to be voluntary* *5. The first past the post method of counting votes* **Comment** It should be noted that the sector's advocacy against compulsory voting and 'All in, All out' 4 year terms has been successful and these items are not included in the reform proposals. The introduction of preferential voting will be a return to the system of voting prior to the *Local Government Act* 1995. The Local Government Advisory Board reported on voting systems in 2006 (*'Local Government Structural Reform in Western Australia: Ensuring the Future Sustainability of Communities')* and provided the following comments in support of both first past the post voting and preferential voting: *'Comments in support of retaining first past the post include:* *• Quick to count. Preferential voting is time consuming to count.* *• Easily understood.* *• Removes politics out of campaigning. Preferential will encourage*

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	alliances formed for the distribution of preferences and party politics into local government. *• Preferential voting allows election rigging through alliances or 'dummy' candidates.* *• In a preferential system, the person that receives the highest number of first preference votes does not necessarily get elected.'* *'Comments in support of replacing first past the post include:* *• Preferential voting is more democratic and removes an area of confusion.* *• Preferential voting ensures that the most popular candidates are elected who best reflect the will of the voters.* *• Preferential system should be introduced. In FPP elections, candidates work together to get votes for each other. Preferential would make it more difficult for this practice to take place.* *• FPP does not adequately reflect the wishes of electors when there are three candidates or more.* *• FPP is unsuitable when there is more than one vacancy.* *• Allows for a greater representation from a range of interest groups and prevents domination of elections by mainstream party politics.'* The Sector supports first past the post voting for its simplicity and fundamental apolitical nature, therefore the proposed reforms are not supported. A number of Local Governments raised the need for a fall back position if this proposal is progressed by the State Government. Optional Preferential voting was considered as the better preferential voting system according to the feedback. **Recommendation – Item 4.3** **1. Oppose the proposal for preferential voting and support first past the post method of counting votes.** **2. However, if 'first past the post' is not retained then optional preferential voting is preferred.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
4.4 Public Vote to Elect the Mayor and President	
• Mayors and Presidents of all local governments perform an important public leadership role within their local communities. • Band 1 and 2 local governments generally have larger councils than those in bands 3 and 4. • Accordingly, it is proposed that the Mayor or President for all band 1 and 2 councils is to be elected through a vote of the electors of the district. Councils in bands 3 and 4 would retain the current system. • A number of Band 1 and Band 2 councils have already moved towards Public Vote to Elect the Mayor and President in recent years, including City of Stirling and City of Rockingham.	**Current Local Government Position** Item 4.4 **does not align** with Advocacy Position 2.5.2 - 'Election of Mayors and Presidents be at the discretion of Local Government.' *Local Governments should determine whether their Mayor or President will be elected by the Council or elected by the community.* **Comment** There are 43 Band 1 and 2 Local Governments with 22 popularly electing the Mayor or President: Band 1 - 15 Band 2 - 7 The remaining 21 Local Governments have a Council-elected Mayor or President. The sector does not support a requirement for the role of Mayor or President to be determined by electors. The sector considers that its current system of having the Mayor elected directly by Council assists in ensuring the Mayor/President has the support of the majority of Council. Further, it assists in avoiding party politics. **Recommendation – Item 4.4** **Oppose this proposal and support retaining the current provision, that the election of Mayors and Presidents be at the discretion of each Local Government.**
4.5 Tiered Limits on the Number of Councillors	
• It is proposed to limit the number of councillors based on the population of the entire local government. • Some smaller local governments have already been moving to having smaller councils to reduce costs for ratepayers. • The Local Government Panel Report proposed: o For a population of up to 5,000 – five councillors (including the President)	**Current Local Government Position** Item 4.5 **does not align** with Advocacy Position 2.5.1 – '*Councils consist of between six and 15 (including the Mayor/President)'* *Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)*

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
o population of between 5,000 and 75,000 – five to nine councillors (including the Mayor/President) o population of above 75,000 – nine to fifteen councillors (including Mayor).	**Comment** The proposed reform to restrict Local Governments with populations under 5,000 to 5 Council Members does not reflect the varied communities of interest within this grouping. Some Local Governments are essentially regional centres such as the Shires of Katanning (9), Dandaragan (9), Merredin (9), Moora (9) and Northampton (9) (current Councillor numbers bracketed). Local Governments such as the Shire of Ngaanyatjarraku (9) manage substantial land areas, manage isolated communities such as the Shire of Meekatharra (7) and culturally diverse communities such as the Shire of Christmas Island (9). Some Local Governments with populations up to 5,000 warrant a greater number of Councillors to effectively share the representative role that Council Members play within their communities. The additional proposed reforms in population categories over 5,000 generally reflect the current Councillor numbers. **Recommendation – Item 4.5** **Recommend 5 to 7 Council Members for populations up to 5,000 and support the remaining proposed reforms.**
4.6 No Wards for Small Councils (Band 3 and 4 Councils only)	
• It is proposed that the use of wards for councils in bands 3 and 4 is abolished. • Wards increase the complexity of elections, as this requires multiple versions of ballot papers to be prepared for a local government's election. • In smaller local governments, the population of wards can be very small. • These wards often have councillors elected unopposed, or elect a councillor with a very small number of votes. Some local governments have ward councillors elected with less than 50 votes. • There has been a trend in smaller local governments looking to reduce the use of wards, with only 10 councils in bands 3 and 4 still having wards.	**Comment** The proposed reform to discontinue wards in Band 3 and 4 Local Governments brings alignment with the majority and provides that affected Local Governments will no longer have to conduct 8 year ward reviews or make representation to the Local Government Advisory Board to revert to a no wards system. Remaining proposed reforms will improve and clarify election processes. **Recommendation – Items 4.6 to 4.9** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
4.7 Electoral Reform – Clear Lease Requirements for Candidate and Voter Eligibility	
• Reforms are proposed to prevent the use of "sham leases" in council elections. Sham leases are where a person creates a lease only to be able to vote or run as a candidate for council. • The City of Perth Inquiry Report identified sham leases as an issue. • Electoral rules are proposed to be strengthened: o A minimum lease period of 12 months will be required for anyone to register a person to vote or run for council. o Home based businesses will not be eligible to register a person to vote or run for council, because any residents are already the eligible voter(s) for that address. o Clarifying the minimum criteria for leases eligible to register a person to vote or run for council. • The reforms would include minimum lease periods to qualify as a registered business (minimum of 12 months), and the exclusion of home based businesses (where the resident is already eligible) and very small sub-leases. • The basis of eligibility for each candidate (e.g. type of property and suburb of property) is proposed to be published, including in the candidate pack for electors.	As above **Recommendation – Items 4.6 to 4.9** **Supported**
4.8 Reform of Candidate Profiles	
• Further work will be undertaken to evaluate how longer candidate profiles could be accommodated. • Longer candidate profiles would provide more information to electors, potentially through publishing profiles online. • It is important to have sufficient information available to assist electors make informed decisions when casting their vote.	As above **Recommendation – Items 4.6 to 4.9** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
4.9 Minor Other Electoral Reforms	
• Minor other electoral reforms are proposed to include: o The introduction of standard processes for vote re-counts if there is a very small margin between candidates (e.g. where there is a margin of less than 10 votes a recount will always be required) o The introduction of more specific rules concerning local government council candidates' use of electoral rolls.	As above **Recommendation – Items 4.6 to 4.9** **Supported**

Theme 5: Clear Roles and Responsibilities

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
5.1 Introduce Principles in the Act	
• It is proposed to include new principles in the Act, including: o The recognition of Aboriginal Western Australians o Tiering of local governments (with bands being as assigned by the Salaries and Allowances Tribunal) o Community Engagement o Financial Management.	**Current Local Government Position** Item 5.1 **generally aligns** with Advocacy Position 2.6 - Legislative Intent *Provide flexible, principles-based legislative framework.* **Recommendation – Item 5.1** **Supported**
5.2 Greater Role Clarity	
• The Local Government Act Review Panel recommended that roles and responsibilities of elected members and senior staff be better defined in law. • It is proposed that these roles and responsibilities are further defined in the legislation. • These proposed roles will be open to further consultation and input. These roles would be further strengthened through **Council Communications Agreements** (see item 5.3). **5.2.1 - Mayor or President Role** • It is proposed to amend the Act to specify the roles and responsibilities of the Mayor or President. • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the Mayor or President is responsible for: o Representing and speaking on behalf of the whole council and the local government, at all times being consistent with the resolutions of council o Facilitating the democratic decision-making of council by presiding at council meetings in accordance with the Act o Developing and maintaining professional working relationships between councillors and the CEO o Performing civic and ceremonial duties on behalf of the local	**Current Local Government Position** Item 5.2 **aligns** with Advocacy Position 2.6.36 - 'Roles and Responsibilities' *That clarification of roles and responsibilities for Mayors/ Presidents, Councillors and CEOs be reviewed to ensure that there is no ambiguity.* **Recommendation – Item 5.2** **Supported** **Recommendation – Item 5.2.1** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
government Working effectively with the CEO and councillors in overseeing the delivery of the services, operations, initiatives and functions of the local government. **5.2.2 - Council Role** • It is proposed to amend the Act to specify the roles and responsibilities of the Council, which is the entity consisting of all of the councillors and led by the Mayor or President. • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the Council is responsible for: o Making significant decisions and determining policies through democratic deliberation at council meetings o Ensuring the local government is adequately resourced to deliver the local governments operations, services and functions - including all functions that support informed decision-making by council o Providing a safe working environment for the CEO; o Providing strategic direction to the CEO; Monitoring and reviewing the performance of the local government. **5.2.3 - Elected Member (Councillor) Role** • It is proposed to amend the Act to specify the roles and responsibilities of all elected councillors. • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that every elected councillor is responsible for: o Considering and representing, fairly and without bias, the current and future interests of all people who live, work and visit the district (including for councillors elected for a particular ward) o Positively and fairly contribute and apply their knowledge, skill, and judgement to the democratic decision-making process of council o Applying relevant law and policy in contributing to the decision-making of the council o Engaging in the effective forward planning and review of the local governments' resources, and the performance of its operations, services, and functions	**Recommendation – Item 5.2.2** **Supported** **Recommendation – Item 5.2.3** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
o Communicating the decisions and resolutions of council to stakeholders and the public o Developing and maintaining professional working relationships with all other councillors and the CEO o Maintaining and developing their knowledge and skills relevant to local government o Facilitating public engagement with local government. It is proposed that elected members should not be able to use their title (e.g. "Councillor", "Mayor", or "President") and associated resources of their office (such as email address) unless they are performing their role in their official capacity.	
5.2.4 - CEO Role • The *Local Government Act 1995* requires local governments to employ a CEO to run the local government administration and implement the decisions of council. • To provide greater clarity, it is proposed to amend the Act to specify the roles and responsibilities of all local government CEOs. • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the CEO of a local government is responsible for: o Coordinating the professional advice and assistance necessary for all elected members to enable the council to perform its decision-making functions o Facilitating the implementation of council decisions o Ensuring functions and decisions lawfully delegated by council are managed prudently on behalf of the council o Managing the effective delivery of the services, operations, initiatives and functions of the local government determined by the council o Providing timely and accurate information and advice to all councillors in line with the Council Communications Agreement (see item 5.3) o Overseeing the compliance of the operations of the local government with State and Federal legislation on behalf of the council o Implementing and maintaining systems to enable effective planning, management, and reporting on behalf of the council.	5.2.4 There is the requirement for more detail for this item. The general direction of the proposal is supported, subject to including reference that the CEO is responsible for the recruitment and performance management of all staff as indicated in the current Act/Regulations. **Recommendation – Items 5.2.4** **Supported, subject to including reference that the CEO is responsible for the recruitment and performance management of all staff as indicated in the current Act/Regulations.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
5.3 Council Communication Agreements	
• In State Government, there are written Communication Agreements between Ministers and agencies that set standards for how information and advice will be provided. • It is proposed that local governments will need to have Council Communications Agreements between the council and the CEO. • These Council Communication Agreements would clearly specify the information that is to be provided to councillors, how it will be provided, and the timeframes for when it will be provided. • A template would be published by DLGSC. This default template will come into force if a council and CEO do not make a specific other agreement within a certain timeframe following any election.	**Comment** The availability of information not already in the public domain to Councillors under Section 5.92 of the Act can become contentious in the absence of a clear statement in support of the function the Council Member is performing. This can place CEO's in the invidious position of ruling on the availability of a record of the Local Government, when it is also their function under Section 5.41(h) of the Act to *'ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law'*. Consistent availability of information motivates this proposed reform and it does not appear that individual Council Communication Agreements will be a means to that end. There is a better case for a uniform approach in the form of a regulated Agreement, in much the same way that the Communication Agreements between Ministers and agencies are based on provisions of the *Public Sector Management Act 1994.* **Recommendation – Item 5.3** **Support a consistent, regulated Communications Agreement.**
5.4 Local Governments May Pay Superannuation Contributions for Elected Members	
• It is proposed that local governments should be able to decide, through a vote of council, to pay superannuation contributions for elected members. These contributions would be additional to existing allowances. • Superannuation is widely recognised as an important entitlement to provide long term financial security. • Other states have already moved to allow councils to make superannuation contributions for councillors. • Allowing council to provide superannuation is important part of encouraging equality for people represented on council – particularly for women and younger people. • Providing superannuation to councillors recognises that the commitment to elected office can reduce a person's opportunity to undertake employment and earn superannuation contributions.	**Comment** WALGA was in the process of consulting with the sector when this reform was announced. The feedback to date from Local Governments has majority support. The proposed discretionary approach will permit Local Governments to exercise general competence powers to make their own determination on paying superannuation to Council Members. **Recommendation – Item 5.4** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
5.5 Local Governments May Establish Education Allowances	
• Local governments will have the option of contributing to the education expenses for councillors, up to a defined maximum value, for tuition costs for further education that is directly related to their role on council. • Councils will be able to decide on a policy for education expenses, up to a maximum yearly value for each councillor. Councils may also decide not to make this entitlement available to elected members. • Any allowance would only be able to be used for tuition fees for courses, such as training programs, diplomas, and university studies, which relate to local government. • Where it is made available, this allowance will help councillors further develop skills to assist with making informed decisions on important questions before council, and also provide professional development opportunities for councillors.	**Current Local Government Position** Item 5.5 **generally aligns** with Advocacy Position 2.8 - Elected Member Training *Support Local Governments being required to establish an Elected Member Training Policy to encourage training and include budgetary provision of funding for Elected Members;* **Comment** The proposal augments recent Act amendments that require Local Governments to adopt a professional development policy for Council Members. Many Local Governments now budget for training requirements that align with the policy statement. **Recommendation – Item 5.5** **Supported**
5.6 Standardised Election Caretaker period	
• A statewide caretaker period for local governments is proposed. • All local governments across the State would have the same clearly defined election period, during which: o Councils do not make major decisions with criteria to be developed defining 'major' o Incumbent councillors who nominate for re-election are not to represent the local government, act on behalf of the council, or use local government resources to support campaigning activities. There are consistent election conduct rules for all candidates.	**Comment** WALGA developed a template Caretaker Policy in 2017 on request for a consistent approach. There are no know instances where Caretaker Policy have led to unforeseen or unmanageable consequences impacting on decision-making functions. **Recommendation – Item 5.6** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
5.7 Remove WALGA from the Act	
• The Local Government Panel Report recommended that WALGA not be constituted under the *Local Government Act 1995*. • Separating WALGA out of the Act will provide clarity that WALGA is not a State Government entity.	**Comment** WALGA is conducting its own due diligence on this proposal, previously identified in the Local Government Review Panel Report. The outcome of this reform would require a transition of WALGA from a body constituted under the Act to an incorporated association. It is important to the Local Government sector that the provisions relating to the mutual self-insurance scheme and tender exempt prequalified supply panels remain in the Act and are not affected by this proposal. Further work is being carried out by WALGA to fully understand the effect this proposal will have on WALGA and the sector. **Recommendation – Item 5.7** **1. Support for this proposal is subject to WALGA undertaking further due diligence on the broader implications of the proposal and subsequent consultation with the sector.** **2. Any proposed reforms ensure that:** **a) The Local Government Act retain statutory provisions permitting WALGA to provide the sector with the mutual self-insurance scheme and preferred supplier program tender exemptions; and** **b) There be no disadvantages to WALGA's capacity to provide services and represent the interests of the sector.**
5.8 CEO Recruitment	
• It is proposed that DLGSC establishes a panel of approved panel members to perform the role of the independent person on CEO recruitment panels. • Councils will be able to select an independent person from the approved list. Councils will still be able to appoint people outside of the panel with the approval of the Inspector.	**Comment** The proposed reform augments the CEO Standards in relation to recruitment introduced in February 2021. **Recommendation – Item 5.8** **Supported on the proviso that no cost is associated with the use of the approved panel.**

Theme 6: Improved Financial Management and Reporting

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
6.1 Model Financial Statements and Tiered Financial Reporting	
• The Minister strongly believes in transparency and accountability in local government. The public rightly expects the highest standards of integrity, good governance, and prudent financial management in local government. • It is critically important that clear information about the financial position of local governments is openly available to ratepayers. Financial information also supports community decision-making about local government services and projects. • Local governments differ significantly in the complexity of their operations. Smaller local governments generally have much less operating complexity than larger local governments. • The Office of the Auditor General has identified opportunities to improve financial reporting, to make statements clearer, and reduce unnecessary complexity. • Recognising the difference in the complexity of smaller and larger local governments, it is proposed that financial reporting requirements should be tiered – meaning that larger local governments will have greater financial reporting requirements than smaller local governments. • It is proposed to establish standard templates for **Annual Financial Statements** for band 1 and 2 councils, and simpler, clearer financial statements for band 3 and 4. • **Online Registers**, updated quarterly (see item 3.4), would provide faster and greater transparency than current annual reports. Standard templates will be published for use by local governments. • **Simpler Strategic and Financial Planning** (item 6.2) would also improve the budgeting process.	**Current Local Government Position** Items 6.1 and 6.2 **generally align** with Advocacy Position 2.6 – Support a size and scale compliance regime and Advocacy Position 2.6.24 – Financial Management and Procurement. *The Local Government sector:* 1. *Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Statements and Annual Budget Statements for the Local Government sector, in consultation with the Office of the Auditor General.* 2. *Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General.* **Comment** The Sector has a long-standing position for a broad review of the financial management and reporting provisions of the Act, which remain largely unchanged since commencing in 1996. **Recommendation – Item 6.1** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
6.2 Simplify Strategic and Financial Planning	
• Having clear information about the finances of local government is an important part of enabling informed public and ratepayer engagement and input to decision-making. • The framework for financial planning should be based around information being clear, transparent, and easy to understand for all ratepayers and members of the public. • In order to provide more consistency and clarity across the State, it is proposed that greater use of templates is introduced to make planning and reporting clearer and simpler, providing greater transparency for ratepayers. • Local governments would be required to adopt a standard set of plans, and there will be templates published by the DLGSC for use or adaption by local governments. • It is proposed that the plans that are required are: o Simplified **Council Plans** that replace existing Strategic Community Plans and set high-level objectives, with a new plan required at least every eight years. These will be short-form plans, with a template available from the DLGSC o Simplified **Asset Management Plans** to consistently forecast costs of maintaining the local government's assets. A new plan will be required at least every ten years, though local governments should update the plan regularly if the local government gains or disposes of major assets (e.g. land, buildings, or roads). A template will be provided, and methods of valuations will be simplified to reduce red tape o Simplified **Long Term Financial Plans** will outline any long term financial management and sustainability issues, and any investments and debts. A template will be provided, and these plans will be required to be reviewed in detail at least every four years o A new **Rates and Revenue Policy** (see item 6.3) that identifies the approximate value of rates that will need to be collected in future years (referencing the Asset Management Plan and Long Term Financial Plan) – providing a forecast to ratepayers (updated at least every four years)	As above **Recommendation – Item 6.2** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
o The use of simple, one-page **Service Proposals** and **Project Proposals** that outline what proposed services or initiatives will cost, to be made available through council meetings. These will become **Service Plans** and **Project Plans** added to the yearly budget if approved by council. This provides clear transparency for what the functions and initiatives of the local government cost to deliver. Templates will be available for use by local governments	
6.3 Rates and Revenue Policy	
• The Rates and Revenue Policy is proposed to increase transparency for ratepayers by linking rates to basic operating costs and the minimum costs for maintaining essential infrastructure. • A Rates and Revenue Policy would be required to provide ratepayers with a forecast of future costs of providing local government services. • The Policy would need to reflect the Asset Management Plan and the Long Term Financial Plan (see item 6.2), providing a forecast of what rates would need to be, to cover unavoidable costs. • A template would be published for use or adaption by all local governments. • The Local Government Panel Report included this recommendation.	**Current Local Government Position** Item 6.3 **generally aligns** with Advocacy Position 2.1.6 - Rate Setting and WALGA's Rate Setting Policy Statement. *Councils' deliberative rate setting processes reference their Integrated Planning Framework – a thorough strategic, financial and asset management planning process – and draw upon the community's willingness and capacity to pay.* **Recommendation – Item 6.3** **Supported**
6.4 Monthly Reporting of Credit Card Statements	
• The statements of a local government's credit cards used by local government employees will be required to be tabled at council at meetings on a monthly basis. • This provides oversight of incidental local government spending.	**Comment** This proposed reform reflects widespread common practice for credit card transactions to be included in monthly financial reports and lists of accounts paid. **Recommendation – Item 6.4** **Supported**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
6.5 Amended Financial Ratios	
• Financial ratios will be reviewed in detail, building on work already underway by the DLGSC. • The methods of calculating ratios and indicators will be reviewed to ensure that the results are accurate and useful.	**Current Local Government Position** Item 6.5 **aligns** with Advocacy Position 2.6.25 - Review and reduce financial ratios. *Advocate to the Minister for Local Government to amend the Local Government (Financial Management) Regulations 1996 to prescribe the following ratios:* *a. Operating Surplus Ratio,* *b. Net Financial Liabilities Ratio,* *c. Debt Service Coverage Ratio, and* *d. Current Ratio.* **Recommendation – Item 6.5** **Supported**
6.6 Audit Committees	
• To ensure independent oversight, it is proposed the Chair of any Audit Committee be required to be an independent person who is not on council or an employee of the local government. • Audit Committees would also need to consider proactive risk management. • To reduce costs, it is proposed that local governments should be able to establish shared Regional Audit Committees. • The Committees would be able to include council members but would be required to include a majority of independent members and an independent chairperson.	**Current Local Government Position** Item 6.6 **does not align** with Advocacy Position 2.2.4 – Accountability and Audit *That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority and chair.* **Comment** The Sector's view is well established, that the Council must maintain, and be seen by the community to have, majority involvement and investment in the purpose of an Audit Committee. There is sector support for some independent members on the Audit Committee, however not a majority. The dual effect of the proposed reform is to guarantee a place for a majority of independent persons on Audit Committees, with the additional requirement that an independent person Chair this Committee. Presently, not all Local Government Audit Committees are able to include an independent person. This may be for a variety of reasons not least of which

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	is a lack of suitable, available candidates with the required qualification, skill and experience. It would be counter-productive if the proposed reforms led to the appointment of unsuitable independent persons to a skills-based role. The concept of Regional Audit Committees has apparent merit in this case but there is no detail regarding practicalities; for example, is the Regional Audit Committee intended to include the same independent persons who will meet separately with each Local Government within the region? There is too little certainty that the imperative question of appropriate representation will be managed as a consequence of the proposed reforms for it to be supported. The proposal for the Audit Committees to also consider proactive risk management is supported. **Recommendation – Item 6.6** **1. Support the role of the Office of the Auditor General as the responsible entity for independent oversight of Local Government audits.** **2. Support Audit Committees of Local Government with an Elected Member majority including independent members, and to consider proactive risk management issues.** **3. Support the proposal to establish shared regional Audit Committees** **4. Support the appointment of an independent member as chair of the Audit Committee to remain at the discretion of each Local Government.** **5. Support the payment of meeting fees or defined reimbursements to independent Audit Committee members.**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
6.7 Building Upgrade Finance	
• Reforms would allow local governments to provide loans to third parties for specific building improvements - such as cladding, heritage and green energy fixtures. • This would allow local governments to lend funds to improve buildings within their district. • Limits and checks and balances would be established to ensure that financial risks are proactively managed.	**Current Local Government Position** Item 6.7 **aligns** with Advocacy Position 2.6.26 - Building Upgrade Finance. *The Local Government Act 1995 should be amended to enable a Building Upgrade Finance mechanism in Western Australia.* **Comment** Building Upgrade Finance would enable Local Governments to guarantee finance for building upgrades for non-residential property owners. In addition to building upgrades to achieve environmental outcomes, Local Governments have identified an opportunity to use this approach to finance general upgrades to increase the commercial appeal of buildings for potential tenants. In this way, BUF is viewed as means to encourage economic investment to meet the challenges of a soft commercial lease market and achieve economic growth. **Recommendation – Item 6.7** **Supported**
6.8 Cost of Waste Service to be Specified on Rates Notices	
• It is proposed that waste charges are required to be separately shown on rate notices (for all properties which receive a waste service). • This would provide transparency and awareness of costs for ratepayers.	**Comment** This proposed reform will require a relatively simple calculation. **Recommendation – Item 6.8** **Supported**

Additional Reform Proposals

In December 2020, WALGA State Council considered the sector's feedback on the discussion paper 'Advocacy Positions for a New Local Government Act: Key Issues from Recent Inquiries into Local Government' *(Rec: 142.6/2020)*.

It is **recommended** that the Local Government Reform Proposals process be conducted in alignment with the following WALGA advocacy position.

Legislative Intent

That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
    a. Economic development;
    b. Environmental protection; and
    c. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

It is **recommended** that the following additional advocacy positions be included in the sector's response:

Rating Exemptions

That an independent review of all rate exemptions be undertaken.

Fees and Charges

That:
1. An independent review be undertaken to remove fees and charges from legislation and regulation; and
2. Local Government be empowered to set fees and charges for Local Government services.

Financial Management and Procurement

That the Local Government sector:

- Supports Local Governments being able to use freehold land to secure debt; and
- Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.

Disposal of Property Exemption

Regulation 30 (3) of the *Local Government (Functions and General) Regulations 1996* should not include any financial threshold limitation on a disposition where it is used exclusively to purchase other property. The current limit is $75,000 and this type of activity commonly applies to a trade-in situation.

Tender Exemption General Practitioner Services

That the reform proposals provide for inclusion of a tender exemption for General Practitioner (GP) services under Part 4, Division 2 of the *Local Government (Functions and General) Regulations 1996*, to support Local Governments to secure and retain necessary primary health care services for their communities.

Elector's Meetings

That WALGA advocate to the Minister for Local Government to amend the *Local Government Act 1995* to provide protections against the misuse of special electors meetings by:

1. prohibiting a matter previously considered being resubmitted; and
2. ensuring that motions to be considered are relevant to Local Government.

Technical Amendment Proposals

WALGA's Governance and Organisational Service team monitors the Local Government Act and associated regulations for inconsistencies and potential error. The following matters are proposed for inclusion in the reform process.

Part 4 – Elections and other Polls

s.4.9 *Election day for extraordinary elections*	Section 4.9(1)(a) provides that the President/Mayor ***may*** exercise authority to determine the extraordinary election day, if not already fixed under paragraph (b), with s.4.9(1)(b) stating 'if a day has not already been fixed under paragraph (a)' Additionally, s.4.17 provides for Council to determine, with approval of the Electoral Commissioner, to allow a vacancy to remain unfilled. This has potential to lead to a further anomaly in the exercise of power under s.4.9(1)(a) and (b). ***Recommend legislative amendment that brings chronological order to the decision-making powers for considering vacancies and determination of extraordinary election day.***

Part 5 – Administration

s.5.36(4) & (5A) Admin. r.18A(2) *Local government employees*	Administration Regulations, Schedule.2, clause 6 requires a Local Government to advertise the position of CEO if the position is vacant. Regulations do not, however, prescribe classes of persons under s.5.36(5A). Compliance with Admin.r.18A(2) advertising is unrealistic when a CEO leaves the Local Governments employment with little or no notice period. The WALGA Template Policy for Temporary Employment or Appointment of CEO (s.5.39C), includes protocols for Temporary CEO appointments. ***Recommend regulations be made under s.5.36(5A) prescribing classes of persons as a 'temporary CEO appointed under short term contract, where the person appointed is NOT an existing employee of the Local Government'.***

s.5.94 *Public can inspect certain local government information*	The Act requires public access or inspection rights for documents that contain personal information, i.e. electoral roll, owner / occupier, rate record [s.5.94(m) and (s)]. The Act only limits the right to access this information where the CEO is unable to be satisfied that the information will not be used for a commercial purpose [Admin.r.29B]. WALGA members have expressed concern of the risks that may extend to information when combined with other personal information, for example, cyber security / identity theft risks or personal safety risks. ***Recommend* there be an analysis of the public benefit versus public risk arising from statutory provisions that requires public disclosure of documents containing personal details (i.e. electoral rolls, rate record) in the context of the potential for this information to be manipulated or misused for improper purposes.**

Local Government (Administration) Regulations 1996

Admin.r. 29D *Period for which information to be kept on official website*	Requires list of council members and staff positions that provide primary and annual returns to be kept on the website for 5 years. S.5.88(3) requires returns to be removed from the register when a person is no longer relevant. Admin.r.29D is inconsistent with s.5.88(3), meaning that the names and positions will remain on the website despite the returns being removed from the Financial Interests Register. ***Recommend* amending Admin.r.29D so that it is consistent with s.5.88(3).**

ATTACHMENT 11.5A
Plant and Works Committee Terms of Reference

Plant and Works Committee

Terms of Reference

September 2024

Shire of Narembeen
Together we grow

Purpose

The Plant and Works Committee is established for the purpose of assisting the Council to undertake its role under Section 2.7(2)(a) of the *Local Government Act 1995* to establish and maintain liaison between stakeholders, consider policies associated with plant, assets, roadworks and oversee development and maintenance of the road networks within the municipality.

This Terms of Reference ("ToR") sets out the objectives, authority, membership, role, responsibilities and operation of the Committee.

Objectives

The objectives of the Committee are:

1. To foster liaison and cooperation between the Shire of Narembeen and stakeholders associated with the road networks within the district.
2. To provide a normalised, proper and formalised forum for the discussion of issues and the formulation of suggestions and/or recommendations on issues associated with the roadworks and maintenance.
3. Make recommendations to Council on matters associated with the future development and maintenance of assets.
4. To review the asset and works components of the Shire's Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP).
5. To review the Shire's assets and works budget.
6. To meet on special occasions to advocate, investigate and/or evaluate urgent road infrastructure issues.
7. To ensure the Shire's plant and light fleet assets are managed with due regard to Council's key objectives and goals as specified in the AMP and LTFP.
8. To develop and review asset management policies to guide the acquisition, use and disposal of plant and light fleet assets to make the most of their service delivery and manage the related risks and costs over their entire life.
9. To provide input Council's long term budget planning through the development of programs covering plant replacement, and relevant plant and light fleet significant maintenance cost points.
10. Investigate and report to Council on recommendations:
    a. Acquisition and disposal of plant.
    b. Major maintenance expenditure on individual items of plant.

Role & Responsibilities

The Committee is a formally appointed committee of Council and is responsible to that body. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures. The Committee shall not direct Shire of Narembeen employees.

The Committee has the responsibility to:

a. review progression of the road works program;
b. make recommendations to Council in relation to road-related issues raised by the community;
c. provide feedback regarding roadworks priorities for annual budget consideration;
d. consider priorities for roadworks consistent with Five-Year Road Program;
e. make recommendations to Council through the Senior Officer responsible;

f. consider plant and light fleet requirements to implement asset and works programs; and

g. review the proposed Plant Replacement Program on an annual basis to support the Shire's AMP and LTFP, with a focus on the age, utilisation and operational effectiveness of the plant fleet.

Delegated Authority

The Plant and Works Committee has been established as an Advisory Committee only and does not have any delegated powers.

The Council, in accordance with the *Local Government Act 1995*, shall delegate the powers and privileges outlined within these Terms of Reference to the Advisory Committee.

Plant items within the approved annual budget shall be assessed and selected as per the following limitations:

- Items less than $150,000 (ex GST) may be approved by the EMIS.
- Items greater than $150,001 (ex GST) and less than $249,999 (ex GST) will be approved by the Plant and Works Committee.
- Items greater than $250,000 (ex GST) must be referred to a Council meeting for approval.

Membership

Three elected members, the CEO and EMIS shall be appointed to the committee with an additional elected member appointed as a proxy.

The Plant and Works Committee consists of three elected members appointed by Council for a term ceasing on the day preceding the ordinary elections held every alternate year. At the first meeting after the ordinary elections, Council shall appoint members for a further term.

The Committee shall elect a Chairperson and a Deputy Chairperson from amongst themselves in accordance with Section 5.12 of the Local Government Act 1995.

Meetings

The Committee will meet at least every six months, with additional meetings convened as required at the discretion of the Chairperson or at the request of the CEO.

If any member is absent from three consecutive meetings without leave from the Committee, they shall forfeit their position on the Committee. Council shall be informed, who will then appoint a replacement for the balance of the member's term of appointment.

All members of the Committee shall have one vote. If the vote of the members present is equally divided, the person presiding shall cast a second vote.

Elected members of the Shire may attend each Committee meeting.

Committee members are expected, where possible, to attend each meeting in person. Where attendance in person is not possible, in accordance with Council Policy - eMeetings.

Notice of Meeting and Agenda

The CEO or their delegate will administratively coordinate the convening of meetings of the Committee and invite members of management, or others to attend meetings as observers and to provide relevant information as necessary.

The Committee may call upon guests with specific expertise or as the need arises and invite them to attend meetings. Such persons shall not be entitled to vote on any decision

arising from such meetings.

Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed shall be provided to each member of the Committee no later than 72 hours prior to the meeting. Associated meeting papers are to be provided at the same time.

Minutes of Meetings

The Executive & Governance Officer will facilitate the administrative support for the meeting, including as a minute taker for the meeting.

Minutes will be taken at each meeting and be presented to the subsequent meeting for confirmation. Minutes will include the proceedings and resolutions of the meeting including the names of those in attendance.

The Chairperson shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. Conflicts of Interest will be managed in accordance with the Shire's policies and the *Local Government Act 1995*.

Unconfirmed Minutes of Committee meetings shall be circulated promptly to all members of the Committee.

Minutes of Committee meetings shall be presented to the next Ordinary Council Meeting, with any recommendations from the Committee to be considered by Council by way of a separate agenda item.

The Council may adopt, amend, reject or refer back to the Committee any recommendations arising from the Committee's deliberations.

Other than confidential papers and attachments, agendas and minutes of the Committee will be made publicly available on the Shire's website in accordance with Section 5.96A of the *Local Government Act 1995*.

Quorum

Quorum for a meeting shall be at least 50% of the number of members, whether vacant or not. A recommendation of the Committee does not have effect unless it has been made by a simple majority.

Termination of Committee

Termination of the Committee shall be:

a. In accordance with the Local Government Act 1995; and
b. By a decision of Council.

Amendment to the Terms of Reference

This document may be altered at any time by the Council.

History

Council Adoption	Date	Resolution MINXXX

DRAFT

ATTACHMENT 11.6A
Bushfire Advisory Committee Terms of Reference

Bush Fire Advisory Committee

Terms of Reference

September 2024

DRAFT

Shire of Narembeen
Together we grow

Purpose

The Bush Fire Advisory Committee is established for the purpose of assisting the Council to undertake its role under Section 2.7(2)(a) of the Act to establish and maintain liaison between stakeholders, consider matters associated with bush fire control, prevention and management within the municipality.

This Terms of Reference ("ToR") sets out the objectives, authority, membership, and operation of the Committee.

Objectives

Objectives of the Committee are to provide advice to Council regarding all matters relating to bush fire control, prevention and management, including:

- recommendations on the annual firebreak requirements;
- the purchase of capital equipment;
- review of firefighting and prevention practices;
- training in firefighting methods; and
- to care for, control and manage the bush fire risk within the Shire of Narembeen.

Delegated Authority

The Bushfire Advisory Committee has been established as an Advisory Committee only and does not have any delegated powers.

Membership

- Council shall appoint one elected member and one proxy to the Committee.
- The Chief Bushfire Control Officers and Deputy Chief Bushfire Control Officer, by virtue of the office held, be appointed to the Committee.
- The Chief Executive Officer, by virtue of the office held, be appointed to the Committee.
- A representative of the Department of Fire and Emergency Services (DFES) will be an advisory member of the Committee.
- Other persons, or representatives of organisations, may participate in meetings of the Committee (or any sub-committees the Committee may establish) as determined by a simple majority of the Committee. Such persons will not be entitled to vote on any matters brought before the Committee.
- Membership of the Committee shall, unless determined otherwise, cease on the day of the next ordinary Council election.
- Council shall appoint new members to the Committee at its first meeting following the ordinary election.
- The membership of a member may be ceased in accordance with the *Bushfires Act 1954.*

Presiding Member

The Committee shall appoint a Presiding Member being the Chief Bushfire Control Officer and Deputy Presiding Member being the Deputy Chief Bushfire Control Officer appointed at the annual March meeting to oversee the operations of the Committee Meetings.

Meetings

The Committee shall meet at least two times per year, in March and September. All voting members of the Committee shall have one vote. If the vote of the members present is equally divided, the Presiding Member shall cast a second vote.

Quorum

Quorum for a meeting shall be at least 50% of the number of offices, whether vacant or not.

Notice of Meeting and Agenda

The CEO or their delegate will administratively coordinate the convening of meetings of the Committee and invite members of management, or others to attend meetings as observers and to provide relevant information as necessary.

The Committee may call upon guests with specific expertise or as the need arises and invite them to attend meetings. Such persons shall not be entitled to vote on any decision arising from such meetings.

Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed shall be provided to each member of the Committee no later than 72 hours prior to the meeting. Associated meeting papers are to be provided at the same time.

Minutes of Meetings

The Executive & Governance Officer will facilitate the administrative support for the meeting, including as a minute taker for the meeting.

Minutes will be taken at each meeting and be presented to the subsequent meeting for confirmation. Minutes will include the proceedings and resolutions of the meeting including the names of those in attendance.

The Chairperson shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. Conflicts of Interest will be managed in accordance with the Shire's policies and the Local Government Act 1995.

Unconfirmed Minutes of Committee meetings shall be circulated promptly to all members of the Committee.

Minutes of Committee meetings shall be presented to the next Ordinary Council Meeting, with any recommendations from the Committee to be considered by Council by way of a separate agenda item.

The Council may adopt, amend, reject or refer back to the Committee any recommendations arising from the Committee's deliberations.

Other than confidential papers and attachments, agendas and minutes of the Committee will be made publicly available on the Shire's website in accordance with Section 5.96A of the Local Government Act 1995.

Quorum

Quorum for a meeting shall be at least 50% of the number of members, whether vacant or not. A recommendation of the Committee does not have effect unless it has been made by a simple majority.

Termination of Committee

Termination of the Committee shall be:

In accordance with the Local Government Act 1995; and

By a decision of Council.

Amendment to the Terms of Reference

This document may be altered at any time by the Council.

History

Council Adoption	Date	Resolution MINXXX

ATTACHMENT 12.1A
Proposed Subdivision Lot 300 Merredin-Narembeen Road

CLE Town Planning + Design

Our Reference: 3244Ltr122
Enquiries: Harry Norman

5 September 2024

Secretary
Western Australian Planning Commission
Locked Bag 2506
PERTH, WA, 6001

Attention: Nick Welch

Dear Nick

RE: SUBDIVISION APPLICATION - CBH NETWORK STRATEGY IMPLEMENTATION PROJECT LOT 300 (NO STREET ADDRESS) FRICKER ROAD, NAREMBEEN (SHIRE OF NAREMBEEN)

Please find enclosed a subdivision application to excise a 15ha portion from Lot 300 Fricker Road, Narembeen.

The application comprises this letter and the following:

- Signed application forms;
- Subdivision Plan (CLE Ref. 3244-120-01);
- Development Approval – Open Grain Bulkheads (Shire of Narembeen); and
- Certificates of Title.

This application is lodged on behalf of CBH Group (CBH), with the consent of the current owner of Lot 300, with CBH having an option under contract to purchase the land subdivided from the parent lot once the subdivision is approved.

This application proposes to excise a 15ha portion from Lot 300, with its purpose to enable for expansion of CBH's existing grain storage and handling facilities in the area to accommodate greater overflow grain storage capacity.

BACKGROUND

CBH is Australia's largest co-operative and a leader in the Australian grain industry, with operations extending along the value chain from grain storage, handling, transport, marketing and processing.

CBH is currently reviewing, rationalising and expanding its network of existing grain storage and handling facilities across Western Australia. CBH intends to focus on maintenance and capital enhancement at CBH's top 100 grain receival sites, where over 90% of the grain is received, stored, and handled for distribution to the ports and some domestic markets.

CBH has previously met with the Chair of Western Australian Planning Commission (WAPC), and officers of the Department of Planning, Lands and Heritage (DPLH) to discuss the benefits of the overall strategy to the State, and to identify the specific areas of focus. Both the WAPC and the DPLH are supportive of the overall strategy, and the DPLH has provided site-specific planning advice in relation to all the sites identified in the network strategy.

The 15ha portion of lot 300 which is proposed to be excised currently accommodates existing CBH grain storage facilities including two existing open grain bulkheads, previously subject to development approval (a copy is enclosed as part of this application). This infrastructure forms part of CBH's wider Narembeen grain receival site at Lot 304 Latham Road, located approximately 800m to the south.

CBH now wishes to facilitate the creation of a standalone 15ha lot to protect its existing grain assets on the lot, whilst also enabling future expansion at Narembeen.

PROPOSAL

This application proposes to excise a 15ha (approx.) portion from Lot 300 to create a standalone land parcel in recognition of CBH's existing infrastructure on site and future expansions works at Narembeen.

Negotiations are currently progressing to secure the site but CBH's business processes require assessment of the subdivision proposal, clearance of any conditions and endorsement of a deposited plan.

The new lot will have legal road frontage and access to both Fricker Road and Merredin-Narembeen Road, whilst the balance lot (286ha) will remain a very sizeable rural land parcel and will retain access to Merredin-Narembeen Road and Walker Road to the north, ensuring that the balance lot is able to continue to operate in a manner that is consistent with its rural intent.

Local Planning Framework

The entire application area is zoned 'Farming' in the Shire of Narembeen's Local Planning Scheme No. 2 (LPS 2). The objectives of LPS 2 state that this zone is to provide for broad acre agricultural uses that support the ongoing agricultural function of the area, to support the retention and expansion of agricultural activities.

Clause 4.17.4 of LPS 2 outlines specific circumstances where subdivision may be supported in the 'Farming' zone, including where lots have been physically divided by manmade features which preclude the continued operation as a single land parcel or where lots are required for the establishment of ancillary rural uses. In this regard, the existing open grain bulkheads pose a clear physical divide between the prime agriculture use of the land on the 286ha portion of balance lot 300 to the north and the 15ha portion of lot 300 which is being proposed to be excised.

The use of the lot for grain storage purposes is ancillary to the agriculture use of the land and as such is entirely consistent with the objectives of the 'Farming' zone and the subdivision requirements of LPS 2.

State Planning Policy 2.5 – Rural land (SPP 2.5) and Development Control Policy 3.4 - Subdivision of Rural land (DC 3.4)

With Lot 300 remaining at 286ha (approx.), this application has an indiscernible impact on the ongoing use of the parent lot for farming activities. Furthermore, the application enables the ongoing provision of State-significant rural infrastructure, and has no adverse impact on the environment, cultural significance or the amenity of surrounding areas and therefore is consistent with the WAPC's D.C. Policy 3.4 – Subdivision of Rural Land.

Section 6.2 of DC 3.4 'Subdivision for other purposes' allows the creation of new lots for existing or proposed land uses through subdivision. Subdivision approval for these purposes can be contemplated based on the type of land use to be established, and in this case, the existing grain storage facilities have been approved and constructed. This application simply intends on rationalising property boundaries to reflect the existing and approved land uses on the site.

Given that development approval has been granted for the storage facility infrastructure on the subject land and the application enhances the grain loading efficiencies for the locality, the proposed subdivision of Lot 300 is consistent with the intent of the WAPC's D.C Policy 3.4.

Bushfire

It is noted that while a portion of lot 300 is designated as Bushfire Prone pursuant to SPP 3.7, with this limited to vegetation found within the adjacent landholding only. Notwithstanding the requirements of SPP 3.7, we do not believe that it is necessary to provide a Bushfire Management Plan (BMP) or hazard assessment in this instance for the following reasons:

- The application is for subdivision of land and does not propose any development which may be impacted by bushfire.
- The application does not propose to create any residential or commercial lots which may be impacted by bushfire.
- The nature of the land use within the application area will not result in any increased risk or exposure to bushfire hazard.
- The final land use and determination of any buildings / structures has already been determined via the development of the existing infrastructure.

On this basis we submit that it is not necessary to provide a BMP or hazard assessment in support of this application.

Servicing

CBH's existing facilities on the 15ha portion of Lot 3001 do not currently rely on power or water, as the development does not contain any running equipment like conveyor belts, site crib rooms or any other uses that require connection to power.

As this application simply intends on rationalising properties boundary to reflect existing development, and the fact that existing uses do not facilitate the need for such connections, we would ask that this application attract no conditions requiring their servicing.

CONCLUSION

On this basis we respectfully request the WAPC's approval of this application. Should you have any queries regarding this application please contact Harry Norman on 9382 1233 or via email harry@cleplan.com.au.

Yours faithfully

HARRY NORMAN
SENIOR PLANNER
CLE TOWN PLANNING + DESIGN

Encl: Attachment 1 - Signed application forms
Attachment 2 - Subdivision Plan (CLE Ref. 3244-120-01);
Attachment 3 – Development Approval – Open Grain Bulkheads (Shire of Narembeen)
Attachment 4 - Certificates of Title

ATTACHMENT 13.1A
Residential Property Management Framework

.x Residential Property Framework

POLICY OBJECTIVES
For Council to set a framework for the management and ongoing planning and maintenance of Council's residential properties

POLICY SCOPE

This scope applies to all employees that reside in Shire owned property and all employees responsible for the preparation and execution of residential lease agreements on behalf of the Shire of Narembeen.

POLICY DETAIL

Rent

Rent charged on residential property is to be commensurate with the deemed market rate, as determined by the Chief Executive Officer, which must incorporate available market information and account for the age and condition of the property.

Employees may be offered a discount of not more than 25% on the market rate.

Mandatory terms and conditions for leases

All residential tenancy agreements must include the following terms and conditions in addition to standard residential lease terms, unless specifically exempt under this policy:

Utilities
All separately metered utilities are to be billed directly to the tenant in their name or otherwise recovered from the tenant.

Gardens
Gardens are to be generally maintained by tenants and kept clean, tidy and free of weeds, within reason. At the request of the tenant, loose materials (i.e. pea gravel) may be procured by the Shire to replace material lost over time, other factors permitting.

No Smoking
Smoking inside of Shire owned residential properties is prohibited.

Vacating
Upon vacating a residential property, the tenant is responsible for the cleaning of cooking appliances, exhaust fans and carpets are to be shampooed. All personal property and rubbish must be removed from residential property.

Additional terms for Shire employees only

Water contributions
The Shire will contribute $50 towards the usage cost of each water bill, provided that the tenant is satisfactorily maintaining the garden. If, at the sole discretion of the Chief Executive Officer, the garden has not been sufficiently maintained by the tenant then this offer is to be revoked from the date that formal notification is provided to the tenant. If an employee's entitlement to contributions is revoked it may never be reinstated.

Contingency upon employment
All leases with employees must be:

1. periodic, and never for any fixed-term period
2. contingent upon the tenant's continued employment with the Shire of Narembeen

Overriding provisions for the Chief Executive Officer and Senior Employees

The terms and conditions of residential lease agreements may take any form with the Chief Executive Officer and Senior Employees, as agreed by negotiation with the relevant employee as part of their employment contract, except for the 'contingency upon employment' requirements.

Continual Capital Improvements

Having regard for Council's adopted Housing Strategy and the intended use of each property, the Chief Executive Officer is to ensure that Council's residential properties are regularly assessed for required capital works to be included in the budget.

Ongoing capital improvements to residential properties should seek to, in order of priority:

1. Reduce ongoing maintenance costs and requirements
2. Reduce ongoing utility costs
3. Provide contemporary levels of comfort for housing to be used by employees as a means of attraction and retention
4. Improve the aesthetic of the property
5. Maximise the value of the property and prepare it for sale.

DEFINITIONS
Nil

RELATED LEGISLATION

Residential Tenancies Act

RELATED POLICIES

DELEGATED AUTHORITY

DOCUMENT MANAGEMENT

Policy Number		
Policy Version	1	
Policy Owner(s)	Chief Executive Officer	
Reviewer	Executive Governance Officer	
Review Frequency	3 years	
Creation Date	18 February 2014	OCM Ref 5645/14
Last Review Date	18 February 2015 15 February 2017	OCM Ref 5896/15 OCM Ref 6367/17
Next Review Date	2020	

ATTACHMENT 13.1B
Council Policy Conducting Electronic Meetings and Meeting Attendance by Electronic Means

x.x Conducting Electronic Meetings and Attendance by Electronic Means

POLICY OBJECTIVES
To establish the Local Government's decision-making framework enabling electronic attendance at in-person meetings and for the conduct of meetings by electronic means.

This policy is to be read in conjunction with the *Local Government Act 1995* ('the Act') and Regulations 14C, 14CA, 14D and 14E of the *Local Government (Administration) Regulations 1996.*

POLICY SCOPE
This policy applies to Council members attendance at Council meetings and meetings of Committees of Council.

POLICY DETAIL

1. Electronic Attendance at an In-Person Meeting [Administration Regulations 14C and 14CA]

(1) For efficiency and the avoidance of unnecessary inconvenience, Members are to submit requests for electronic attendance at the earliest opportunity, but in any case, requests must be received so that there is sufficient time for the request to be considered and the necessary technology and meeting protocols to be implemented.

(2) A request for electronic attendance at an in-person meeting:
   a. Is to be provided to the President;
   b. Where the President is unavailable to approve a request, the request is to be considered by Council (the request is to be moved, seconded and approved);
   c. Where the President rejects a request, the requester may ask Council to re-consider the request; and
   d. The President may refer their own request to the Deputy President, [acting under Section 5.34 of the Act]; or alternatively, may refer the request to Council for decision.

Note: for committees, a request for electronic attendance to an in-person committee meeting can only be approved by the President or Council (not the relevant committee). Similarly, a request for a committee to be held as an electronic meeting (outside of a declared emergency) must first be approved by Council.

(3) Where a request **meets** the following criteria, approval will not be unreasonably withheld:
   a. The electronic means of instantaneous communication, and the location and equipment from which the Member seeks to attend the meeting, are determined as suitable for the Member to effectively engage in deliberations and communications throughout the meeting [Admin.r.14C(5)];
   b. The Member has made a declaration prior to the meeting, or that part of the meeting, that will be closed, that confidentially can be maintained. In the absence of such a declaration, the Member is prohibited from participation in the meeting, or that part of the meeting, that is closed [Admin.r.14CA(5)]; and
   c. The approval does not exceed prescribed limitations for the number of meetings attended by that Member by electronic means [Admin.r.14C(3) and r.14C(4)].

(4) Records of requests and decisions about requests must be retained:
   a. Where the President makes the decision, the record is retained as a Local Government record (e.g. email communication) in accordance with the Local Government's Record Keeping Plan and protocols established by the CEO; and
   b. Where Council makes the decision, the decision must be recorded in the minutes [Admin.r.11(d)].

(5) The CEO shall ensure that necessary administrative and technological support is readily available to facilitate attendance by electronic means at any meeting, on the basis that approvals may be given at any reasonable time prior to commencement of the meeting by the President or during the meeting itself by Council for a Council meeting.

2. Conducting a Meeting by Electronic Means [Administration Regulation 14D and 14E]

(1) Ordinary meetings will primarily be held as in-person meetings.

(2) Where a declared public health or state of emergency, or associated directions, are in effect that prevent an in-person meeting being held, the President or the Council can approve a meeting to be held by electronic means:
   - Meetings held by electronic means in these circumstances are not subject to, or included in, the prescribed limitation on the number of meetings held by electronic means [Admin.r.14D(2)(a)(b)].

(3) Where it is otherwise considered expedient or necessary (and there is no declared emergency), the Council may resolve to authorise the meeting to be held by electronic means [Admin.r.14D(2)(c)], subject to:
   a. The prescribed limitation is not exceeded on the number of electronic meetings allowed [Admin.r.14D(2A)];
   b. The CEO has been consulted, before the electronic means by which the meeting is to be held is determined by the President or Council resolution [Admin.r.14D(3)(4)];
   c. The decision has given due regard to whether the location from which each Member seeks to attend the meeting and the equipment each Member intends to use, are suitable to ensure each Member is able to effectively engage in deliberations and communications throughout the meeting; and
   d. Each Member has made a declaration prior to the meeting, or that part of the meeting, that is closed, that confidentially can be maintained [Admin.r.14D(6)]. In the absence of such a declaration, a Member is prohibited from participation in the meeting, or that part of the meeting, that is closed.

(4) Where a meeting is authorised to be held as an electronic meeting, the CEO must ensure details are:
   a. published on the Local Government's Official webpage [Admin.r.12];
   b. provided in the Notice of Meeting/Agenda; and
   c. broadly promoted to ensure community awareness, such as through social media, newsletters, on noticeboards, etc.

3. Participating in Meetings by Electronic Means

(1) **Presiding at Meeting** – Where the President is approved to attend an in-person meeting by electronic means, the President may choose to defer to the Deputy President [acting under Section 5.34 of the Act] for the purpose of presiding at the meeting.

(2) **Conduct** – Members are to be familiar with their Meeting Procedure/Standing Orders and Code of Conduct requirements, in particular, protecting confidential information and appropriate communication practices, when participating in a meeting by electronic means.

(3) **Meeting Procedures** – Where provisions of a Meeting Procedures/Standing Orders are not applicable to an electronic meeting environment, the Presiding Member may need to consider modification or suspension of the inconsistent subject provisions.

(4) **External Parties Participating in Closed Meetings** – Where external parties are invited to participate in a closed part of an electronic meeting (such as auditor attending an Audit Committee electronic meeting), before being approved to attend by a resolution of the meeting, they are to first confirm they have met the electronic means, location and equipment suitability requirements of this policy, including maintaining confidentiality.

4. Electronic Means – Regulation 14CA and 14D

(1) **Platform**
The Shire of Narembeen utilises the Microsoft Teams or Zoom platform for electronic meetings
Alternative software may be considered for members that request an alternative when making a written request to join a meeting by electronic means.

(2) **Equipment**
Members attending meeting electronically must ensure they have access to a computer or laptop with a working microphone, camera and either speakers or a headset.

(3) **Network**
Members must also ensure they are using a suitable connection for electronic attendance. Suitable networks include a private home internet, either a LAN or WIFI, or a mobile hotspot from a trusted personal mobile device. Public WIFI is not considered suitable.

(4) **Location**
Members must confirm the location form which they are attending form is safe, quite, private, devoid from distractions, and where a meeting, or part thereof is closed to the public, a place where confidentiality can be maintained.

DEFINITIONS
Electronic Means refers to the approved electronic requirements to access an in-person meeting or attend an electronic meeting, encompassing hardware and software requirements to enable instantaneous communication [Admin.r.14CA(3)]. The electronic means must be determined before the suitability of a location and equipment can be assessed as part of a request to attend electronically to an in-person meeting or to an electronic meeting.

Members refers to a council member and any other person appointed as a member of a committee under Section 5.10 of the Act.

RELATED LEGISLATION
Local Government Act
Local Government (Administration) Regulations
Narembeen Standing Orders Local Law

RELATED POLICIES
Code of Conduct Council and Committee Members and Candidates
Shire of Narembeen Record Keeping Plan

DELEGATED AUTHORITY
Nil

DOCUMENT MANAGEMENT

Policy Number		
Policy Version	1	
Policy Owner(s)	Chief Executive Officer	
Reviewer	Executive Governance Officer	
Review Frequency	3 years	
Creation Date		OCM Ref
Last Review Date		OCM Ref
Next Review Date		

ATTACHMENT 13.1C
Council Policy Management of Bushfire Brigade

Council Policy

x.x Management of Bushfire Brigade

POLICY OBJECTIVES

The purpose of this policy is to set the guidelines for the management and operation, including roles, relationships and expectations of the Narembeen Volunteer Bushfire Brigade.

POLICY SCOPE

This policy applies to the Shire of Narembeen and all members of the Narembeen Bushfire Brigade.

POLICY DETAIL

Appointment - Fire Control Officers and Bushfire Advisory Committee Members

In accordance with relevant provisions of the *Bush Fires Act 1954* (as amended), Council shall appoint required Fire Control Officers, including the positions of Chief Bushfire Control Officer and Deputy Chief Bushfire Control Officer. The adopted procedure for these appointments will be as follows;

a) The Shire appointed Bushfire Advisory Committee shall at their March Annual Advisory Meeting consider and recommend to Council, the appointment of required Fire Control Officers including the Chief Bushfire Control Officer and the Deputy Chief Bushfire Control Officer.

b) The Shire Bushfire Advisory Committee shall undertake the following tasks at their two (2) annual Advisory Meetings in March and September of each year as follows;
   - (i) Fire Control Officer Appointments and recommendation - March
   - (ii) Firebreak Order Review and recommendation - March
   - (iii) Capital Equipment/Vehicle Replacement Budget (ESL) Planning and recommendation - March
   - (iv) Prohibited and Restricted Burning periods review and recommendation - March
   - (v) Communications Strategies including radios and repeater network review and recommendation - March or September
   - (vi) Bushfire Policy Review and recommend to the Council for consideration - March or September
   - (vii) Other Business - not included above and of a substantive nature - March or September

It should be noted that all business considered at a Bushfire Advisory Meeting is presented to the Council with recommendations for Council consideration and/or adoption.

Fire Control Officers are not permitted to issue permits to burn for their own purposes. Fire Control Officers wishing to burn must obtain a permit from another authorised Fire Control Officer.

a) Authority to act at a Bushfire Emergency - that the Chief Executive Officer be authorised to allocate/release Council operated vehicles, plant and machinery to a Bushfire Emergency, in consultation with or upon request from the Fire Control Officer in charge at the Bushfire Scene.

DRAFT

b) Recovery of Costs from a Bushfire Emergency - costs incurred by Council vehicle/s, plant and machinery attending to an extreme/out of control Bushfire Emergency, is to be recouped from the ESL Scheme (DFES).

That Fire Control Officers be authorised to expend up to $200 without authorisation. Expenditure above $200 is to be authorised by the Chief Executive Officer in the course of management of control of a bushfire and that DFES be notified of the expense required to assist with controlling a fire.

Training

All Fire Control Officer (FCO's) are required to, as a minimum, complete the FCO's training course within the first 12 months of being appointed and complete a refresher at least once every 5 years.

Minimum Training Requirements before being allowed to attend fires are as follows:

Brigade Members	Bushfire Safety Awareness Fire Fighting Skills
Farmer Response	Bushfire Safety Awareness Respiratory Protective Equipment
Itinerant Workers	Bushfire Safety Awareness

FCO Duties

In the event of an emergency, an FCO is to ensure the safety of firefighters

a) Incident Control is to be established
b) Any FCO or person in charge of a fire, or any other person authorised to do so, may order away from the fire any person.

In the event of an emergency, the FCO / Incident Control should provide relevant details to the Shire Office as able, in order to –

a) arrange support as needed,
b) respond to phone calls and enquiries from the community and others,
c) issue SMS broadcast if necessary.

Fire Report

The appropriate FCO is to submit a written report on the forms supplied by the Shire, of any uncontrolled fires in their area.

DEFINITIONS

CBFCO – Chief Bushfire Control Officer
DCBFCO – Deputy Chief Bushfire Control Officer
FCO – Fire Control Officer
CEO – Chief Executive Officer
EMCS – Executive Manager Corporate Services
EMIS – Executive Manager Infrastructure Services
DFES – Department of Fire & Emergency Services
AGM – Annual General Meeting

RELATED LEGISLATION

Bush Fires Act 1954

RELATED POLICIES

DRAFT

Draft Harvest & Vehicle Movement Bans Policy
Draft Roadside Burning and Spraying Policy

DELEGATED AUTHORITY

Delegations 3 – Bush Fire Act 1954

DOCUMENT MANAGEMENT

Policy Number		
Policy Version	1	
Policy Owner(s)	Chief Executive Officer	
Reviewer	Executive Governance Officer	
Review Frequency	3 years	
Creation Date	September 2024	OCM Ref
Last Review Date		OCM Ref
Next Review Date		

DRAFT

ATTACHMENT 13.1D
Council Policy Harvest and Movement Ban

Council Policy

x.x Harvest and Movement Bans

POLICY OBJECTIVES
The objective of this policy is to ensure processes are in place and followed for the issuing and advertising of Harvest and Movement Bans.

POLICY SCOPE
This policy is applied to the Shire of Narembeen and its elected members and employees.

POLICY DETAIL
That the Chief Bushfire Control Officer and Deputy Chief Bushfire Control Officer or their delegate, be authorised to initiate Harvest and Vehicle Movement Bans within the Shire of Narembeen.

The decision to initiate a Harvest and Vehicle Movement Ban is to be determined by not less than three (3) individual Fire Weather Readings from within the Shire of Narembeen, obtained from one of the five (5) Fire Control Officers within the Shire of Narembeen. Alternatively, fire weather readings from an approved fire weather service, such as BOM, DFES, or the DRPID, may be used.

In the event that the Fire Danger Index reaches 40 or more, based on an average of three or more weather readings representative of three distinct areas of the Shire of Narembeen, or from readings provided by an approved fire weather service, a Harvest and Vehicle Movement Ban will be automatically issued over the whole of the Shire of Narembeen.

Once issued, a Harvest and Vehicle Movement Ban will remain in force until such time that three (3) of the five (5) fire control officers indicate that it is safe to lift the ban. In the event of inclement weather conditions prevailing, a Harvest and Vehicle Movement Ban may be extended beyond the original time indicated.

Public Notification
For public notification regarding Harvest and Vehicle Movement Bans, information will be distributed through multiple public channels, following the Shire of Narembeen's Harvest and Vehicle Movement Ban procedure.

DEFINITIONS

Bureau of Meteorology (BOM)
Department of Fire and Emergency Services (DFES)
Department of Primary Industries and Regional Development (DRPID)

RELATED LEGISLATION

Bush Fires Act 1954

RELATED POLICIES

Draft Management of Bushfire Brigades
Draft Roadside Burning and Spraying Policy

DELEGATED AUTHORITY

Delegations 3 – Bush Fire Act 1954

DRAFT

DOCUMENT MANAGEMENT

Policy Number		
Policy Version	1	
Policy Owner(s)	Chief Executive Officer	
Reviewer	Executive Governance Officer	
Review Frequency	3 years	
Creation Date	September 2024	OCM Ref
Last Review Date		OCM Ref
Next Review Date		

DRAFT

ATTACHMENT 13.1E
Council Policy Roadside Burning

Council Policy
Roadside Burning and Spraying

POLICY OBJECTIVES

The purpose of this policy is to ensure adequate guidelines are in place for restrictions in roadside burning and to ensure that road verges and vegetation thereon is retained.

POLICY SCOPE

The policy is applied to the Shire of Narembeen landholders and employees.

POLICY DETAIL

No roadside burning is allowed within the Shire without the approval of the CEO in consultation with the Chief Bushfire Control Officer or Deputy Chief Bushfire Control Officer. Similarly, any application to use chemicals on road reserves for firebreak protection must be submitted to the CEO for approval.

DEFINITIONS
Chief Executive Officer (CEO)

RELATED LEGISLATION

Bush Fires Act 1954

RELATED POLICIES

Draft Harvest & Vehicle Movement Bans Policy
Draft Roadside Burning and Spraying Policy

DELEGATED AUTHORITY

Delegations 3 – Bush Fire Act 1954

DOCUMENT MANAGEMENT

Policy Number		
Policy Version	2	
Policy Owner(s)	Chief Executive Officer	
Reviewer	Executive Governance Officer	
Review Frequency	3 years	
Creation Date	Unknown	MIN
Last Review Date	18 February 2015 15 February 2017 xx October 2024	MIN 5896/15 MIN 6367/17 MIN
Next Review Date	March 2027	

REVIEWED

ATTACHMENT 13.2A
Policies for Repeal

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.2**
POLICY TITLE: **BUSH FIRE PROSECUTIONS**

POLICY

Council's policy is that Fire Control Officers recommend to the Chief Bush Fire Control Officer, persons who are to be prosecuted under the Bush Fires Act for failing to comply with the provisions of the Act, with the knowledge that they may be called upon to give evidence when charges are heard.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	XXXXXX	MIN:	XXXX/XX
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.3**
POLICY TITLE: **BUSH FIRE CONTROL OFFICERS – ELIGIBILITY**

POLICY

To be eligible for appointment, all Bush Fire Control Officers must have attended a Fire Control Officers course conducted by the Department of Fire and Emergency before being able to act in that position. Expenses that are borne by the officers in attending these courses that are not met by the Fire and Emergency Services Authority will be paid by Council.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS
Nil

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	XXXXXX	MIN:	XXXX/XX
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.4**
POLICY TITLE: **BUSH FIRE PERMITS**

POLICY

No permits shall be issued to set fire to the bush during the prohibited burning period except for reasons as specified under the Bush Fires Act. When a Bush Fire Control Officer issues a permit, he must advise the Chief Executive Officer that a permit has been issued with details of any conditions that are attached to the permit.

When a Bush Fire Control Officer refuses to issue a permit, he must also advise the Chief Executive Officer that the permit has been refused and details of the grounds for refusal to ensure that a permit is not obtained from another officer.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	XXXXXX	MIN:	XXXX/XX
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.5**
POLICY TITLE: **ANNUAL BUSH FIRE ADVISORY MEETING**

POLICY

The Annual Bush Fires Advisory Meeting is to be held on the 1st Friday in October each year where possible and all Bush fire Brigades are to be encouraged to hold their annual meetings prior to the advisory meeting.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	XXXXXX	MIN:	XXXX/XX
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.6**
POLICY TITLE: **FIRE CONTROL OFFICERS – APPOINTMENT**

POLICY

CHIEF BUSH FIRE CONTROL OFFICER APPOINTMENT
That the Chief Bush Fire Control Officer and Deputy Chief Bush Fire Control Officers be appointed by Council in October each year but not necessarily a Council Member.
(Council Minute 4918/11 – Council Meeting held 21st September 2011)

DUAL FIRE CONTROL OFFICERS

APPOINTMENT PROCESS
That the Chief Executive Officer be authorised to accept the names of up to two (2) Dual Fire Control Officers from neighbouring and adjoining Shires of Bruce Rock, Corrigin, Kondinin, Merredin and Yilgarn and be endorsed as Dual Fire Control Officers with the Shire of.
(Council Minute 4920/11 – Council Meeting 21st September 2011)

PERMIT ISSUE
Appointed Dual Fire Control Officers not be permitted to issue Fire Permits within the neighbouring and adjoining local government.
(Minute 4920/11 – Council Meeting 21st September 2011)

NEIGHBOURING AND ADJOINING LOCAL GOVERNMENTS
Bruce Rock Shire
Corrigin Shire
Kondinin Shire
Merredin Shire
Yilgarn Shire

- *Appointments reviewed annually*
- *Shires of Corrigin Kondinin and Yilgarn accept reciprocal arrangements*
- *Shires of Bruce Rock and Merredin do not accept reciprocal arrangements*

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES
POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	21/09/2011	MIN:	4920/11
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.7**
POLICY TITLE: **HARVESTING BAN OFFICERS**

POLICY

The officers authorised to impose harvesting bans (including the movement of vehicles) within the Shire of Narembeen are as follows:
Chief Executive Officer, or
Executive Manager Corporate Services, or
Chief Bush Fire Control Officer, or
Deputy Chief Bush Fire Control Officer

Amended

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.9**
POLICY TITLE: **EXTENSION OF BURNING PERIODS**

POLICY

The Chief Fire Control Officer, the Shire President and the Deputy Chief Fire Control Officer are authorised to extend the prohibited and the restricted burning periods for periods of up to 14 days at a time, without reference to Council.

Retained

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.10**
POLICY TITLE: **BURNING IN TOWNSITE**

POLICY

No fires in large open areas are to be lit in the townsite by Shire staff unless the Chief Fire Control Officer or the Deputy Chief Fire Control Officer is advised of the intention to burn.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.11**
POLICY TITLE: **BURNING ON SUNDAYS AND PUBLIC HOLIDAYS**

POLICY

From the start of the restricted burning time to April 15th, no person is allowed to light a fire on a Sunday or Public Holiday.

Retained

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.13**
POLICY TITLE: **REIMBURSEMENT OF COSTS – ESCAPED FIRE**

POLICY

Should a fire escape from private land onto a road reserve and as a result Council is forced to remove the trees from the road, then Council is to seek reimbursement from the landholder concerned.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION: **Bushfire control**
POLICY NUMBER: **5.1.14**
POLICY TITLE: **AUTOMATIC HARVEST BANS**

POLICY

Council imposes an automatic Harvest Ban on Christmas Day and New Years Day.

OBJECTIVES

SCOPE

PRINCIPLES

GUIDELINES

POLICY REQUIREMENTS

DELEGATED AUTHORITY

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17

POLICY SECTION:	**Bushfire control**
POLICY NUMBER:	**5.1.15**
POLICY TITLE:	**RESTRICTED, PROHIBITED AND STUBBLE BURNING PERIODS**

POLICY

Allowing landholders to undertake burning whilst ensuring brigade representatives are aware of the intentions of the landholders and having the ability to restrict when it can take place.

OBJECTIVES

Allow landholders to proceed with their land maintenance whilst ensuring any burning is undertaken during the appropriate times.

SCOPE

This policy applies annually from 19th September to 15th April. This times may be extended from time to time as required by the Chief Executive Officer, Shire President and Chief Fire Control Officer.

PRINCIPLES

Ensuring the fire brigade representatives are aware of people burning around the Shire during dry periods each year.

GUIDELINES

Bushfires Act 1954

POLICY REQUIREMENTS

The following Restricted and Prohibited Burning Times apply in the Shire of Narembeen:

Restricted 19th September – 31st October
Prohibited 1st November – 31st January
Restricted 1st February to 15th April

1st February includes grass and raked cereal stubble and header windrows of non-cereal stubble including canola and legumes.
1st March is header windrows and chaff dumps and cereal stubble fires.

When burning permits are issued, clear information is to be contained on the permit that sets out the approval to burn and process for grass and raked stubble, header windrows and chaff dumps and stubble fires.

The Chief Executive Officer, Shire President and Chief Fire Control Officer are able to authorise variations to the allowable permit dates for header windrows, chaff dumps and stubble fires in extenuating circumstances.

Permits for stubble burning are to be issued by the Chief Executive Officer or his/her delegate only and that burning is carried out only between the hours of 8.00pm and 5.00am the same day.

DELEGATED AUTHORITY

Chief Executive Officer, Chief Fire Control Officer, Fire Control Officers

REVIEW
EMCS

HISTORY

Adopted:	xxxxxxx	MIN:	xxxx/xx
Reviewed:	18/02/2015	MIN:	5896/15
Reviewed:	15/02/2017	MIN:	6367/17
Reviewed:	21/02/2018	MIN:	6593/18

ATTACHMENT 13.3A
Asset Management Plan 2024-34

ASSET MANAGEMENT PLAN 2024-34

October 2024

Shire of Narembeen

Together we grow

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Author: Ben Symmons - AIM Consultants

Date: 3 October 2024

EXECUTIVE SUMMARY

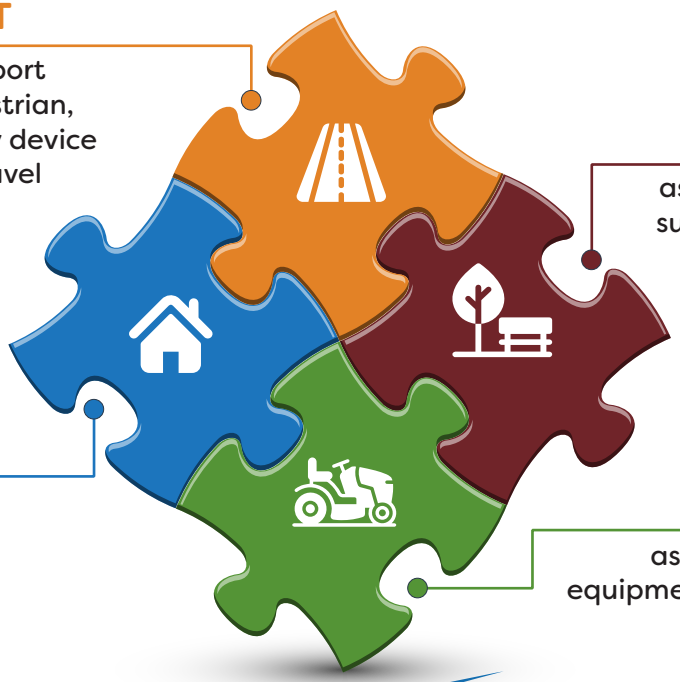
The Shire of Narembeen is a service providing organisation. Our services are underpinned by many different physical assets. This includes roads, paths, drainage, buildings, recreation spaces, fleet, equipment and IT.

Ensuring that the Shire meets the service needs of current and future users is important to us. To do this, the Shire takes a long-term management view. This view and the plans and strategies that the Shire has for its assets are recorded within this document.

This Asset Management Plan (AMP) is maintained as a live document to ensure that it remains up to date. It integrates with the Shire's Strategic Community Plan so that it is balanced against our long-term vision. It is also structured around the four major service areas of:

TRANSPORT

assets that support vehicular, pedestrian, cycling, mobility device and aviation travel



RECREATION

assets within places such as ovals, parks, gardens etc.

PROPERTY

building and land assets

FLEET & IT

assets such as plant, equipment, vehicles and IT

This AMP considers a future planning view of ten years. The Shire understands that over this time, the way that the community uses our services will change. This means that our assets may also have to change.

In total, the Shire's assets have a combined fair value of $168million, and a replacement cost in excess of $286million. These assets collectively depreciate by about $7.3million each year as they age and wear. The Shire then often replaces assets at the end of their physical lives, so that services can be maintained.

Overall, the Shire's assets appear to be in an average condition. However, 24% of inspected assets are recorded as being in either a poor or very poor condition. This may represent a renewal backlog of approximately $54million, which may not be manageable through the Shire's normal business activities. Improvement actions have been captured within this AMP to consider this position. In addition, there is also scope to improve the robustness of the Shire's recorded asset condition data and capital works programmes.

The Shire strives to ensure that the quality of the four services is provided at the level required by our community, at a cost that it can afford. To further assist in understanding service delivery performance, the Shire is starting to monitor service level indicators. In future versions of the AMP, these indicators will assist the Shire in its decision making.

WHY DOES THE SHIRE PROVIDE ASSETS?

Physical assets exist for the single purpose of facilitating the delivery of services. This includes core services such as governance, transport, recreation and culture, housing and waste management. These services contribute to the Shire achieving its long-term community vision.

This document is the Shire's Asset Management Plan (AMP). It seeks to outline the activities and strategies that will be carried out for the Shire's transport, property, recreation, fleet, and IT assets, over the next ten financial years (2024/25 to 2033/34).

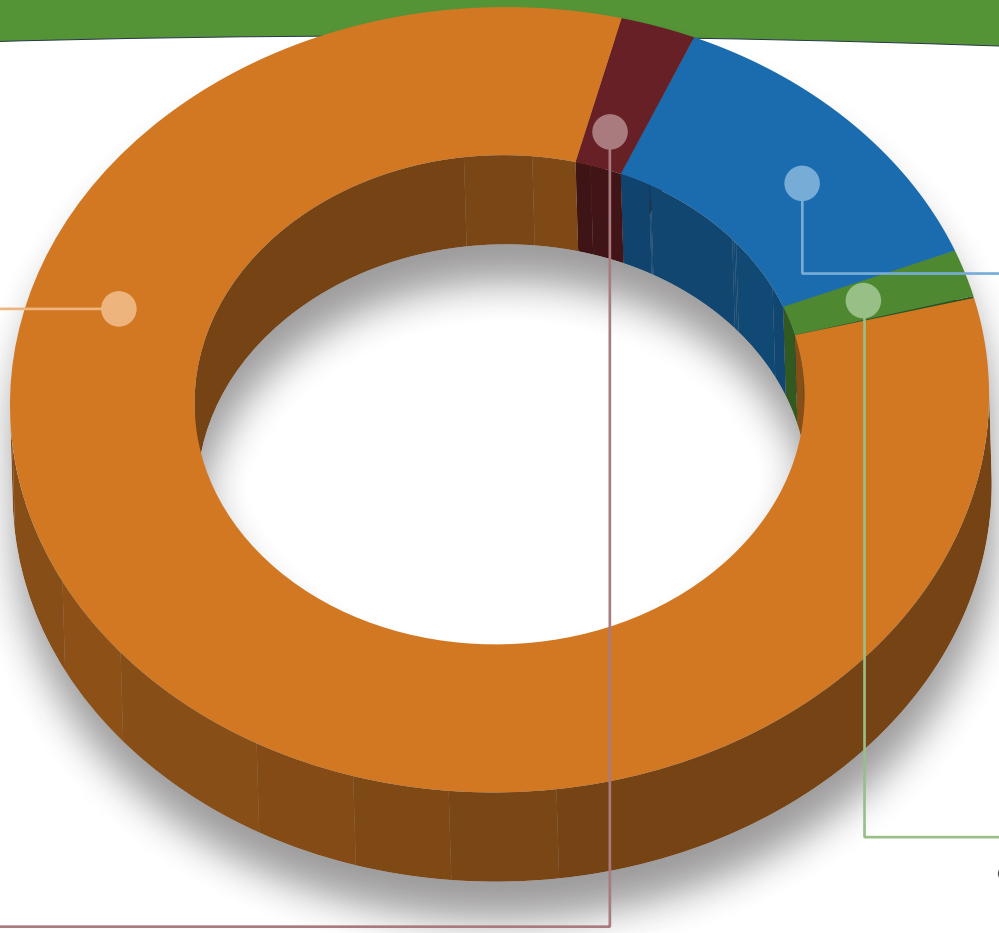
WHAT IS ASSET MANAGEMENT?

The role of Council is to deliver services that help realise the community's vision for the Shire. This vision is defined within the Shire's Strategic Community Plan. The various services that are then required to be delivered, often demand the provision of physical assets.

Assets can be challenging to provide, operate, maintain and renew in a sustainable way and with limited financial resources. Good asset management practices seek to take a long-term planning view, that balance the service quality, against the cost to the community.

WHAT IS OUR ASSET PORTFOLIO?

The Shire's assets provide an integrated service with other private, local government and state government controlled infrastructure. The AMP (with asset fair values shown in the diagram) is structured around the four major service areas of:



TRANSPORT
$139,984,046 (83.2%)

assets that support vehicular, pedestrian, cycling and mobility device travel

PROPERTY
$21,273,100 (12.6%)

building and land assets

RECREATION
$3,870,500 (2.3%)

assets within places such as ovals, parks and gardens

FLEET & EQUIPMENT
$3,154,925 (1.9%)

assets such as plant, equipment, vehicles and IT

WHAT IS IN THE ASSET MANAGEMENT PLAN?

Each of the four service area sections in this AMP are structured the same. They outline:

- What assets we have and what they're worth
- What condition the assets are in
- How confident we are in the accuracy of our asset knowledge
- How well the service is performing
- How we think the service is likely to change in the future
- How much we think the service's assets will cost to operate, maintain, renew, build and buy

In addition, the AMP also records:

- How community demand for our services and assets may have historically changed
- How we plan to manage our assets
- How the Shire assesses its data confidence
- Whether the four services are economically sustainable
- How the Shire will improve its asset management

HAS THE DEMAND FOR SERVICES AND ASSETS CHANGED?

Historically our community, economy and environment has changed. In turn, this has required many of the services and assets that the Shire provides to also evolve to meet different needs. Looking backwards, some of the major drivers of service change may have been.

VEHICLE OWNERSHIP	Number of dwellings with vehicles fell from 314 to 254 (2006 to 2021) – Source: ABS Census.
TRAVELLING TO WORK	Number of people travelling for work each day fell from 308 to 285 (2006 to 2021) – Source: ABS Census.
TRAVEL MODES	71% of all trips to work are as a car driver (2021), up from 49% (2006) – Source: ABS Census.
POPULATION	Fell from 911 to 793 people (2006 to 2021) – Source: ABS Census.
DEMOGRAPHICS	Median age rose from 41 to 47 (2006 to 2021) – Source: ABS Census.
TOURISM	Number of visitors to the 'golden outback' region (which the Shire is within) fell from 2.6m to 2.5 (2019 to 2023) – Source: Tourism WA.
ANNUAL RAINFALL	Fell from ~330mm to ~310mm per annum (1912 to 2023) – Source: BOM.
ANNUAL TEMPERATURE	Rose from a mean maximum of ~32.5C to ~33.6C (1949 to 2023) – Source: BOM

By looking forward, while being mindful of the past, this AMP identifies what the most likely drivers of future change will be. To meet the challenges that will arise from service change, the Shire has identified mitigation actions that will be carried out. These are recorded within each respective service area section.

HOW DOES THE SHIRE MANAGE ITS ASSETS?

All our assets have a lifecycle, though the length can vary significantly. For example, we replace our fleet assets more often than our buildings. Despite this, their lifecycles tend to commence with the identification of the need for an asset, and ends with its decommissioning (e.g. disposal, demolition etc.). A key goal is to try to provide and manage these assets sustainably. This means that the Shire aims to renew assets at suitable times, when funding is available, to keep costs down and limit our risk exposure.

We manage our assets through three distinct stages. The Shire's approach to each stage is as follows.

OPERATION AND MAINTENANCE WORKS

Ideally, our assets are operated and maintained by employing planned strategies, that seek to keep reactive maintenance to low levels. We do this through regular inspection/monitoring, and through some planned operation and maintenance schedules. For example, this includes patching, pothole filling, painting, servicing, cleaning, repairing etc. Each planned task occurs at defined periods and is specific to asset types, their relevant importance and risk profile. However, there is scope to improve the breadth and robustness of the schedules. This is an improvement action within the AMP.

RENEWAL WORKS

The need for assets to be renewed can be triggered by several different drivers. This includes:

PHYSICAL CONDITION - Assets are periodically inspected to determine their physical condition. Using this information, the Shire then predicts assets' potential year of renewal. Staff then consider these assets to determine the final timing, scope and budget of any future renewal project.

AGE AND/OR USAGE - The renewal of some assets (e.g. Fleet & IT) is driven through the establishment of optimal replacement triggers such as age and/or usage. These typically strive to balance cost, safety, reliability and functionality.

STRATEGY - Other Shire strategies can also trigger renewal works. For example, this can include the Strategic Community Plan, disability access and inclusion initiatives and the availability of external funding.

UPGRADE & NEW WORKS

The need for new and/or upgraded assets (e.g. to meet a service deficiency) is identified from a number of potential sources. This could include the Shire's Strategic Community Plan and Disability Access and Inclusion Plan. Each potential project is investigated and considered by Shire staff and where valid, often prioritised against similar projects. Approved projects are then listed on to the AMP works programme.

HOW DOES THE SHIRE ASSESS ITS DATA CONFIDENCE?

Although the Shire records asset data for inventory, condition and value, it is important to understand how confident it is of the accuracy. This then determines the confidence that we can put in the outcomes that result (e.g. works programmes and valuations). It also allows the Shire to target where data improvements are required. The Shire assesses its confidence in asset data using the following grading scale.

CONFIDENCE GRADE	ACCURACY	CONFIDENCE GRADE GENERAL MEANING
Highly Reliable	± 2%	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
Reliable	± 10%	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	± 25%	Data based on sound records, procedures, investigations and analysis which are incomplete or unsupported, or extrapolation from a limited sample for which highly reliable or reliable grade data is available.
Very Uncertain	± 40%	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.
Unknown	Nil	None or very little data held.

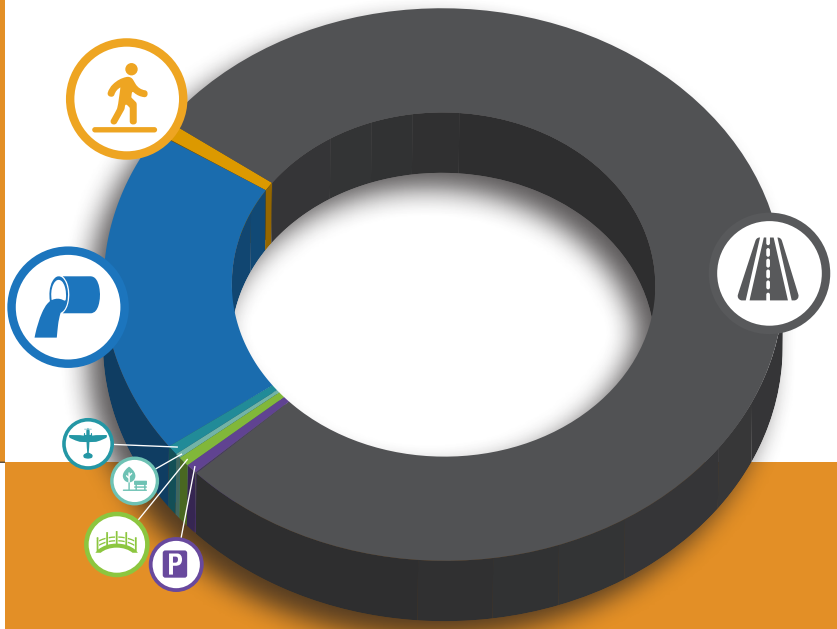
Source: IPWEA International Infrastructure Management Manual

ABOUT THE TRANSPORT SERVICE

Shire of Narembeen
Together we grow

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

Our Transport network is the largest asset group both in size and value. The individual asset classes that make up this network include:



FAIR VALUE:
$139,984,046

CRC:
$236,248,679

AVIATION

QUANTITY: 1 airstrip
FAIR VALUE: $309,600
TOTAL CRC: $1,145,000
CRC PERCENTAGE: <1%

CAR PARKS

QUANTITY: 1 car park
FAIR VALUE: $112,000
TOTAL CRC: $118,000
CRC PERCENTAGE: <1%

DRAINAGE

QUANTITY: 795 culverts
95 pits, 3.9km pipes,
3,264km open/table drains
FAIR VALUE: $23,098,130
TOTAL CRC: $45,228,748
CRC PERCENTAGE: 19%

PATHS

QUANTITY: 10.2km
FAIR VALUE: $1,040,306
TOTAL CRC: $1,852,697
CRC PERCENTAGE: 1%

ROADS

QUANTITY: 1,427km roads,
13.5km kerbing
FAIR VALUE: $115,225,280
TOTAL CRC: $187,322,234
CRC PERCENTAGE: 79%

STREET FURNITURE

QUANTITY: 5 guard rails
FAIR VALUE: $126,000
TOTAL CRC: $252,000
CRC PERCENTAGE: <1%

STRUCTURES

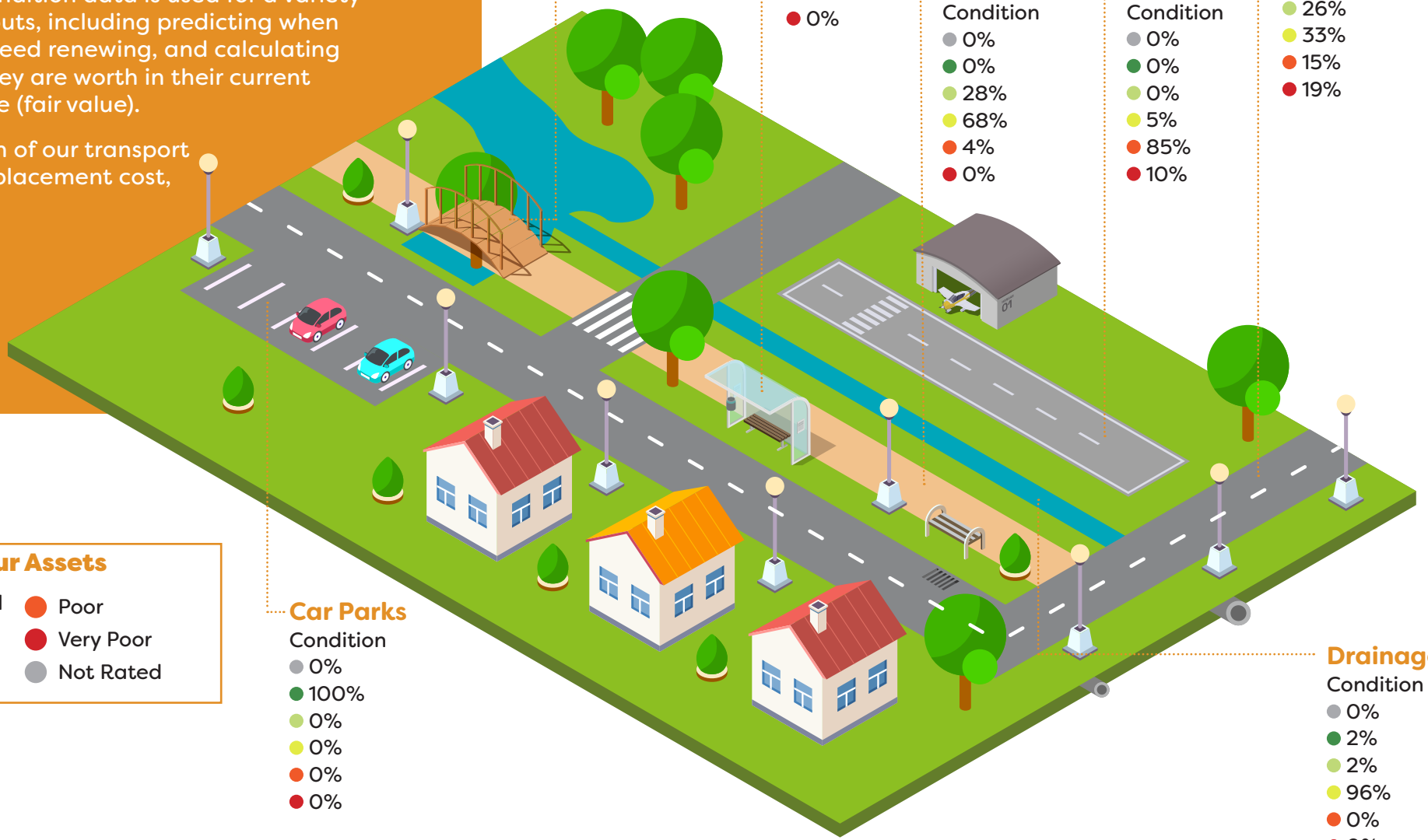
QUANTITY: 1 bridge/large culvert
FAIR VALUE: $73,000
TOTAL CRC: $330,000
CRC PERCENTAGE: <1%

The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.

WHAT'S THE CONDITION?

The condition of all transports assets is reported on a very good to very poor rating scale. The condition data is used for a variety of other outputs, including predicting when assets may need renewing, and calculating how much they are worth in their current physical state (fair value).

The condition of our transport assets, by replacement cost, is as follows.



Structures (Bridges)
Condition
- 0%
- 0%
- 0%
- 0%
- 100%
- 0%

Street Furniture
Condition
- 0%
- 0%
- 0%
- 100%
- 0%
- 0%

Paths
Condition
- 0%
- 0%
- 28%
- 68%
- 4%
- 0%

Aviation
Condition
- 0%
- 0%
- 0%
- 5%
- 85%
- 10%

Roads
Condition
- 0%
- 8%
- 26%
- 33%
- 15%
- 19%

Car Parks
Condition
- 0%
- 100%
- 0%
- 0%
- 0%
- 0%

Drainage
Condition
- 0%
- 2%
- 2%
- 96%
- 0%
- 0%

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated

HOW CONFIDENT ARE WE?

The Shire's current confidence in its transport asset data is:

ASSET CLASS	INVENTORY	CONDITION	VALUATION
AVIATION	Reliable	Reliable	Reliable
CAR PARKS	Reliable	Reliable	Reliable
DRAINAGE	Reliable	Reliable	Reliable
PATHS	Reliable	Reliable	Reliable

ASSET CLASS	INVENTORY	CONDITION	VALUATION
AVIATION	Reliable	Reliable	Reliable
STREET FURNITURE	Highly Reliable	Reliable	Reliable
STRUCTURES	Highly Reliable	Reliable	Reliable

HOW IS THE SERVICE PERFORMING?

The Shire needs to ensure that the service performance delivered by our transport assets meets the needs of users. However, the quality of these services can be varied, and in turn these can influence overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the transport service at a level that the community desires and is willing to pay.

SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its transport service. These have been developed through consideration of strategic inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the transport service.This showed that the following strategic priorities are of high importance. Service levels have then been selected for these, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	2.2 - Safe and efficient transport network enables economic growth	Efficiency Safety
DAIP	2.2 - Ensure that ACROD parking meets the needs of people with disability in terms of quantity and location. When necessary.	Fit for purpose
DAIP	2.4 - Ensure the footpath network is accessible to the shopping precinct to meet the needs of people with disability utilising aided transport.	Accessibility

SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its transport service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP	Percentage of survey respondents that are at least satisfied with their ability to access the path network.	Not determined	Unknown
Efficiency	SCP	Percentage of survey respondents that are at least satisfied, that the integrated transport service is efficient.	Not determined	Unknown
Fit for purpose	DAIP	Percentage of survey respondents that are at least satisfied with the provision of ACROD parking bays.	Not determined	Unknown
Safety	SCP	Percentage of survey respondents that are at least satisfied with transport network safety.	Not determined	Unknown

HOW IS THE SERVICE CHANGING?

Transport continues to evolve, driven by factors such as fuel types, technology, automation, demographics and even social pastimes. Looking forward over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for transport services.

FUTURE CHANGE DRIVERS

CLIMATE CHANGE

CHANGING INDUSTRY DEMAND (E.G. AGRICULTURAL, MINING ETC.)

ACCESS TO EXTERNAL SOURCES OF FUNDING

WORKFORCE ATTRACTION AND RETENTION (INTERNAL AND EXTERNAL), INCLUDING AVAILABILITY OF HOUSING OPTIONS

AGEING COMMUNITY DEMOGRAPHICS

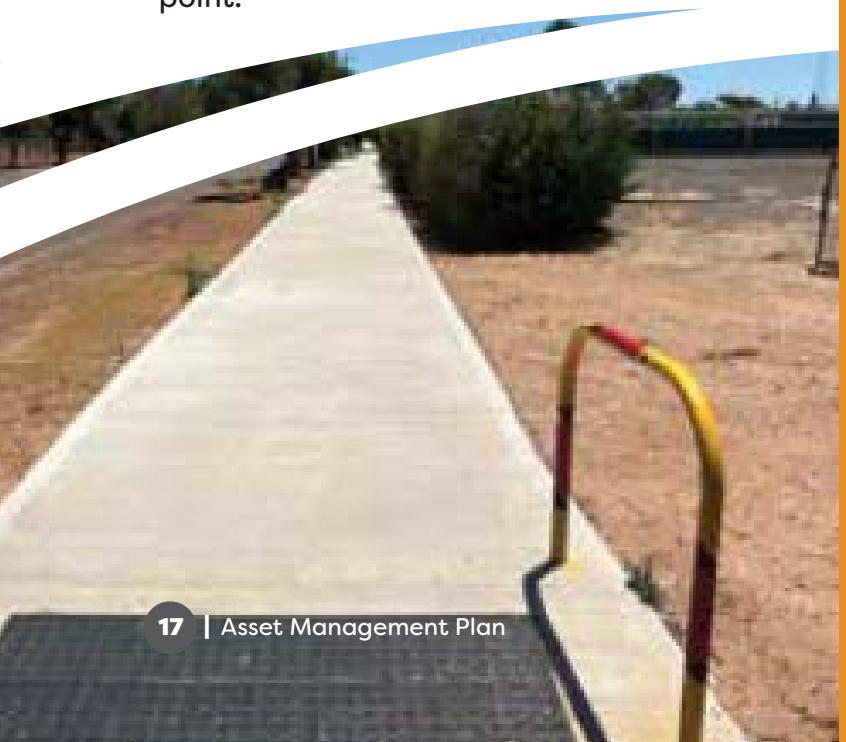
CHANGE MITIGATION

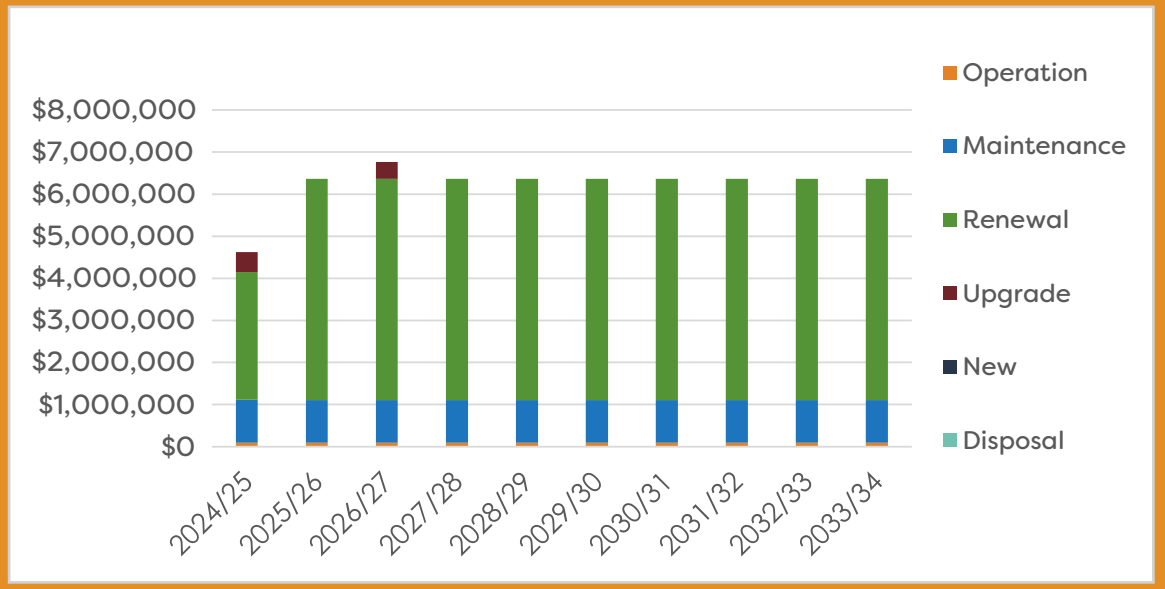
To meet the challenges that will arise from service change, the Shire plans to:

- Continue to implement the water harvesting programme
- Monitor for industry changes, and be aware of opportunities to leverage public and private sector partnerships to deliver renewed and/or new infrastructure
- Continue to improve the rural road network by maximising external funding sources and delivering infrastructure projects to a high standard
- Improve the AMP Works Programme, so that projects are ready for external funding/grant opportunities
- Provide a well-designed and safe path network that connects people to their destinations and encourages non-motorised journeys within town sites
- Continue to implement the Workforce Management Plan
- Ensure that the Town Planning Scheme meets the community's future needs, and that land development options remain available

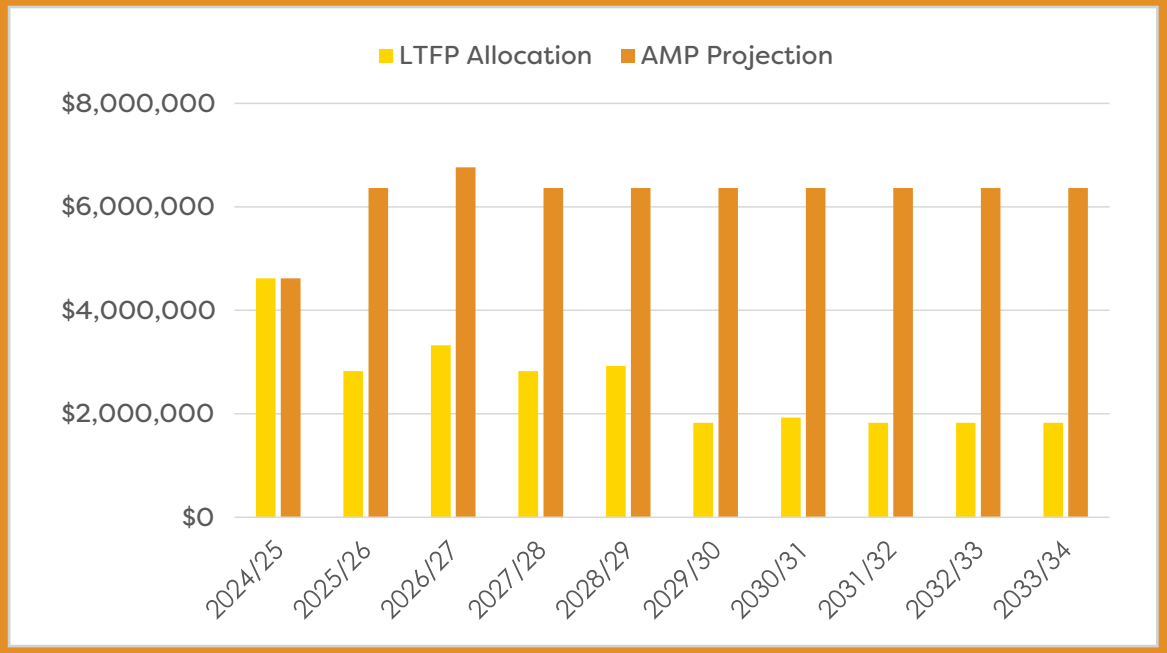
WHAT WILL THE SERVICE COST?

The transport network represents a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme used by this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.





Projected Transport Service Cost



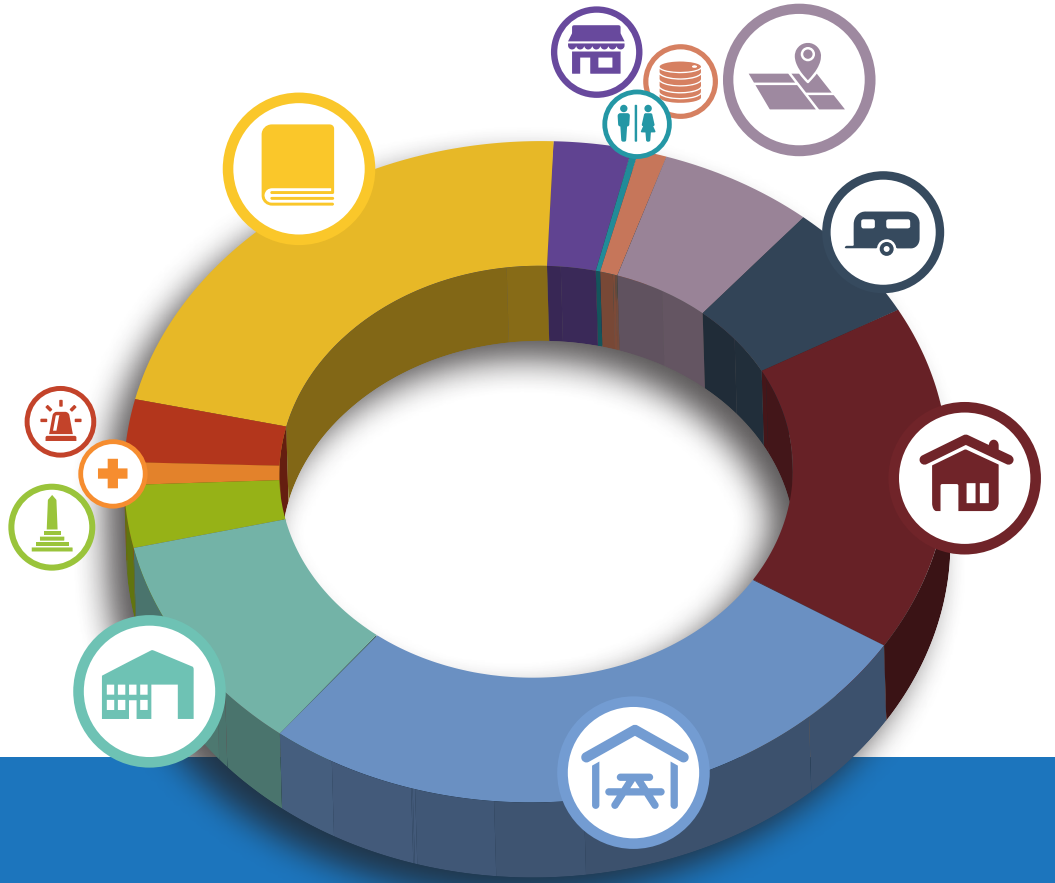
Projected Transport Service Cost vs Available Funding

ABOUT THE PROPERTY SERVICE

Shire of Narembeen
Together we grow

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While our property asset portfolio is not our largest asset class in terms of size and value, it is the most complex in terms of the range of services that it underpins. The different property types that make up the Shire's portfolio is as follows.



TOTAL: 142

FAIR VALUE: $21,273,100

CRC: $36,400,700

AMENITIES

QUANTITY: 1
FAIR VALUE: $126,000
TOTAL CRC: $130,000
CRC PERCENTAGE: <1%

COMMERCIAL

QUANTITY: 2
FAIR VALUE: $174,000
TOTAL CRC: $905,000
CRC PERCENTAGE: 3%

COMMUNITY

QUANTITY: 15
FAIR VALUE: $3,987,100
TOTAL CRC: $8,037,000
CRC PERCENTAGE: 22%

EMERGENCY SERVICES

QUANTITY: 2
FAIR VALUE: $798,500
TOTAL CRC: $903,000
CRC PERCENTAGE: 3%

HEALTH

QUANTITY: 1
FAIR VALUE: $168,000
TOTAL CRC: $360,000
CRC PERCENTAGE: 1%

HERITAGE

QUANTITY: 6
FAIR VALUE: $44,000
TOTAL CRC: $1,187,500
CRC PERCENTAGE: 3%

OPERATIONAL

QUANTITY: 9
FAIR VALUE: $1,809,000
TOTAL CRC: $4,116,000
CRC PERCENTAGE: 11%

RECREATION

QUANTITY: 12
FAIR VALUE: $7,697,500
TOTAL CRC: $9,698,000
CRC PERCENTAGE: 27%

RESIDENTIAL

QUANTITY: 16
FAIR VALUE: $3,021,900
TOTAL CRC: $6,225,700
CRC PERCENTAGE: 17%

TOURISM

QUANTITY: 10
FAIR VALUE: $1,024,000
TOTAL CRC: $2,114,500
CRC PERCENTAGE: 6%

LAND PARCELS

QUANTITY: 65
FAIR VALUE: $2,255,500
TOTAL CRC: $2,255,500
CRC PERCENTAGE: 6%

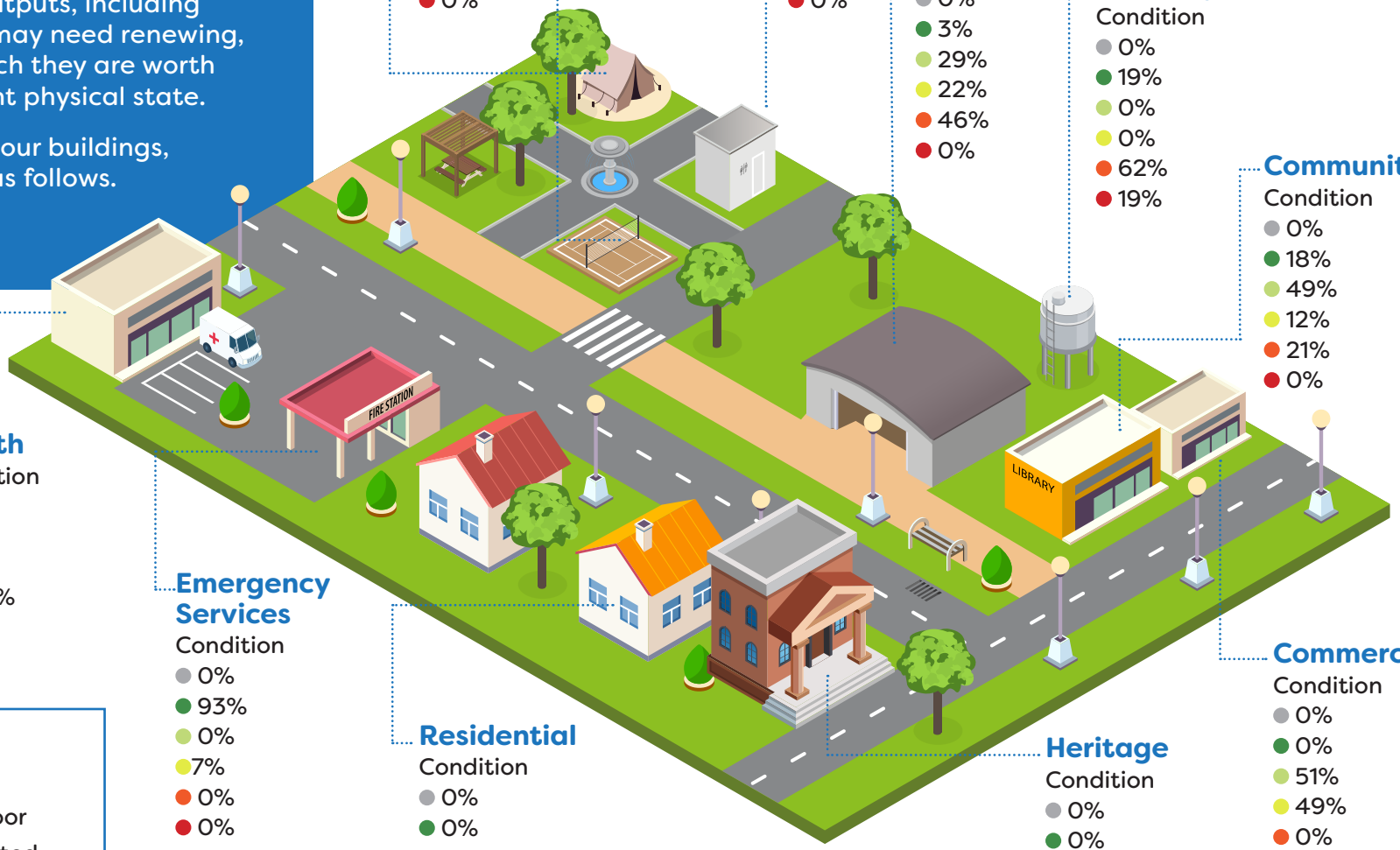
ANCILLARY

QUANTITY: 3
FAIR VALUE: $167,600
TOTAL CRC: $468,500
CRC PERCENTAGE: 1%

WHAT'S THE CONDITION?

The condition of buildings is reported on a very good to very poor rating scale. This data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth (fair value) in their current physical state.

The current condition of our buildings, by replacement cost, is as follows.



Tourism
Condition
- 0%
- 20%
- 20%
- 26%
- 34%
- 0%

Recreation
Condition
- 0%
- 74%
- 9%
- 7%
- 9%
- 1%

Amenities
Condition
- 0%
- 100%
- 0%
- 0%
- 0%
- 0%

Operational
Condition
- 0%
- 3%
- 29%
- 22%
- 46%
- 0%

Ancillary
Condition
- 0%
- 19%
- 0%
- 0%
- 62%
- 19%

Community
Condition
- 0%
- 18%
- 49%
- 12%
- 21%
- 0%

Health
Condition
- 0%
- 0%
- 0%
- 100%
- 0%
- 0%

Emergency Services
Condition
- 0%
- 93%
- 0%
- 7%
- 0%
- 0%

Residential
Condition
- 0%
- 0%
- 23%
- 77%
- 0%
- 0%

Heritage
Condition
- 0%
- 0%
- 0%
- 0%
- 0%
- 100%

Commercial
Condition
- 0%
- 0%
- 51%
- 49%
- 0%
- 0%

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated

HOW CONFIDENT ARE WE?

The Shire's current confidence in its property asset data is as follows:

ASSET CLASS	INVENTORY	CONDITION	VALUATION
AMENITIES	Reliable	Uncertain	Highly Reliable
COMMERCIAL	Reliable	Uncertain	Highly Reliable
COMMUNITY	Reliable	Uncertain	Highly Reliable
EMERGENCY SERVICES	Reliable	Uncertain	Highly Reliablee
HEALTH	Reliable	Uncertain	Highly Reliable
HERITAGE	Reliable	Uncertain	Highly Reliable

ASSET CLASS	INVENTORY	CONDITION	VALUATION
OPERATIONAL	Reliable	Uncertain	Highly Reliable
RECREATION	Reliable	Uncertain	Highly Reliable
RESIDENTIAL	Reliable	Uncertain	Highly Reliable
TOURISM	Reliable	Uncertain	Highly Reliable
LAND PARCELS	Reliable		Highly Reliable
ANCILLARY	Reliable	Uncertain	Highly Reliable

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our property assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the property service at a level that the community desires and is willing to pay.

SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its property service. These have been developed through consideration of strategic inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the property service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	1.4 - Recreational, social and heritage spaces are safe and encourage active and healthy lifestyles.	Safety
SCP	2.4 - Retain and grow our local skills base	Condition
SCP	3.1 - Maintain a high standard of environmental health and waste services	Safety
DAIP	2.3 - Ensure that all buildings and facilities meet the standards for access.	Accessibility

SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its property service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP	Percentage of buildings that comply with Disability and Discrimination Act requirements.	Not determined	Unknown
Condition	SCP	Percentage of building components, by current replacement cost, at or above a condition rating of average.	Not determined	75%
Safety	SCP	Percentage of survey respondents who are at least satisfied with the safety of the public buildings and the waste transfer station site.	Not determined	Unknown

HOW IS THE SERVICE CHANGING?

With a diverse portfolio, and a long history, many of our buildings no longer support the services they were initially designed for. Looking forward, our buildings will need to continue to adapt as our community and environment also changes.

Over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for property services.

FUTURE CHANGE DRIVERS

- **WORKFORCE ATTRACTION AND RETENTION (INTERNAL AND EXTERNAL), INCLUDING AVAILABILITY OF HOUSING OPTIONS**
- **MATERIALS AVAILABILITY AND SUPPLY LEAD-IN TIMES**
- **EFFECTIVENESS OF THE TOWN PLANNING SCHEME AND THE AVAILABILITY OF SUITABLE LAND DEVELOPMENT OPTIONS**
- **THE AVAILABILITY OF, AND ABILITY TO ACCESS, EXTERNAL SOURCES OF FUNDING TO SUSTAIN BUILDING ASSETS**
- **COMMUNITY'S EXPECTATION OF THE QUALITY OF SHIRE BUILDINGS AND THE SUPPLIED SERVICE LEVELS**

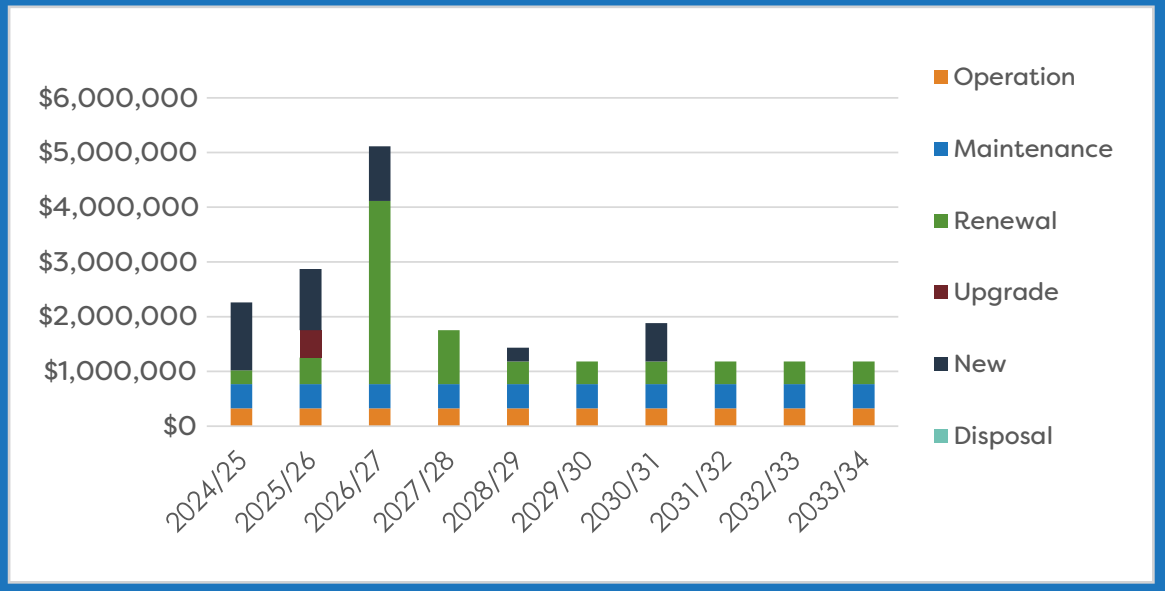
CHANGE MITIGATION

To meet the challenges that may arise from service change, the Shire plans to:

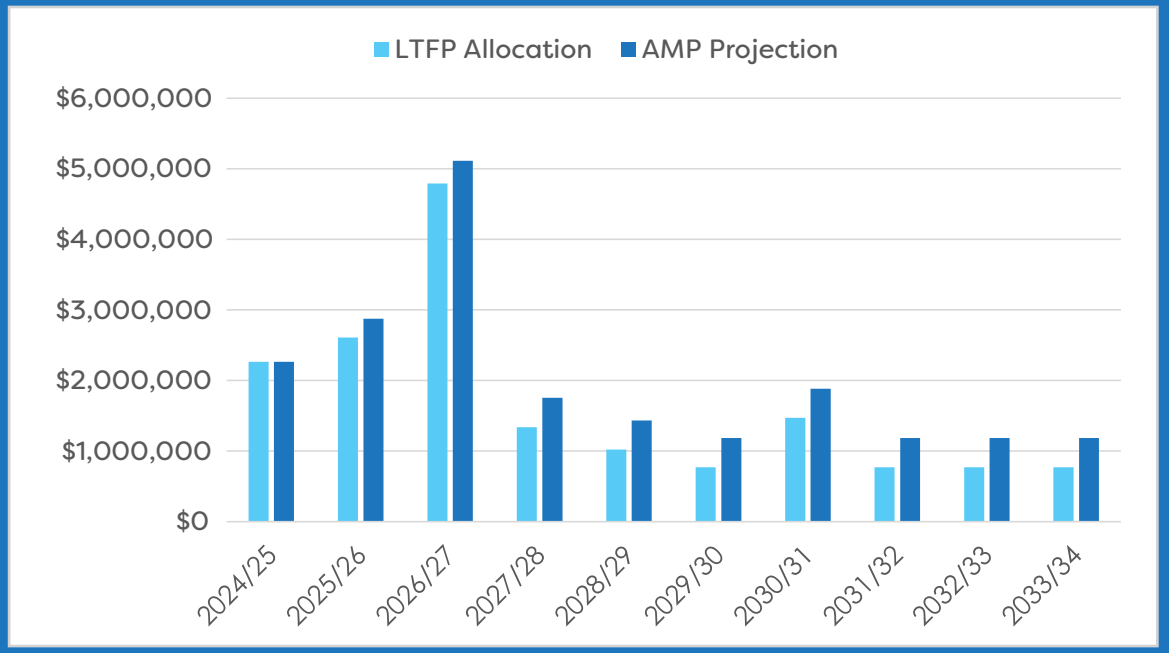
- Continue to implement the Workforce Management Plan
- Ensure that the Town Planning Scheme meets the community's future needs, and that land development options remain available
- Improve the AMP Works Programme, so that projects are ready for external funding/grant opportunities, and that sufficient project planning timeframes are available
- Review the currently supplied building service levels to align user's needs with the cost to provide

WHAT WILL THE SERVICE COST?

Properties represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Property Service Cost



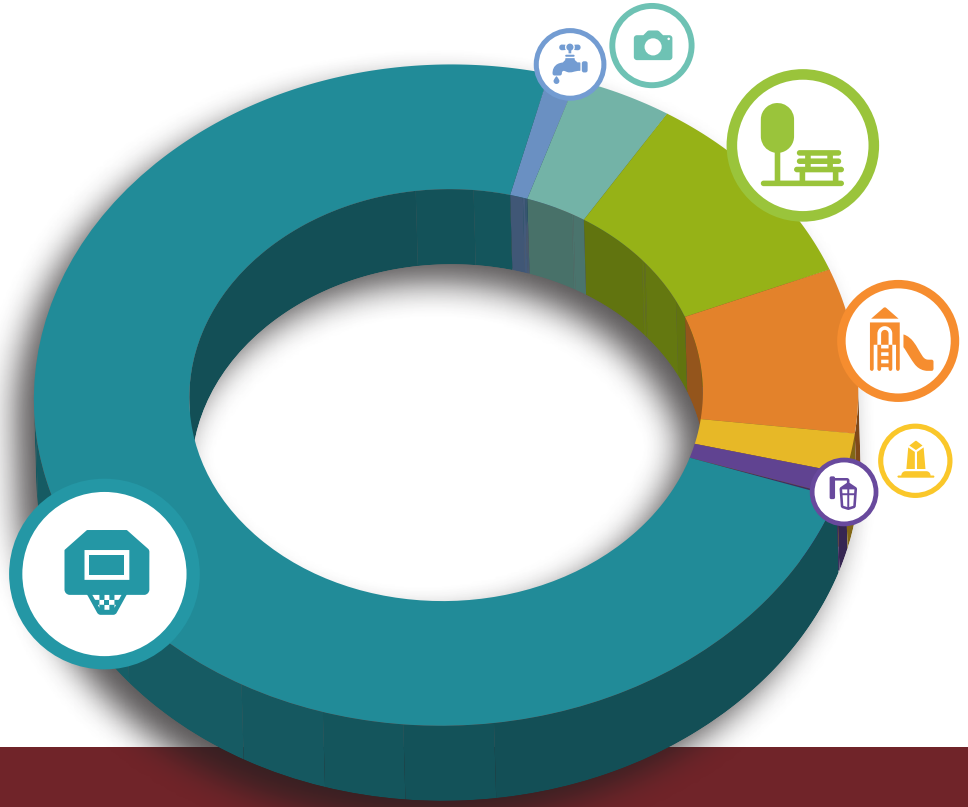
Projected Property Service Cost vs Available Funding

ABOUT THE RECREATION SERVICE

Shire of Narembeen
Together we grow

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While the Shire's recreation places have a relatively small value when compared to other service assets, they are extremely important to the community. The different recreation place types that make up the Shire's portfolio are as follows.



TOTAL: 14

FAIR VALUE: $3,870,500

CRC: $8,529,400

ACTIVE SPACES

QUANTITY: 4
FAIR VALUE: $2,343,900
TOTAL CRC: $6,312,300
CRC PERCENTAGE: 74%

BUILDING SURROUNDS

QUANTITY: 1
FAIR VALUE: $40,100
TOTAL CRC: $93,000
CRC PERCENTAGE: 1%

CEMETERY /MEMORIAL SPACES

QUANTITY: 1
FAIR VALUE: $121,400
TOTAL CRC: $170,800
CRC PERCENTAGE: 2%

NATURAL SPACES

QUANTITY: 1
FAIR VALUE: $0
TOTAL CRC: $0
CRC PERCENTAGE: 0%

PASSIVE SPACES

QUANTITY: 1
FAIR VALUE: $658,200
TOTAL CRC: $688,800
CRC PERCENTAGE: 8%

STREET SPACES

QUANTITY: 1
FAIR VALUE: $599,100
TOTAL CRC: $806,300
CRC PERCENTAGE: 10%

TOURISM SPACES

QUANTITY: 1
FAIR VALUE: $86,400
TOTAL CRC: $353,700
CRC PERCENTAGE: 4%

WATER HARVESTING /SUPPLY

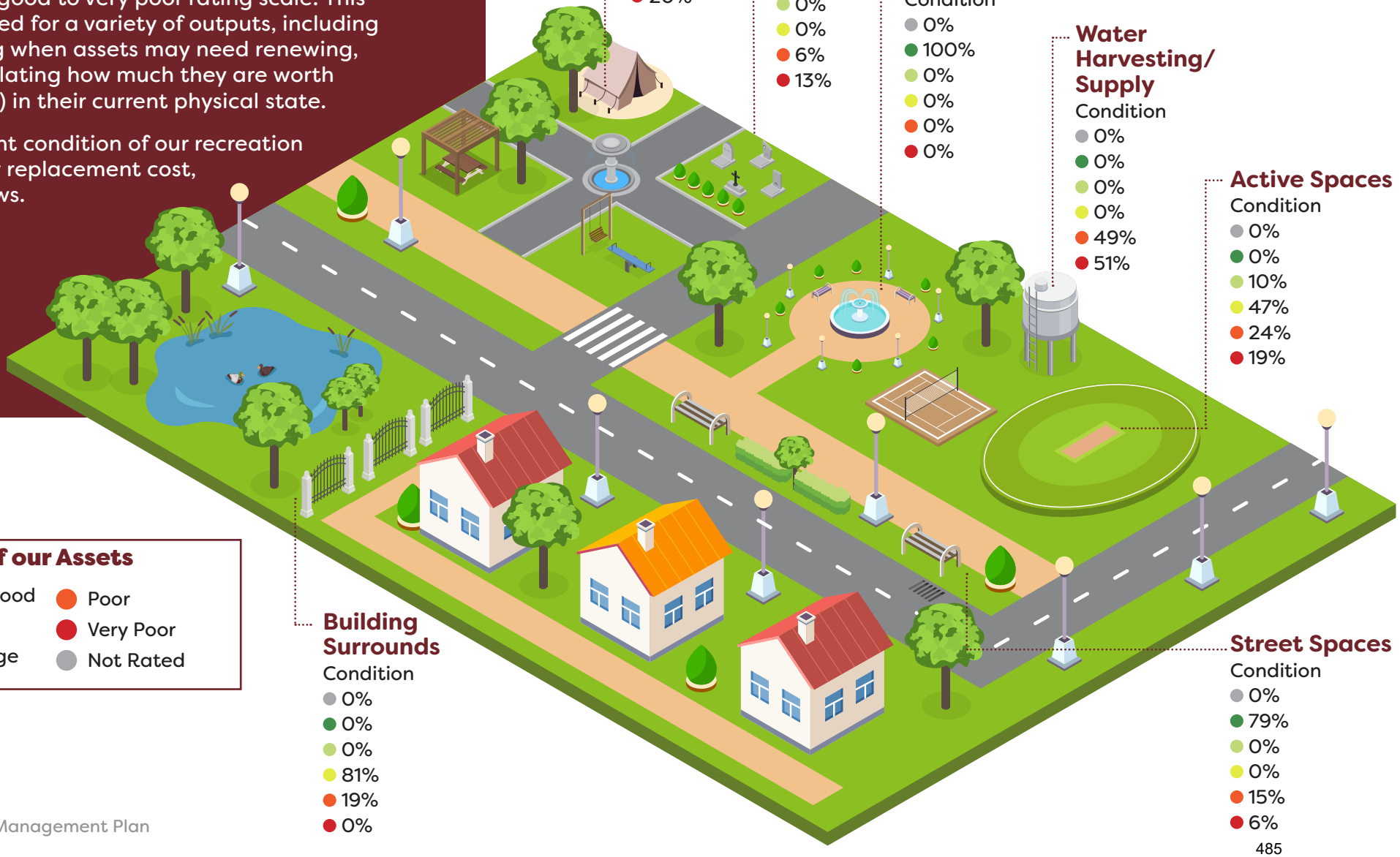
QUANTITY: 4
FAIR VALUE: $21,400
TOTAL CRC: $104,500
CRC PERCENTAGE: 1%

The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.

WHAT'S THE CONDITION?

The condition of recreation places is reported on a very good to very poor rating scale. This data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth (fair value) in their current physical state.

The current condition of our recreation places, by replacement cost, is as follows.



Tourism Spaces
Condition
- 0%
- 0%
- 0%
- 10%
- 70%
- 20%

Cemetery/ Memorial Spaces
Condition
- 0%
- 81%
- 0%
- 0%
- 6%
- 13%

Passive Spaces
Condition
- 0%
- 100%
- 0%
- 0%
- 0%
- 0%

Water Harvesting/ Supply
Condition
- 0%
- 0%
- 0%
- 0%
- 49%
- 51%

Active Spaces
Condition
- 0%
- 0%
- 10%
- 47%
- 24%
- 19%

State of our Assets
- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated

Building Surrounds
Condition
- 0%
- 0%
- 0%
- 81%
- 19%
- 0%

Street Spaces
Condition
- 0%
- 79%
- 0%
- 0%
- 15%
- 6%

485

HOW CONFIDENT ARE WE?

The Shire's current confidence in its recreation asset data is as follows.

ASSET CLASS	INVENTORY	CONDITION	VALUATION
ACTIVE SPACES	Reliable	Reliable	Reliable
BUILDING SURROUNDS	Reliable	Reliable	Reliable
CEMETERY /MEMORIAL SPACES	Reliable	Reliable	Reliable
NATURAL SPACES	Reliable		Reliable

ASSET CLASS	INVENTORY	CONDITION	VALUATION
PASSIVE SPACES	Reliable	Reliable	Reliable
STREET SPACES	Reliable	Reliable	Reliable
TOURISM SPACES	Reliable	Reliable	Reliable
WATER HARVESTING	Reliable	Reliable	Reliable

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our recreation assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.

SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its recreation service. These have been developed through consideration of strategic inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the recreation service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	1.4 - Recreational, social and heritage spaces are safe and encourage active and healthy lifestyles	Accessibility Aesthetics Fit for Purpose Safety
DAIP	1.2 - Ensure accessibility is considered in the planning and delivery of all events, programs, and services.	Accessibility

SERVICE LEVEL TARGETS AND PERFORMANCE

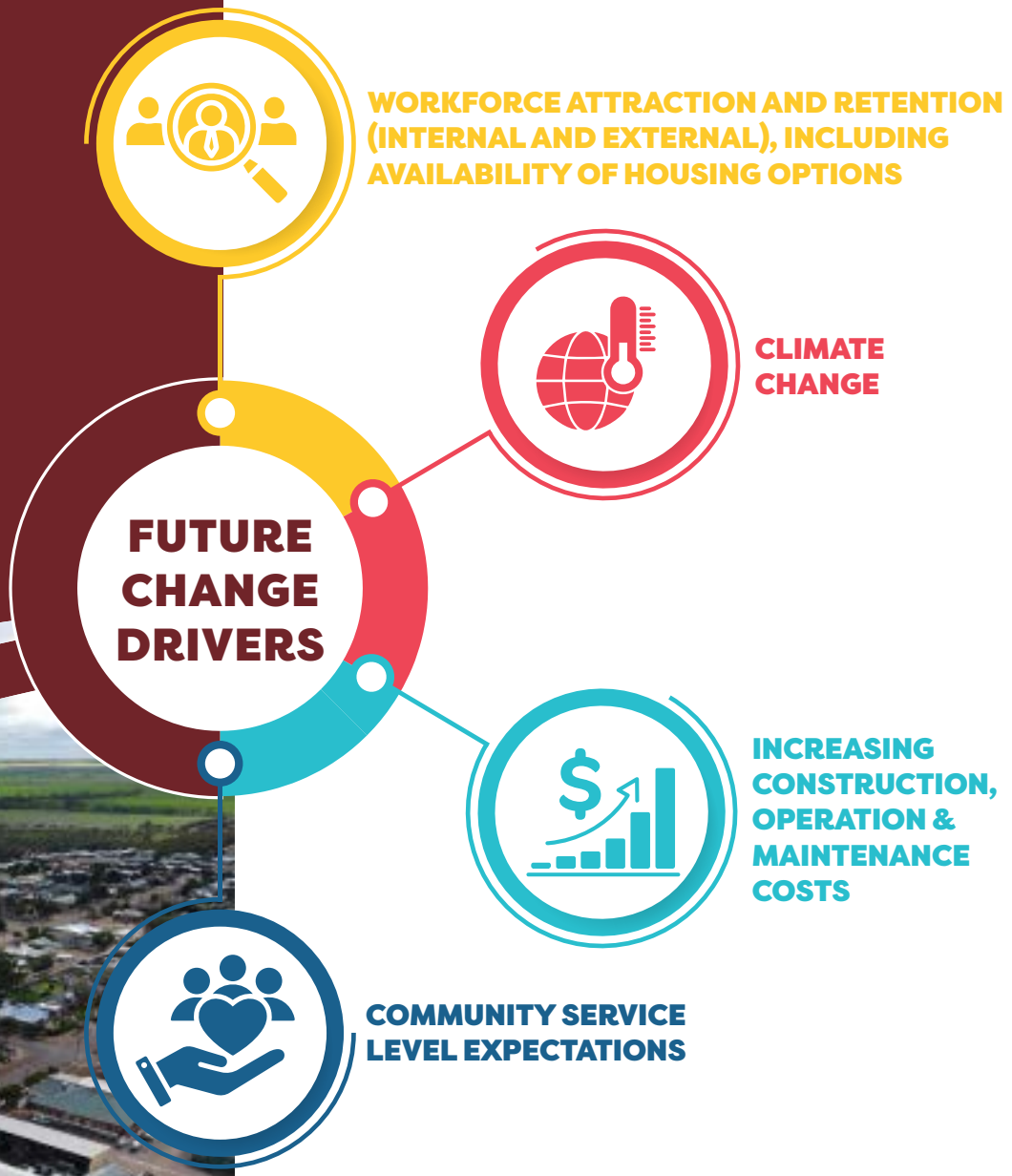
The Strategic Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its recreation service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP & SCP	Percentage of recreation places that comply with Disability and Discrimination Act requirements.	Not determined	Unknown
Aesthetics	SCP	Percentage of survey respondents at least satisfied with the recreation spaces' aesthetic appeal.	Not determined	Unknown
Fit for Purpose	SCP	Percentage of survey respondents at least satisfied with the recreation spaces' ability to meet their needs.	Not determined	Unknown
Safety	SCP	Percentage of survey respondents at least satisfied with recreation places' safety.	Not determined	Unknown

HOW IS THE SERVICE CHANGING?

Recreation services often underpin our community fabric, and enables people to come together. However, the breadth of recreation choices is likely to have never been so large. This presents many challenges when trying to provide the right assets and services for the community's needs.

Over the life of this Plan, the Shire considers the following drivers to likely affect the demand for recreation services.



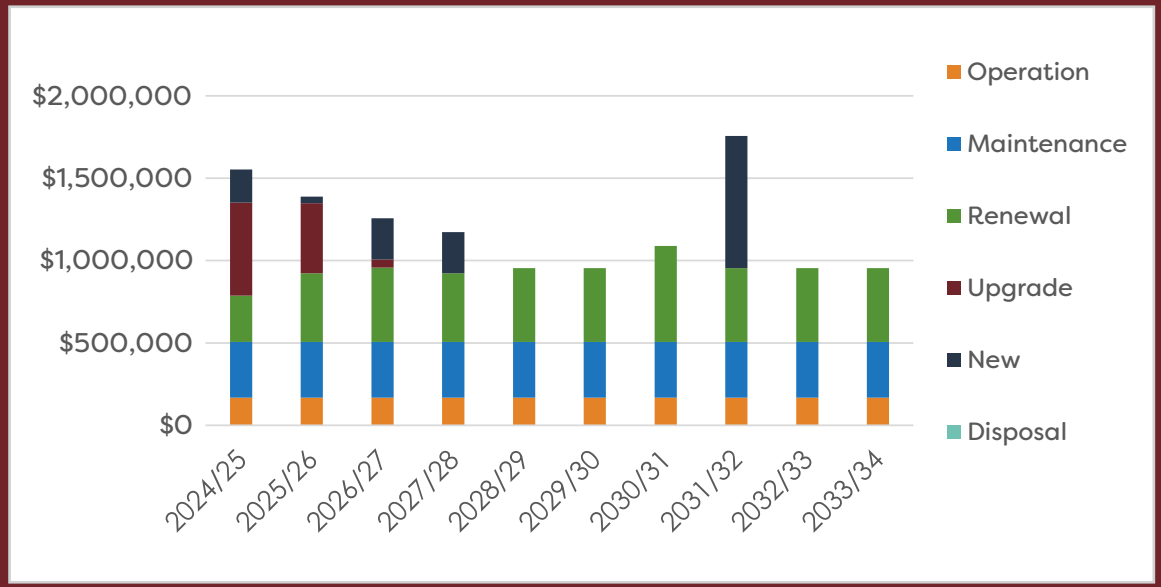
CHANGE MITIGATION

To meet the challenges that will arise from service change, the Shire plans to:

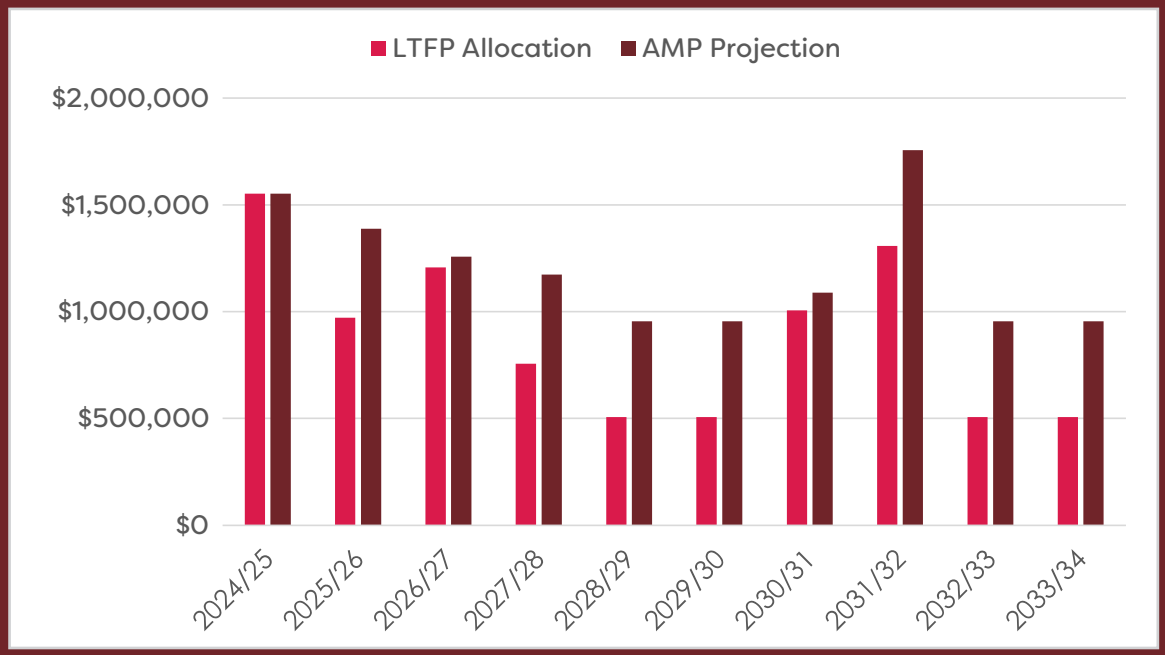
- Continue to implement the Workforce Management Plan
- Ensure that the Town Planning Scheme meets the community's future needs, and that land development options remain available
- Continue to implement the water harvesting program
- Review the need for irrigated grassed areas
- Improve the AMP Works Programme, so that projects are ready for external funding/grant opportunities
- Review the currently supplied recreation service levels to align user's needs with the cost to provide

WHAT WILL THE SERVICE COST?

Recreation places represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Recreation Service Cost



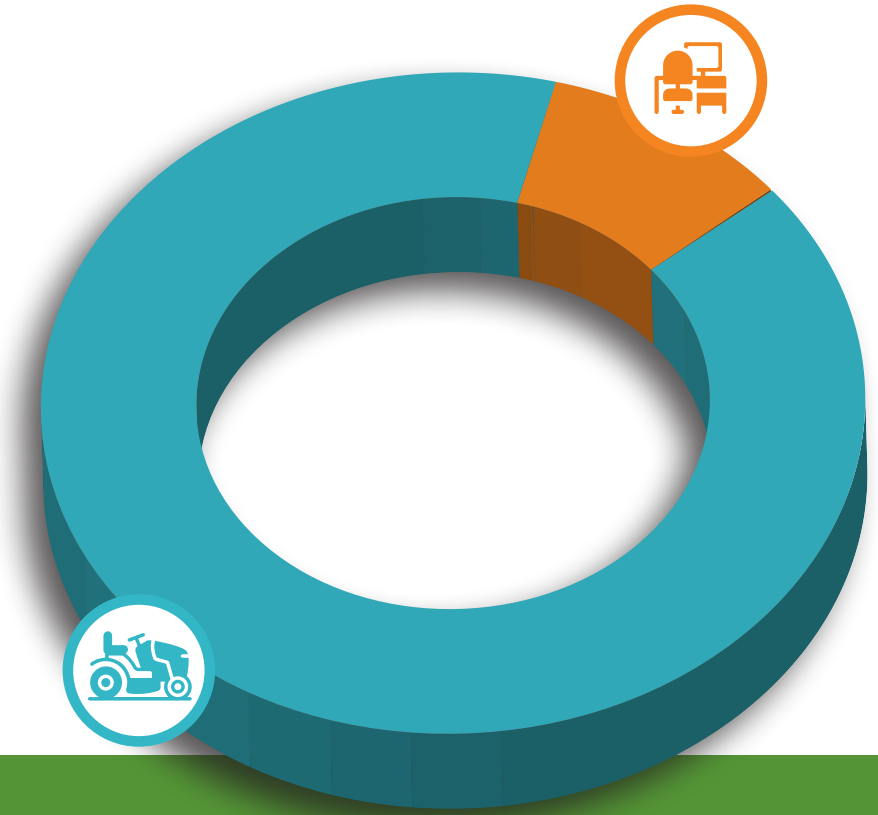
Projected Recreation Service Cost vs Available Funding

ABOUT THE FLEET, EQUIPMENT & IT SERVICE

Shire of Narembeen
Together we grow

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

The Shire's fleet, equipment & IT asset portfolio is crucial in enabling many of our operational day to day tasks to be completed. The different asset types that make up the portfolio are:



FURNITURE, EQUIPMENT & IT

QUANTITY: 22
FAIR VALUE: $313,445
CRC PERCENTAGE: 10%

PLANT & VEHICLES

QUANTITY: 50
FAIR VALUE: $2,841,480
CRC PERCENTAGE: 90%

TOTAL: 72
FAIR VALUE: $3,154,925

HOW CONFIDENT ARE WE?

The Shire records inventory and valuation data for its fleet, equipment, and IT assets. The Shire's current confidence in its data is:

ASSET CLASS	INVENTORY	VALUATION
FURNITURE, EQUIPMENT & IT	Highly Reliable	Highly Reliable
PLANT & VEHICLES	Highly Reliable	Highly Reliable

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our fleet, equipment & IT assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the service at a level that the community desires and is willing to pay.

SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its fleet, equipment & IT services. These have been developed through consideration of strategic inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) has been reviewed to identify any drivers that may directly relate to the recreation service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	2.2 - Safe and efficient transport network enables economic growth	Fit for purpose

SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its fleet, equipment & IT service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Fit for Purpose	SCP	Percentage of survey respondents who are at least satisfied that the fleet, equipment & IT assets they use are fit for purpose.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

While our fleet and IT assets are predominantly used by Shire staff, they are vital tools to enable broader services, such as transport, property and recreation, to be delivered. However, these tools are evolving rapidly within an environment where technology sophistication seems to regularly change the way we work.

Looking forward, over the life of this Plan, the Shire considers the following drivers to likely affect the demand for fleet & IT services.

FUTURE CHANGE DRIVERS

- **ALIGNING THE FLEET WITH ORGANISATION NEEDS, TO ENSURE ITS COST EFFECTIVENESS**
- **AVAILABILITY OF FLEET ASSETS TO PURCHASE WITHIN DESIRED TIMEFRAMES**
- **WORKFORCE ATTRACTION AND RETENTION (INTERNAL AND EXTERNAL), INCLUDING AVAILABILITY OF HOUSING OPTIONS**

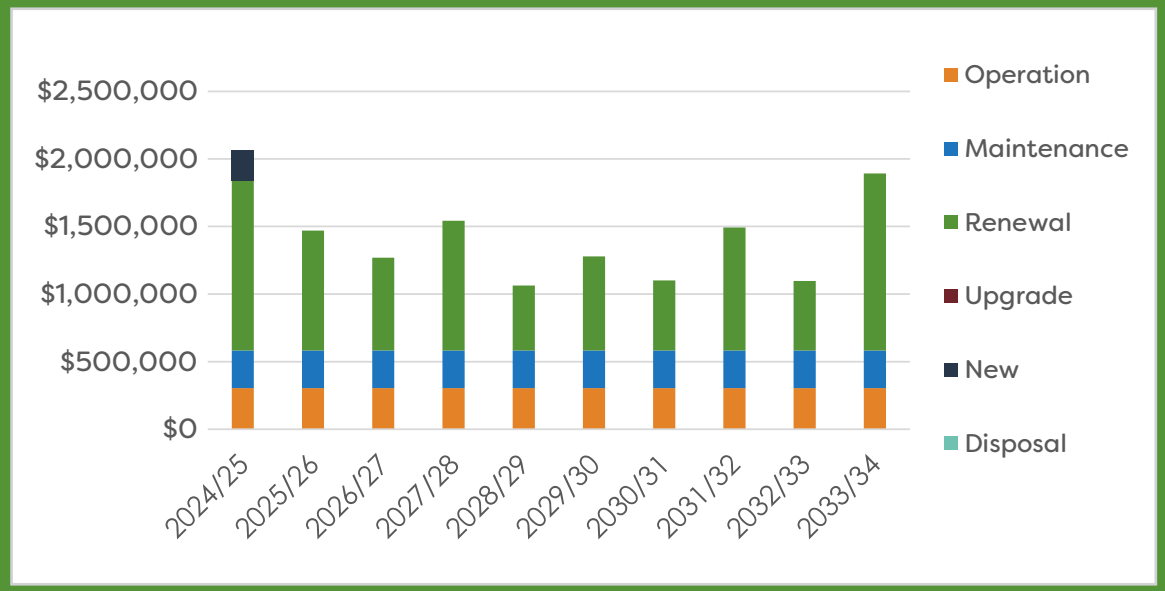
CHANGE MITIGATION

To meet the challenges that will arise from service change, the Shire plans to:

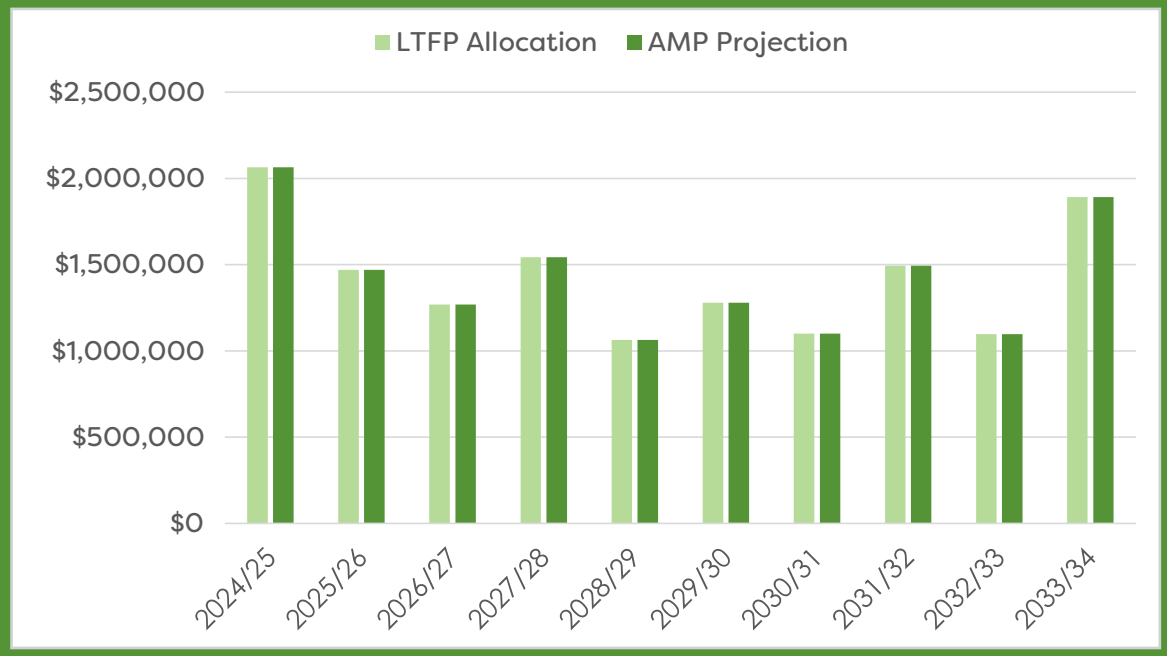
- Review the portfolio of fleet assets and sustain a robust long term fleet renewal plan within the AMP Works Programme
- Continue to implement the Workforce Management Plan
- Ensure that the Town Planning Scheme meets the community's future needs, and that land development options remain available

WHAT WILL THE SERVICE COST?

To ensure that we can continue to sustainably provide the services, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the services will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Fleet, Equipment & IT Service Cost



Projected Fleet, Equipment & IT Service Cost vs Available Funding.

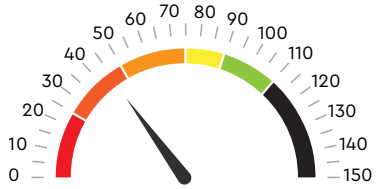
ARE THE SERVICES ECONOMICALLY SUSTAINABLE?

The Shire monitors the economic sustainability of the AMP through three financial ratios. They measure the past, present and future ability to renew assets when required.

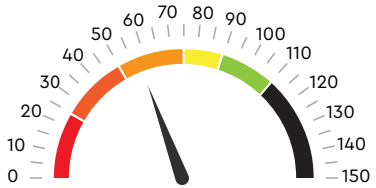
PAST
- SUSTAINABILITY RATIO (ASR)

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset base is wearing out. The standard is met if the ratio can be measured and is 90% (or 0.90). The standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10). The ratio is not required for fleet, equipment and IT assets.

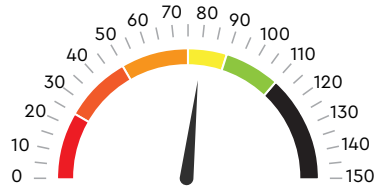
TRANSPORT



PROPERTY



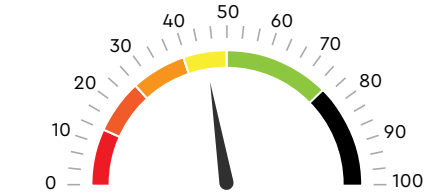
RECREATION



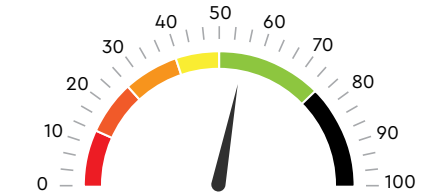
PRESENT
- CONSUMPTION RATIO

This ratio seeks to highlight the aged condition of a local government's physical assets by comparing their depreciated replacement cost (worth in current state) to their replacement cost (worth in as new state). The standard is met if the ratio can be measured and is 50% or greater (0.50 or >). The standard is improving if the ratio is between 60% and 75% (0.60 and 0.75). The ratio is not required for fleet, equipment and IT assets.

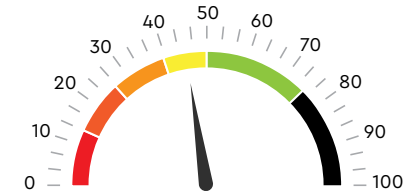
TRANSPORT



PROPERTY



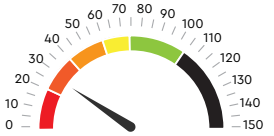
RECREATION



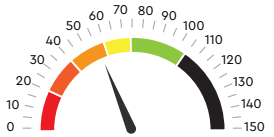
FUTURE
- RENEWAL FUNDING RATIO

This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. The standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). The standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the sustainably ratio falls within the range 90% to 110%, and consumption ratio falls within the range 50% to 75%. Fleet, equipment and IT assets have been included in this ratio

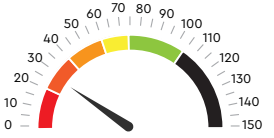
TRANSPORT



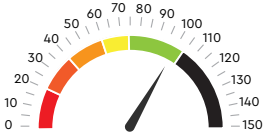
PROPERTY



RECREATION



FLEET, EQUIPMENT & IT



HOW WILL THE SHIRE IMPROVE ITS ASSET MANAGEMENT?

Where possible, and appropriate, the Shire is committed to improving its asset management practices. The following actions have been identified by this AMP for future implementation.

SERVICE AREA	TASK
ALL	Monitor the performance of the AMP's service levels.
	Continue to develop and implement the demand change mitigation initiatives.
	Further develop the Shire's planned operation, maintenance and capital works programmes. Critically review the financial sustainability of all assets.
	Update the Shire's asset inventories so that they hold accurate information. Ensure that the asset and financial registers match.
TRANSPORT	Review the condition of transport assets to determine a strategy to address the backlog in renewal works.
	Review the table drain valuation, consider integrating within the road pavement.
PROPERTY	Review the condition of building assets to determine a strategy to address the backlog in renewal works.
RECREATION	Review the condition of all recreation assets to determine a strategy to address the backlog in renewal works.

FURTHER READING

The following documents support this AMP.

- **Shire of Narembeen – Strategic Community Plan**
- **Shire of Narembeen – Asset Management Policy**
- **Shire of Narembeen – Long Term Financial Plan**
- **Shire of Narembeen – AMP Works Programme 2024-2034**
- **Shire of Narembeen – Disability Access and Inclusion Plan 2024-2029**

Shire of Narembeen
Together we grow

ATTACHMENT 13.4A
Financial Statements for month ended 31 August 2024

Shire of Narembeen

Together we grow

SHIRE OF NAREMBEEN

MONTHLY FINANCIAL STATEMENT

AUGUST 2024

SHIRE OF NAREMBEEN

MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the Period Ended 31 August 2024

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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* Note 2 Explanation of Material Variances

Note 3 Cash and Investments

Note 4 Receivables

Note 5 Capital Acquisitions

Note 6 Grants and Contributions

Note 7 Disposal of Assets

Note 8 Borrowings

These accounts are prepared with data available at the time of preparation.

* Statutory Report

STATUTORY REPORT
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2024

BY NATURE OR TYPE

	Ref Note	Annual Budget	YTD budget	YTD Actual (b)	Var. $ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		$	$	$	$	%	
Opening Funding Surplus (Deficit)	1	4,027,808	4,027,808	**4,115,626**	0	2%	
Revenue from operating activities							
Rates		2,132,325	2,132,325	2,218,552	86,228	4%	
Specified Area Rates	5	31,382	0	0	0		
Operating Grants, Subsidies and Contributions	6	788,760	389,810	415,512	25,702	7%	
Fees and Charges		491,677	225,999	202,639	(23,361)	(10%)	
Interest Earnings		380,941	2,152	19,129	16,977	789%	
Other Revenue		77,000	41,166	95,868	54,702	133%	overbudget
Profit on Disposal of Assets		97,000	15,416	0	(15,416)		
		3,999,084	**2,806,868**	**2,951,699**			
Expenditure from operating activities							
Employee Costs		(2,282,856)	(371,904)	**(498,711)**	(126,807)	(34%)	overbudget
Materials and Contracts		(1,476,604)	(245,954)	**(368,221)**	(122,267)	(50%)	overbudget
Utility Charges		(193,898)	(32,290)	**(40,321)**	(8,031)	(25%)	
Depreciation on Non-Current Assets		(2,813,083)	(468,774)	**(197,185)**	271,589	58%	underbudget
Interest Expenses		(32,716)	(5,450)	**(635)**	4,815	88%	
Insurance Expenses		(235,263)	(61,405)	**(128,875)**	(67,470)	(110%)	overbudget
Other Expenditure		(172,360)	(14,194)	**(30,669)**	(16,475)	(116%)	
Loss on Disposal of Assets		(23,000)	2,668	**0**	(2,668)	100%	
		(7,229,779)	**(1,197,303)**	**(1,264,616)**			
Operating activities excluded from budget							
Add back Depreciation		2,813,083	468,774	**197,185**	(271,589)	(58%)	
Adjust (Profit)/Loss on Asset Disposal		(74,000)	(18,084)	**0**	18,084	(100%)	
Movement in Local Government House Unit Trust			(3,500)	**0**	3,500	(100%)	
Revaluation of Non-Current Assets							
Non-cash amounts excluded from operating activities		**2,739,083**	**447,190**	**197,185**			
Amount attributable to operating activities		**3,536,196**	**2,056,755**	**1,884,268**			
Investing activities							
Non-operating grants, subsidies and contributions	6	3,416,489	606,914	**1,298,335**	691,421	114%	overbudget
Proceeds from Disposal of Assets		431,500	51,500	**74,376**	22,876	44%	
Proceeds from self-supporting loans		18,273	6,069	**6,069**	0	0%	
Capital acquisitions	5	(7,526,506)	(1,201,038)	**(179,870)**	1,021,168	85%	underbudget
Amount attributable to investing activities		**(3,660,244)**	**(536,555)**	**1,198,910**			
Financing Activities							
Transfer from Reserves		2,289,122	0	**0**	0		
Repayment of Debentures		(84,838)	(7,984)	**(7,984)**	0	0%	
Transfer to Reserves		(2,088,234)	0	**0**	0		
Amount attributable to financing activities		**116,050**	**(7,984)**	**(7,984)**			
Closing Funding Surplus (Deficit)	1	**(7,998)**	**5,540,024**	**7,190,820**			

KEY INFORMATION

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.

STATUTORY REPORT
NOTES TO THE STATEMENT OF FINANCIAL
FOR THE PERIOD ENDED 31 AUGUST 2024

OPERATING ACTIVITIES
NOTE 1
ADJUSTED NET CURRENT ASSETS

Adjusted Net Current Assets	Ref Note	Closing Actual Balance 30 June 2024	This Time Last Year 31 Aug 2023	Year to Date Actual 31 Aug 2024
		$	$	$
Current Assets				
Cash Unrestricted	3	4,887,455	6,266,723	6,581,893
Cash Restricted	3	5,360,192	4,252,582	5,360,191
Receivables - Rates	4	154,282	550,574	783,017
Receivables - Other	4	80,920	82,322	930,593
Loans receivable		18,273	10,049	12,204
Net ATO assets/(liabilities)		34,870	194,582	(88,346)
Inventories		5,525	32,773	5,526
		10,541,517	11,389,605	13,585,077
Less: Current Liabilities				
Payables		(319,177)	(195,037)	(142,779)
Provisions		(346,607)	(317,362)	(496,401)
Long term borrowings		(84,837)	(70,752)	(76,853)
Contract Liability		(357,318)	(120,960)	(357,318)
Bonds and deposits held		(24,326)	(19,056)	(25,476)
		(1,132,264)	(723,167)	(1,098,827)
Unadjusted Net Current Assets		**9,409,253**	**10,666,438**	**12,486,250**
Adjustments and exclusions permitted by FM Reg 32				
Restricted cash	3	(5,360,191)	(4,252,582)	(5,360,191)
Less: Loans receivable		(18,273)	(10,049)	(12,204)
Add : Long Term Borrowings		84,837	70,752	76,853
Adjusted Net Current Assets		**4,115,626**	**6,474,559**	**7,190,708**

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

This Year YTD	Last Year YTD
Surplus(Deficit)	Surplus(Deficit)
$7.19 M	**$6.47 M**

STATUTORY REPORT

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY **NOTE 2**

FOR THE PERIOD ENDED 31 AUGUST 2024 **EXPLANATION OF MATERIAL VARIANCES**

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 budget materially.

The material variance adopted by Council for the 2025 financial year is at least $25,000 or 10% whichever is the greater.

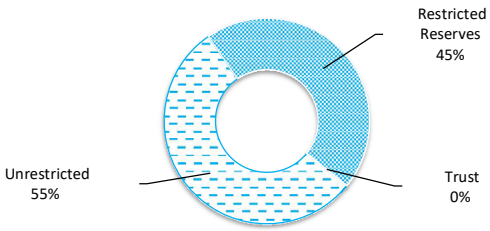
Reporting Program	Var. $	Var. %	Var.	Timing/ Permanent	Explanation of Variance
	$	%			
Revenue from operating activities					
Other Revenue	54,702	133%	overbudget	Timing	Variance due to greater than and earlier than budgeted community benefit fund contributions.
Expenditure from operating activities					
Employee Costs	(126,807)	-34%	overbudget	Timing	Works crew doing prodominantly doing maintenance work & miscalculation of termination payment timing, missed in budget. EOFY entries to be tidied up for 2025.
Materials and Contracts	(122,267)	-50%	overbudget	Timing	Prodominantly due to works crew doing more maintenance work than construction work. Several other inputs like fuel and subscriptions higher than the anticipated. Some back-end adjustments to be processed pending EOFY reconciliations that may shift numbers further.
Depreciation on Non-Current Assets	271,589	58%	underbudget	Timing	Issue processing depreciation, not representative of actual amount.
Insurance Expenses	(67,470)	-110%	overbudget	Timing	Insurance timing not entered correctly to system - will allign over time.
Investing Activities					
Non-operating Grants, Subsidies and Contributions	691,421	114%	overbudget	Permanent	Overstated due to road maintenance contributions not budgeted for.
Capital Acquisitions	1,021,168	85%	underbudget	Timing	See detailed capital expenditure note

OPERATING ACTIVITIES
NOTE 3
CASH AND INVESTMENTS

Cash and Investments	Unrestricted	Restricted Reserves	Trust	Total YTD Actual	Institution	Interest Rate	Maturity Date
	$	$	$	$			
Cash on Hand							
Petty Cash and Floats	590	0	0	590			
At Call Deposits							
Municipal Funds (CBA)	5,277,005	125,060	0	5,277,005	CBA	0.10%	
Municipal Funds (Bankwest)	348,301	0	0	348,301	Bankwest	0.10%	
Term Deposit - CBA #38420506 (Municipal)	955,944	0	0	955,944			
Term Deposits							
Term Deposit - CBA #38420506 (Reserves)	0	5,360,192	0	5,360,192	CBA	5.07%	15/03/2024
Total	**6,581,841**	**5,485,252**	**0**	**11,942,032**			

SIGNIFICANT ACCOUNTING POLICIES

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



Total Cash	Unrestricted
$11.94 M	$6.58 M

All Restricted Reserve funds held are restricted by this Council. There are no funds held in this Category that are restricted by other legislation.

OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

Rates Receivable including ESL and Rubbish	31 Aug 24
	$
Opening rates in arrears	154,282
Rates levied in 2025	2,133,835
Less: collections to date	(1,505,095)
Rates outstanding at end of month	**783,017**
Net Rates Collectable	**783,017**
% Collected	70.53%

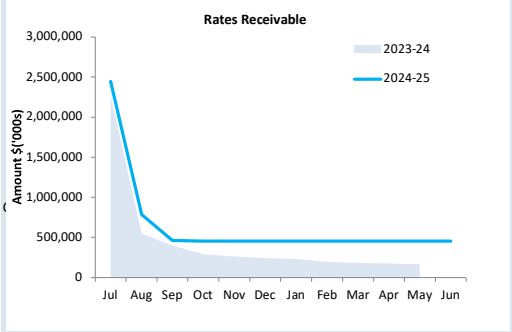
Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$
Receivables - General	819,719	88,632	1,654	4,632	914,637
Percentage	90%	10%	0%	1%	
Balance per Trial Balance					
Sundry debtors	819,719	88,632	1,654	4,632	914,637
Other receivable	15,956	0	0	0	15,956
Total Sundry Receivables Outstanding					**930,593**

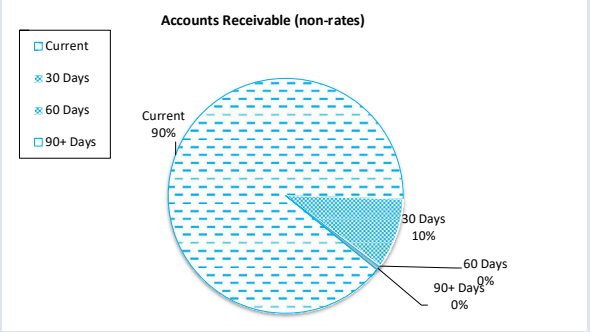
KEY INFORMATION

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.

SIGNIFICANT ACCOUNTING POLICIES

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. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.





Debtors Due
$930,593

Over 30 Days
10%

Over 90 Days
1%

Rates Received	Rates Due
71%	$783,017

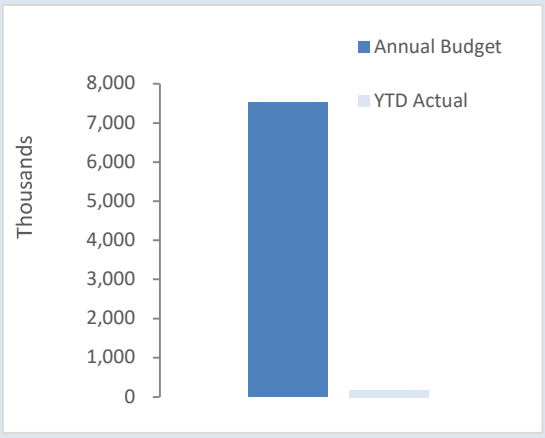
INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS

Capital Acquisitions	Current Annual Budget	Current YTD Budget	YTD Actual Total	YTD Budget Variance
	$	$	$	$
Land and Buildings	1,492,400	248,724	92,237	(156,487)
Plant and Equipment	1,180,540	143,414	45,866	(97,548)
Furniture and Equipment	81,670	13,608	9,078	(4,531)
Road Infrastructure	3,447,896	574,640	8,734	(565,906)
Other Infrastructure	1,324,000	220,652	23,955	(196,697)
Capital Expenditure Totals	**7,526,506**	**1,201,038**	**179,870**	**(1,021,168)**
Funding of Capital Acquisitions:				
	$	$		
Capital grants and contributions	3,416,489	606,914	1,298,335	691,421
Proceeds on disposal of assets	431,500	51,500	0	(51,500)
Contribution from Municipal funds	3,678,517	542,624	0	(542,624)
Capital Funding Total	**7,526,506**	**1,201,038**	**1,298,335**	**97,297**

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	$7.53 M	$.18 M	2%

Capital Grant	Annual Budget	YTD Actual	% Received
	$3.42 M	$1.3 M	38%

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Land and Buildings					
Staff housing, Cr Cheetham Way subdivision	2178	1,100,000	183,332	2,500	(180,832)
Shire Staff Housing Construction - Thomas St	2045	0	0	1,750	1,750
LRCI 3 - Townhall upgrades	2179	30,000	5,000	0	(5,000)
1 Longhurst Street, renovations	2180	21,000	3,500	0	(3,500)
LRCI 4 - Townhall upgrades	2181	16,400	2,732	0	(2,732)
26 Hilton Way - landscaping	2129	20,000	3,332	0	(3,332)
New house - 24 Cheetham Way	**2130**	110,000	18,334	603,450	585,116
Less: 2024 WIP brought forward	**2130**	0	0	(533,974)	0
2025 CAPEX	**2130**	110,000	18,334	69,476	51,142
Administration Office and Chambers Refurbishment - stage 1	2055	50,000	8,332	4,800	(3,532)
Administration Office, tank and pump for reticulation	2132	5,000	832	0	(832)
30 Longhurst Street (Old Church) restorations	2169	10,000	1,666	0	(1,666)
Shire Depot Improvements	**2170**	80,000	13,332	25,906	12,574
Less: 2024 WIP brought forward	**2170**	0	0	(12,195)	0
2025 CAPEX	**2170**	80,000	13,332	13,711	379
Depot, Pound Improvements	2182	20,000	3,332	0	(3,332)
Recreation Centre, female changerooms (design)	2183	30,000	5,000	0	(5,000)
Total Land and Buildings		1,492,400	248,724	92,237	(156,487)
Furniture and Equipment					
Replacement Admin Server	**2043**	40,000	6,666	657	(6,009)
Less: 2024 WIP brought forward	**2043**	0	0	(657)	0
2025 CAPEX	**2043**	40,000	6,666	0	(6,666)
Admin - VOIP Phones	2184	10,000	1,666	0	(1,666)
Admin - Council Chambers Furniture	2185	23,670	3,944	0	(3,944)
Admin - Laptops (5x)	2186	8,000	1,332	9,078	7,746
Total Furniture and Equipment		81,670	13,608	9,078	(4,531)
Plant and Equipment					
Works, Traffic Counters (2x)	2187	23,000	3,834	19,463	15,629
Works, Fleet Tracking Hardware	2188	10,000	1,666	0	(1,666)
Replace - CEO Vehicle, 1NB (2022)	2189	80,000	13,332	0	(13,332)
Replace - EMCS Vehicle, NB01 (2022)	2190	75,000	12,500	26,338	13,838
Replace - Doctors Vehicle, 111NB (2022)	2191	65,000	10,832	0	(10,832)
Replace - EMIS Vehicle, NB1 (2021)	2192	80,000	13,332	0	(13,332)
Howard Porter - Side Tipper, NB5708 (2005)	2193	160,000	26,666	0	(26,666)
Replacement Dolly, NB15003 (2019)	2194	46,000	7,666	65	(7,601)
Light tipper (NEW)	2195	78,000	13,000	0	(13,000)
Nissan Navara - Dual Cab Ute, 1HAQ076 (2015)	2196	48,000	8,000	0	(8,000)
Nissan Navara - Dual Cab Ute, 1HAQ077 (2015)	2197	48,000	8,000	0	(8,000)
Elevated working platform (NEW)	2198	55,000	9,166	0	(9,166)
New Traffic Lights	2199	29,000	4,832	0	(4,832)
Auger (attachment for skid steer)	2200	5,540	922	0	(922)
Grab bucket (loader attachment)	2201	36,000	6,000	0	(6,000)
Scales (loader attachment)	2202	22,000	3,666	0	(3,666)
Grader, NB7000	2224	320,000	0	0	0
Total Plant and equipment		1,180,540	143,414	45,866	(97,548)
Total Property, Plant and Equipment		2,754,610	405,746	147,181	(258,565)

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Infrastructure - Roads, Footpaths and Drainage					
LRCI 4 - Corrigin/Narembeen Road culvert	2122	120,000	20,000	0	(20,000)
LRCI 4 - Road Signage and Safety Audit	2173	50,000	8,332	1,135	(7,197)
LRCI 3 - Churchill Street improvements (defects)	2092	0	0	6,028	6,028
LRCI 3 - Savasge Laneway (defects)	2091	0	0	1,571	1,571
R2R - Dixon Road, gravel resheeting (SLK 22.00 - 25.82)	2203	100,000	16,666	0	(16,666)
R2R - Emu Hill East Road and Cemetery Parking reconstruct and seal	2204	99,999	16,666	0	(16,666)
R2R - Swartz Road - gravel resheeting and vegetation clearing (SLK 8.19 - 13.96)	2205	147,754	24,624	0	(24,624)
R2R - Soldiers Road, reconstruct and seal (SLK 7.80 - 8.90)	2206	150,000	25,000	0	(25,000)
RRG - Cramphorne Road, second coat seal (SLK 32.29 - 37.29)	2207	100,000	16,666	0	(16,666)
RRG - Cramphorne Road, reconstruct and primer seal (SLK 37.29 - 42.29)	2208	620,000	103,332	0	(103,332)
Blackspot - Townsite intersection Latham, Churchill, Currall and Longhurst Streets	2015	8,000	1,334	0	(1,334)
WSFN - Narembeen-Kondinin Road SLK 1.4-26.6 clearing of vegetation for works incl traffic management	2082	50,000	8,334	0	(8,334)
WSFN - Narembeen- Kondinin SLK 19.5 - 23 Widen, Overlay	**2111**	1,035,871	172,644	3,089	(169,555)
Less: 2024 WIP brought forward	**2111**	0	0	(3,089)	0
2025 CAPEX	**2111**	1,035,871	172,644	0	(172,644)
Wogarl-Muntadgin Road, reseal (SLK 0.00 - 0.61 & 10.61 - 11.42)	2209	54,000	9,000	0	(9,000)
Mount Walker Road, shoulders and vegetation works (SLK 0.00 - 8.90)	2210	180,000	30,000	0	(30,000)
Mount Walker Road, recondition and reseal sections (between SLK 18.83 - 24.00)	2211	230,000	38,332	0	(38,332)
Townsite kerb replacement	2157	150,000	25,000	0	(25,000)
LRCI 4 - Townsite drainage improvements	2212	206,842	34,472	0	(34,472)
LRCI 4 - Townsite Drainage, Kerbing and Flood Mitigation	2213	145,430	24,238	0	(24,238)
Total Roads, Footpaths and Drainage		3,447,896	574,640	8,734	(565,906)

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Other Infrastructure					
LRCI 4 - Swimming Pool Heating	2149	100,000	16,666	0	(16,666)
LRCI 4 - Townsite Improvements (Trees and Planter Boxes & Interpretive and Wayfinding Signage)	**2150**	120,000	20,000	2,829	(17,171)
Less: 2024 WIP brought forward	**2150**	0	0	(520)	0
2025 CAPEX	**2150**	120,000	20,000	2,309	(17,691)
LRCI 4 - Walker Lake Interpretive Signage	2175	25,000	4,166	0	(4,166)
Townsite drainage survey and design	**2156**	60,000	10,000	9,640	(360)
Less: 2024 WIP brought forward	**2156**	0	0	(9,640)	0
2025 CAPEX	**2156**	60,000	10,000	0	(10,000)
Clock Tower Garden (Cnr Latham Rd & Currall St), retic and gardening works	**2177**	10,000	1,666	520	(1,146)
Less: 2024 WIP brought forward	**2177**	0	0	(520)	0
2025 CAPEX	**2177**	10,000	1,666	0	(1,666)
Town Dam - Compliance and Safety works	2214	10,000	1,666	0	(1,666)
Caravan Park, drain, sewerage and electrical line rerouting and improvements	2215	25,000	4,166	0	(4,166)
Narembeen swimming pool, chlorination system improvements	2216	50,000	8,332	0	(8,332)
Community Directory website development	2161	5,000	832	0	(832)
Administration Office - Generator installation	2217	50,000	8,332	0	(8,332)
CRC - Generator Installation	2218	60,000	10,000	0	(10,000)
LRCI 4 - Diesel Generator (Narembeen Recreation Centre)	**2171**	45,000	7,500	82,405	74,905
Less: 2024 WIP brought forward	**2171**	0	0	(60,759)	0
2025 CAPEX	**2171**	45,000	7,500	21,646	14,146
Depot - New fuel tank	2219	59,000	9,832	0	(9,832)
Community LED display	2220	65,000	10,832	0	(10,832)
BMX track, survey and design	2162	25,000	4,166	0	(4,166)
Ski Lake planning and development	2163	85,000	14,166	0	(14,166)
Narembeen & Mt Walker tennis lights (Club Night Lights)	2221	186,700	31,116	0	(31,116)
Narembeen hockey field lights (Club Night Lights)	2222	299,300	49,882	0	(49,882)
Narembeen oval, switchboard	2223	44,000	7,332	0	(7,332)
Total Other Infrastructure		1,324,000	220,652	23,955	(196,697)
Total Infrastructure		4,771,896	795,292	32,689	(762,603)
Net 2025 Capital Expenses		7,526,506	1,201,038	179,870	(1,021,168)

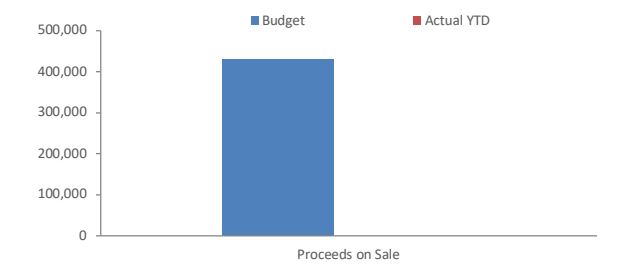
Grants and Contributions

	Annual Budget	Current Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Operating grants, subsidies and contributions					
General Purpose funding					
Financial Assistance Grant - General portion	119,896	119,896	29,974	51,296	21,322
Financial Assistance Grant - Roads portion	85,044	85,044	21,261	24,292	3,031
	204,940	204,940	51,235	75,588	24,353
Law, Order and Public Safety					
Bush Fire Brigade Operating Grant	14,720	14,720	0	0	0
	14,720	14,720	0	0	0
Community Amenities					
CRC, SOCK Week grant funding	25,455	25,455	0	0	0
CRC, Annual operating grants	121,000	121,000	20,166	31,513	11,347
CRC, Event grant funding	31,000	31,000	5,166	3,166	(2,000)
	177,455	177,455	25,332	34,679	9,347
Recreation and Culture					
Reimbursements from sporting groups	0	0	0	0	0
	10,000	10,000	1,666	0	(1,666)
Transport					
Main Roads Direct Grant	305,245	305,245	305,245	305,245	0
	305,245	305,245	305,245	305,245	0
Operating grants, subsidies and contributions Total	**712,360**	**712,360**	**383,478**	**415,511**	**32,033**
Non-operating grants, subsidies and contributions					
LRCI grant funding	767,272	767,272	127,878	0	(127,878)
	767,272	767,272	127,878	0	(127,878)
Transport					
Regional Road Group (RRG) Grant Funding	480,000	480,000	80,000	192,000	112,000
Roads to Recovery (R2R) Grant Funding	497,754	497,754	82,960	0	(82,960)
Wheatbelt Secondary Freight Network (WSFN) Grant Funding	966,814	966,814	161,136	386,725	225,589
Heavy Vehicle Road Maintenance Contributions	225,000	225,000	75,000	719,609	644,609
	2,169,568	2,169,568	399,096	1,298,335	899,239
Non-operating grants, subsidies and contributions Total	**2,936,840**	**2,936,840**	**526,974**	**1,298,335**	**771,361**
Grand Total	**3,649,200**	**3,649,200**	**910,452**	**1,713,847**	**803,395**

OPERATING ACTIVITIES
NOTE 7
DISPOSAL OF ASSETS

Asset Description	Amended budget Net Book Value	Proceeds	Profit	(Loss)	YTD Actual Net Book Value	Proceeds	Profit	(Loss)
	$	$	$	$	$	$	$	$
Toyota Prado (CEO's car)	45,000	50,000	5,000	0	0	0	0	0
Toyota Kluger (EMCS's car)	40,000	38,000	0	(2,000)	0	0	0	0
Toyota Kluger (Dr's car)	40,000	38,000	0	(2,000)	0	0	0	0
Toyota Prado (WM's car)	45,000	45,000	0	0	0	0	0	0
Howard Porter - Side Tipper (NB 5708)	0	35,000	35,000	0	0	0	0	0
Howard Porter - Side Tipper (NB 3937)	13,000	24,000	11,000	0	0	0	0	0
Dolly (NB15003)	0	28,000	28,000	0	0	0	0	0
Ford Ranger (NB 7399)	4,000	3,500	0	(500)	0	0	0	0
Nissan Navara (1HAQ076)	11,000	20,000	9,000	0	0	0	0	0
Nissan Navara (1HAQ077)	11,000	20,000	9,000	0	0	0	0	0
CAT 12M Grader (NB7000)	92,500	90,000	0	(2,500)	0	0	0	0
Land, 15 Thomas St	28,000	20,000		(8,000)				
Land, 33 Thomas St	28,000	20,000		(8,000)				
	357,500	**431,500**	**97,000**	**(23,000)**	**0**	**0**	**0**	**0**

KEY INFORMATION



Proceeds on Sale		
Budget	**YTD Actual**	**%**
$431,500	**$0**	**0%**

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ATTACHMENT 13.4B
Financial Statements for month ended 31 September 2024

Shire of Narembeen

Together we grow

SHIRE OF NAREMBEEN

MONTHLY FINANCIAL STATEMENT

SEPTEMBER 2024

SHIRE OF NAREMBEEN

MONTHLY FINANCIAL REPORT
For the Period Ended 30 September 2024

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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Note 5 Capital Acquisitions

Note 6 Grants and Contributions

Note 7 Disposal of Assets

Note 8 Borrowings

These accounts are prepared with data available at the time of preparation.

* Statutory Report

STATUTORY REPORT
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2024

BY NATURE OR TYPE

	Ref Note	Annual Budget	YTD budget	YTD Actual (b)	Var. $ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		$	$	$	$	%	
Opening Funding Surplus (Deficit)	1	4,027,808	4,027,808	**4,115,626**	0	2%	
Revenue from operating activities							
Rates		2,132,325	2,132,325	2,182,536	50,212	2%	
Specified Area Rates	5	31,382	0	0	0		
Operating Grants, Subsidies and Contributions	6	788,760	410,155	447,479	37,324	9%	
Fees and Charges		491,677	248,145	229,124	(19,021)	(8%)	
Interest Earnings		380,941	3,228	22,041	18,813	583%	
Other Revenue		77,000	42,749	112,043	69,294	162%	overbudget
Profit on Disposal of Assets		97,000	23,124	0	(23,124)		
		3,999,084	**2,859,726**	**2,993,222**			
Expenditure from operating activities							
Employee Costs		(2,282,856)	(563,544)	**(684,991)**	(121,447)	(22%)	overbudget
Materials and Contracts		(1,476,604)	(368,931)	**(563,567)**	(194,636)	(53%)	overbudget
Utility Charges		(193,898)	(48,435)	**(47,962)**	473	1%	
Depreciation on Non-Current Assets		(2,813,083)	(703,161)	**(197,185)**	505,976	72%	underbudget
Interest Expenses		(32,716)	(8,175)	**(635)**	7,540	92%	
Insurance Expenses		(235,263)	(75,420)	**(128,875)**	(53,455)	(71%)	overbudget
Other Expenditure		(172,360)	(30,868)	**(34,514)**	(3,646)	(12%)	
Loss on Disposal of Assets		(23,000)	4,002	**0**	(4,002)	100%	
		(7,229,779)	**(1,794,532)**	**(1,657,729)**			
Operating activities excluded from budget							
Add back Depreciation		2,813,083	703,161	**197,185**	(505,976)	(72%)	
Adjust (Profit)/Loss on Asset Disposal		(74,000)	(27,126)	**0**	27,126	(100%)	
Movement in Local Government House Unit Trust			(3,500)	**0**	3,500	(100%)	
Revaluation of Non-Current Assets							
Non-cash amounts excluded from operating activities		**2,739,083**	**672,535**	**197,185**			
Amount attributable to operating activities		**3,536,196**	**1,737,729**	**1,532,678**			
Investing activities							
Non-operating grants, subsidies and contributions	6	3,416,489	910,371	**1,298,335**	387,964	43%	overbudget
Proceeds from Disposal of Assets		431,500	51,500	**74,576**	23,076	45%	
Proceeds from self-supporting loans		18,273	6,069	**6,069**	0	0%	
Capital acquisitions	5	(7,561,506)	(1,816,557)	**(218,781)**	1,597,776	88%	underbudget
Amount attributable to investing activities		**(3,695,244)**	**(848,617)**	**1,160,200**			
Financing Activities							
Transfer from Reserves		2,289,122	0	**0**	0		
Repayment of Debentures		(84,838)	(7,984)	**(7,984)**	0	0%	
Transfer to Reserves		(2,088,234)	0	**0**	0		
Amount attributable to financing activities		**116,050**	**(7,984)**	**(7,984)**			
Closing Funding Surplus (Deficit)	1	**(42,998)**	**4,908,936**	**6,800,519**			

KEY INFORMATION

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.

OPERATING ACTIVITIES
NOTE 1
ADJUSTED NET CURRENT ASSETS

Adjusted Net Current Assets	Ref Note	Closing Actual Balance 30 June 2024	This Time Last Year 30 Sep 2023	Year to Date Actual 30 Sep 2024
		$	$	$
Current Assets				
Cash Unrestricted	3	4,887,455	2,255,559	6,628,755
Cash Restricted	3	5,360,192	8,252,582	5,360,191
Receivables - Rates	4	154,282	395,963	460,377
Receivables - Other	4	80,920	150,601	785,670
Loans receivable		18,273	10,049	12,204
Net ATO assets/(liabilities)		34,870	120,442	(108,276)
Inventories		5,525	32,773	5,526
		10,541,517	11,217,970	13,144,446
Less: Current Liabilities				
Payables		(319,177)	(114,987)	(91,644)
Provisions		(346,607)	(317,362)	(496,401)
Long term borrowings		(84,837)	(52,353)	(76,853)
Contract Liability		(357,318)	(120,960)	(357,318)
Bonds and deposits held		(24,326)	(19,256)	(26,226)
		(1,132,264)	(624,917)	(1,048,441)
Unadjusted Net Current Assets		**9,409,253**	**10,593,053**	**12,096,005**
Adjustments and exclusions permitted by FM Reg 32				
Restricted cash	3	(5,360,191)	(8,252,582)	(5,360,191)
Less: Loans receivable		(18,273)	(10,049)	(12,204)
Add : Long Term Borrowings		84,837	52,353	76,853
Adjusted Net Current Assets		**4,115,626**	**2,382,774**	**6,800,463**

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	Last Year YTD
Surplus(Deficit)	Surplus(Deficit)
$6.8 M	$2.38 M

STATUTORY REPORT

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY **NOTE 2**

FOR THE PERIOD ENDED 30 SEPTEMBER 2024 **EXPLANATION OF MATERIAL VARIANCES**

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 budget materially.

The material variance adopted by Council for the 2025 financial year is at least $25,000 or 10% whichever is the greater.

Reporting Program	Var. $	Var. %	Var.	Timing/ Permanent	Explanation of Variance
	$	%			
Revenue from operating activities					
Other Revenue	69,294	162%	overbudget	Timing	Variance due to greater than and earlier than anticipated community benefit fund contributions and unbudgeted workers compensation received.
Expenditure from operating activities					
Employee Costs	(121,447)	-22%	overbudget	Timing	Works crew doing prodominantly doing maintenance work & miscalculation of termination payment timing, missed in budget. EOFY entries to be tidied up for 2025.
Materials and Contracts	(194,636)	-53%	overbudget	Timing	Prodominantly due to works crew doing more maintenance work than construction work. Several other inputs higher than the anticipated. Some back-end adjustments to be processed pending EOFY reconciliations that may shift numbers further.
Depreciation on Non-Current Assets	505,976	72%	underbudget	Timing	Issue processing depreciation, not representative of actual amount.
Insurance Expenses	(53,455)	-71%	overbudget	Timing	Insurance timing not entered correctly to system - will allign over time.
Investing Activities					
Non-operating Grants, Subsidies and Contributions	387,964	43%	overbudget	Permanent	Overstated due to road maintenance contributions not budgeted for.
Capital Acquisitions	1,597,776	88%	underbudget	Timing	See detailed capital expenditure note

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

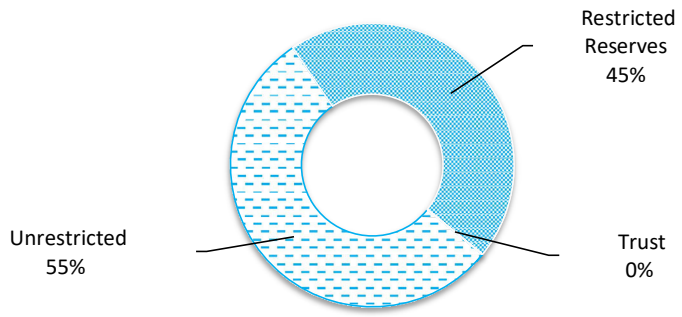
FOR THE PERIOD ENDED 30 SEPTEMBER 2024

OPERATING ACTIVITIES
NOTE 3
CASH AND INVESTMENTS

Cash and Investments	Unrestricted	Restricted Reserves	Trust	Total YTD Actual	Institution	Interest Rate	Maturity Date
	$	$	$	$			
Cash on Hand							
Petty Cash and Floats	590	0	0	590			
At Call Deposits							
Municipal Funds (CBA)	5,118,226	125,060	0	5,118,226	CBA	0.10%	
Municipal Funds (Bankwest)	553,942	0	0	553,942	Bankwest	0.10%	
Term Deposit - CBA #38420506 (Municipal)	955,944	0	0	955,944			
Term Deposits							
Term Deposit - CBA #38420506 (Reserves)	0	5,360,192	0	5,360,192	CBA	5.07%	15/03/2024
Total	**6,628,703**	**5,485,252**	**0**	**11,988,894**			

SIGNIFICANT ACCOUNTING POLICIES

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



Total Cash	Unrestricted
$11.99 M	$6.63 M

All Restricted Reserve funds held are restricted by this Council. There are no funds held in this Category that are restricted by other legislation.

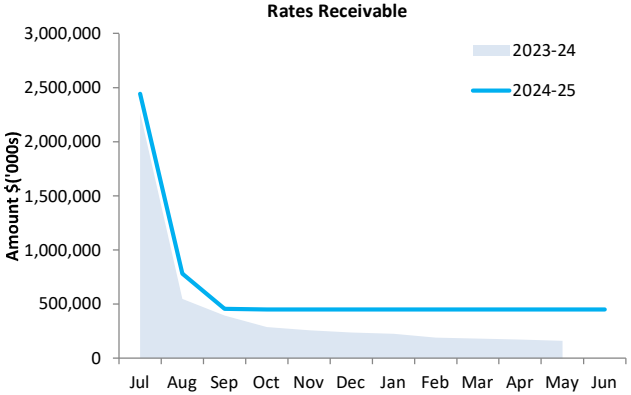
OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

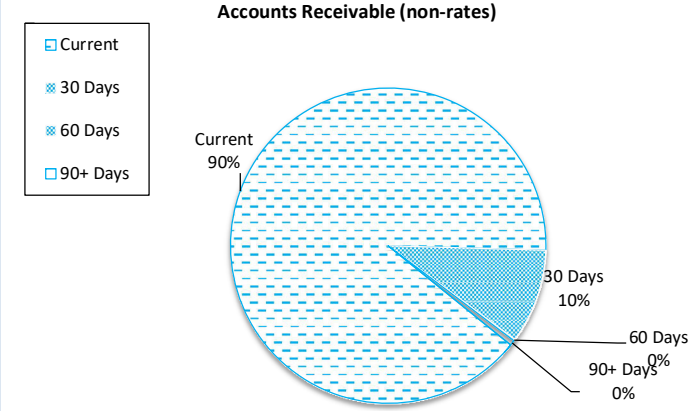
Rates Receivable including ESL and Rubbish	30 Sep 24
	$
Opening rates in arrears	154,282
Rates levied in 2025	2,133,835
Less: collections to date	(1,827,735)
Rates outstanding at end of month	**460,377**
Net Rates Collectable	**460,377**
% Collected	85.65%

Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$
Receivables - General	819,719	88,632	1,654	4,632	914,637
Percentage	90%	10%	0%	1%	
Balance per Trial Balance					
Sundry debtors	819,719	88,632	1,654	4,632	914,637
Other receivable	(128,966)	0	0	0	(128,967)
Total Sundry Receivables Outstanding					**785,670**

SIGNIFICANT ACCOUNTING POLICIES

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. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.





Debtors Due
$785,670

Over 30 Days
10%

Over 90 Days
1%

Rates Received	Rates Due
86%	$460,377

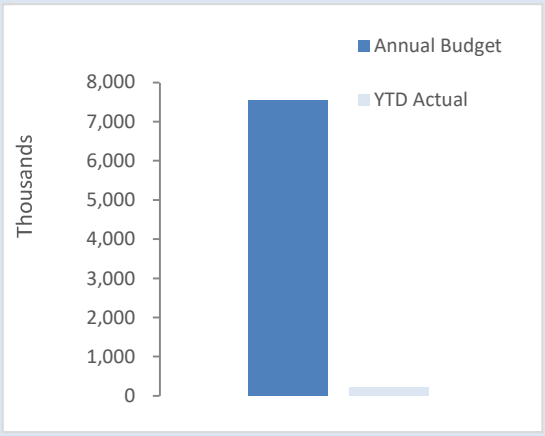
INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS

Capital Acquisitions	Current Annual Budget	YTD Budget	YTD Actual Total	YTD Budget Variance
	$	$	$	$
Land and Buildings	1,572,400	399,336	129,992	(269,344)
Plant and Equipment	1,180,540	215,121	46,452	(168,669)
Furniture and Equipment	81,670	20,412	9,078	(11,335)
Road Infrastructure	3,627,896	906,960	33,259	(873,701)
Other Infrastructure	1,099,000	274,728	0	(274,728)
Capital Expenditure Totals	**7,561,506**	**1,816,557**	**218,781**	**(1,597,776)**
Funding of Capital Acquisitions:				
	$	$		
Capital grants and contributions	3,416,489	910,371	1,298,335	387,964
Proceeds on disposal of assets	431,500	51,500	0	(51,500)
Contribution from Municipal funds	3,713,517	854,686	0	(854,686)
Capital Funding Total	**7,561,506**	**1,816,557**	**1,298,335**	**(518,222)**

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	$7.56 M	$.22 M	3%

Capital Grant	Annual Budget	YTD Actual	% Received
	$3.42 M	$1.3 M	38%

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Land and Buildings					
Staff housing, Cr Cheetham Way subdivision	2178	1,100,000	274,998	2,500	(272,498)
Shire Staff Housing Construction - Thomas St	2045	0	0	1,750	1,750
18 Hilton Way, renovations	2225	35,000	15,000	9,830	(5,170)
LRCI 3 - Townhall upgrades	2179	30,000	7,500	0	(7,500)
1 Longhurst Street, renovations	2180	21,000	5,250	0	(5,250)
LRCI 4 - Townhall upgrades	2181	16,400	4,098	0	(4,098)
26 Hilton Way - landscaping	2129	20,000	4,998	0	(4,998)
New house - 24 Cheetham Way	**2130**	110,000	27,501	603,450	575,949
Less: 2024 WIP brought forward	**2130**	0	0	(533,974)	0
2025 CAPEX	**2130**	110,000	27,501	69,476	41,975
Administration Office and Chambers Refurbishment - stage 1	2055	50,000	12,498	10,125	(2,373)
Administration Office, tank and pump for reticulation	2132	5,000	1,248	0	(1,248)
30 Longhurst Street (Old Church) restorations	2169	10,000	2,499	0	(2,499)
Shire Depot Improvements	**2170**	80,000	19,998	26,860	6,862
Less: 2024 WIP brought forward	**2170**	0	0	(12,195)	0
2025 CAPEX	**2170**	80,000	19,998	14,665	(5,333)
Depot, Pound Improvements	2182	20,000	4,998	0	(4,998)
Recreation Centre, female changerooms (design)	2183	30,000	7,500	0	(7,500)
LRCI 4 - Diesel Generator (Narembeen Recreation Centre)	**2171**	45,000	11,250	82,405	71,155
Less: 2024 WIP brought forward	**2171**	0	0	(60,759)	0
2025 CAPEX	**2171**	45,000	11,250	21,646	10,396
Total Land and Buildings		1,572,400	399,336	129,992	(269,344)
Furniture and Equipment					
Replacement Admin Server	**2043**	40,000	9,999	657	(9,342)
Less: 2024 WIP brought forward	**2043**	0	0	(657)	0
2025 CAPEX	**2043**	40,000	9,999	0	(9,999)
Admin - VOIP Phones	2184	10,000	2,499	0	(2,499)
Admin - Council Chambers Furniture	2185	23,670	5,916	0	(5,916)
Admin - Laptops (5x)	2186	8,000	1,998	9,078	7,080
Total Furniture and Equipment		81,670	20,412	9,078	(11,335)

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Plant and Equipment					
Works, Traffic Counters (2x)	2187	23,000	5,751	19,463	13,712
Works, Fleet Tracking Hardware	2188	10,000	2,499	0	(2,499)
Replace - CEO Vehicle, 1NB (2022)	2189	80,000	19,998	0	(19,998)
Replace - EMCS Vehicle, NB01 (2022)	2190	75,000	18,750	26,338	7,588
Replace - Doctors Vehicle, 111NB (2022)	2191	65,000	16,248	0	(16,248)
Replace - EMIS Vehicle, NB1 (2021)	2192	80,000	19,998	0	(19,998)
Howard Porter - Side Tipper, NB5708 (2005)	2193	160,000	39,999	0	(39,999)
Replacement Dolly, NB15003 (2019)	2194	46,000	11,499	65	(11,434)
Light tipper (NEW)	2195	78,000	19,500	0	(19,500)
Nissan Navara - Dual Cab Ute, 1HAQ076 (2015)	2196	48,000	12,000	585	(11,415)
Nissan Navara - Dual Cab Ute, 1HAQ077 (2015)	2197	48,000	12,000	0	(12,000)
Elevated working platform (NEW)	2198	55,000	13,749	0	(13,749)
New Traffic Lights	2199	29,000	7,248	0	(7,248)
Auger (attachment for skid steer)	2200	5,540	1,383	0	(1,383)
Grab bucket (loader attachment)	2201	36,000	9,000	0	(9,000)
Scales (loader attachment)	2202	22,000	5,499	0	(5,499)
Grader, NB7000	2224	320,000	0	0	0
Total Plant and equipment		1,180,540	215,121	46,452	(168,669)
Total Property, Plant and Equipment		2,834,610	634,869	185,521	(449,348)

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Infrastructure - Roads, Footpaths and Drainage					
LRCI 4 - Corrigin/Narembeen Road culvert	2122	120,000	30,000	41	(29,959)
LRCI 4 - Road Signage and Safety Audit	2173	50,000	12,498	7,450	(5,048)
LRCI 3 - Churchill Street improvements (defects)	2092	0	0	6,372	6,372
LRCI 3 - Savasge Laneway (defects)	2091	0	0	2,643	2,643
R2R - Dixon Road, gravel resheeting (SLK 22.00 - 25.82)	2203	100,000	24,999	0	(24,999)
R2R - Emu Hill East Road and Cemetery Parking reconstruct and seal	2204	99,999	24,999	10,643	(14,356)
R2R - Swartz Road - gravel resheeting and vegetation clearing (SLK 8.19 - 13.96)	2205	147,754	36,936	0	(36,936)
R2R - Soldiers Road, reconstruct and seal (SLK 7.80 - 8.90)	2206	150,000	37,500	886	(36,614)
RRG - Cramphorne Road, second coat seal (SLK 32.29 - 37.29)	2207	100,000	24,999	0	(24,999)
RRG - Cramphorne Road, reconstruct and primer seal (SLK 37.29 - 42.29)	2208	620,000	154,998	0	(154,998)
Blackspot - Townsite intersection Latham, Churchill, Currall and Longhurst Streets	2015	8,000	2,001	0	(2,001)
WSFN - Narembeen-Kondinin Road SLK 1.4-26.6 clearing of vegetation for works incl traffic management	2082	50,000	12,501	0	(12,501)
WSFN - Narembeen- Kondinin SLK 19.5 - 23 Widen, Overlay	**2111**	1,035,871	258,966	6,004	(252,962)
Less: 2024 WIP brought forward	**2111**	0	0	(3,089)	0
2025 CAPEX	**2111**	1,035,871	258,966	2,915	(256,051)
Wogarl-Muntadgin Road, reseal (SLK 0.00 - 0.61 & 10.61 - 11.42)	2209	54,000	13,500	0	(13,500)
Mount Walker Road, shoulders and vegetation works (SLK 0.00 - 8.90)	2210	180,000	45,000	0	(45,000)
Mount Walker Road, recondition and reseal sections (between SLK 18.83 - 24.00)	2211	230,000	57,498	0	(57,498)
Townsite kerb replacement	2157	150,000	37,500	0	(37,500)
LRCI 4 - Townsite drainage improvements	2212	206,842	51,708	0	(51,708)
LRCI 4 - Townsite Drainage, Kerbing and Flood Mitigation	2213	145,430	36,357	0	(36,357)
Townsite drainage survey and design	**2156**	60,000	15,000	9,640	(5,360)
Less: 2024 WIP brought forward	**2156**	0	0	(9,640)	0
2025 CAPEX	**2156**	60,000	15,000	0	(15,000)
LRCI 4 - Townsite Improvements (Trees and Planter Boxes & Interpretive and Wayfinding Signage)	**2150**	120,000	30,000	2,829	(27,171)
Less: 2024 WIP brought forward	**2150**	0	0	(520)	0
2025 CAPEX	**2150**	120,000	30,000	2,309	(27,691)
Total Roads, Footpaths and Drainage		3,627,896	906,960	33,259	(873,701)

	Account Number	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Other Infrastructure					
LRCI 4 - Swimming Pool Heating	2149	100,000	24,999	0	(24,999)
LRCI 4 - Walker Lake Interpretive Signage	2175	25,000	6,249	0	(6,249)
Clock Tower Garden (Cnr Latham Rd & Currall St), retic and gardening works	**2177**	10,000	2,499	520	(1,979)
Less: 2024 WIP brought forward	**2177**	0	0	(520)	0
2025 CAPEX	**2177**	10,000	2,499	0	(2,499)
Town Dam - Compliance and Safety works	2214	10,000	2,499	0	(2,499)
Caravan Park, drain, sewerage and electrical line rerouting and improvements	2215	25,000	6,249	0	(6,249)
Narembeen swimming pool, chlorination system improvements	2216	50,000	12,498	0	(12,498)
Community Directory website development	2161	5,000	1,248	0	(1,248)
Administration Office - Generator installation	2217	50,000	12,498	0	(12,498)
CRC - Generator Installation	2218	60,000	15,000	0	(15,000)
Depot - New fuel tank	2219	59,000	14,748	0	(14,748)
Community LED display	2220	65,000	16,248	0	(16,248)
BMX track, survey and design	2162	25,000	6,249	0	(6,249)
Ski Lake planning and development	2163	85,000	21,249	0	(21,249)
Narembeen & Mt Walker tennis lights (Club Night Lights)	2221	186,700	46,674	0	(46,674)
Narembeen hockey field lights (Club Night Lights)	2222	299,300	74,823	0	(74,823)
Narembeen oval, switchboard	2223	44,000	10,998	0	(10,998)
Total Other Infrastructure		1,099,000	274,728	0	(274,728)
Total Infrastructure		4,726,896	1,181,688	33,259	(1,148,429)
Net 2025 Capital Expenses		7,561,506	1,816,557	218,781	(1,597,776)
Add: 2024 Work In Progress brought forward		0	0	621,354	0
Total 2025 Capital Acquisitions		7,561,506	1,816,557	840,135	(1,597,776)

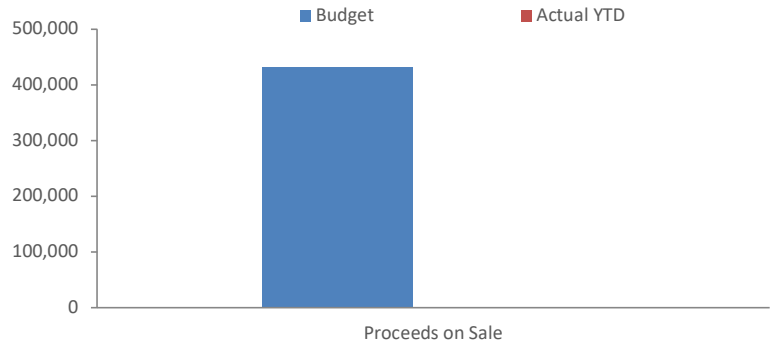
Grants and Contributions

	Annual Budget	Current Budget	YTD Budget	YTD Actual	Variance (Under)/Over
Operating grants, subsidies and contributions					
General Purpose funding					
Financial Assistance Grant - General portion	119,896	119,896	29,974	51,296	21,322
Financial Assistance Grant - Roads portion	85,044	85,044	21,261	24,292	3,031
	204,940	204,940	51,235	75,588	24,353
Law, Order and Public Safety					
Bush Fire Brigade Operating Grant	14,720	14,720	3,680	0	(3,680)
	14,720	14,720	3,680	0	(3,680)
Community Amenities					
CRC, SOCK Week grant funding	25,455	25,455	0	0	0
CRC, Annual operating grants	121,000	121,000	30,249	62,716	32,467
CRC, Event grant funding	31,000	31,000	7,749	3,930	(3,819)
	177,455	177,455	37,998	66,646	28,648
Recreation and Culture					
Reimbursements from sporting groups	0	0	0	0	0
	10,000	10,000	2,499	0	(2,499)
Transport					
Main Roads Direct Grant	305,245	305,245	305,245	305,245	0
	305,245	305,245	305,245	305,245	0
Operating grants, subsidies and contributions Total	**712,360**	**712,360**	**400,657**	**447,479**	**46,822**
Non-operating grants, subsidies and contributions					
Recreation and Culture					
LRCI grant funding	767,272	767,272	191,817	0	(191,817)
	767,272	767,272	191,817	0	(191,817)
Transport					
Regional Road Group (RRG) Grant Funding	480,000	480,000	120,000	192,000	72,000
Roads to Recovery (R2R) Grant Funding	497,754	497,754	124,440	0	(124,440)
Wheatbelt Secondary Freight Network (WSFN) Grant Funding	966,814	966,814	241,704	386,725	145,021
Heavy Vehicle Road Maintenance Contributions	225,000	225,000	112,500	719,609	607,109
	2,169,568	2,169,568	598,644	1,298,335	699,691
Non-operating grants, subsidies and contributions Total	**2,936,840**	**2,936,840**	**790,461**	**1,298,335**	**507,874**
Grand Total	**3,649,200**	**3,649,200**	**1,191,118**	**1,745,814**	**554,696**

OPERATING ACTIVITIES
NOTE 7
DISPOSAL OF ASSETS

Asset Description	Amended budget Net Book Value	Proceeds	Profit	(Loss)	YTD Actual Net Book Value	Proceeds	Profit	(Loss)
	$	$	$	$	$	$	$	$
Toyota Prado (CEO's car)	45,000	50,000	5,000	0	0	0	0	0
Toyota Kluger (EMCS's car)	40,000	38,000	0	(2,000)	0	0	0	0
Toyota Kluger (Dr's car)	40,000	38,000	0	(2,000)	0	0	0	0
Toyota Prado (WM's car)	45,000	45,000	0	0	0	0	0	0
Howard Porter - Side Tipper (NB 5708)	0	35,000	35,000	0	0	0	0	0
Howard Porter - Side Tipper (NB 3937)	13,000	24,000	11,000	0	0	0	0	0
Dolly (NB15003)	0	28,000	28,000	0	0	0	0	0
Ford Ranger (NB 7399)	4,000	3,500	0	(500)	0	0	0	0
Nissan Navara (1HAQ076)	11,000	20,000	9,000	0	0	0	0	0
Nissan Navara (1HAQ077)	11,000	20,000	9,000	0	0	0	0	0
CAT 12M Grader (NB7000)	92,500	90,000	0	(2,500)	0	0	0	0
Land, 15 Thomas St	28,000	20,000		(8,000)				
Land, 33 Thomas St	28,000	20,000		(8,000)				
	357,500	**431,500**	**97,000**	**(23,000)**	**0**	**0**	**0**	**0**

KEY INFORMATION



Proceeds on Sale		
Budget	**YTD Actual**	**%**
$431,500	**$0**	**0%**

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Information on Borrowings		New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	30 Jun 2024	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted
	$	$	$	$	$	$	$	$	$
Recreation and Culture									
Loan 125 - Swimming Pool	87,574	0	0	0	27,296	87,574	60,278	0	5,402
Loan 128 - Recreation Centre	501,085	0	0	0	39,268	501,085	461,817	0	25,873
	588,659	0	0	0	66,564	588,659	522,095	0	31,275
Self supporting loans									
Housing									
Loan 127 - Aged Homes	15,952	0	0	2,138	6,552	13,814	9,400	337	876
Recreation and Culture									
Loan 130 - Mt Walker Tennis Club	3,840	0	0	1,915	3,840	1,925	0	21	31
Loan 131 - Narembeen Bowling Club	56,811	0	0	3,931	7,881	52,880	48,930	277	534
	76,603	0	0	7,984	18,273	68,619	58,330	635	1,441
Total	665,262	0	0	7,984	84,837	657,278	580,425	635	32,716

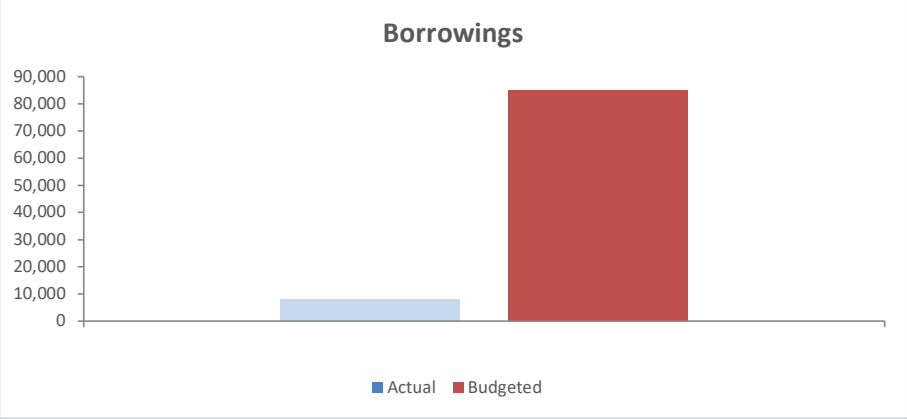
All debenture repayments were financed by general purpose revenue.

SIGNIFICANT ACCOUNTING POLICIES

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.



Principal Repayments
$7,984

Interest Earned	Interest Expense
$22,041	$635

Reserves Bal	Loans Due
$4.13 M	$.66 M

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ATTACHMENT 13.5A
Schedule of Accounts for month ended 30 September 2024

Shire of Narembeen
Schedule of accounts paid
For the month ended 30 September 2024

Chq/EFT	Date	Name	Description	Amount
EFT18006	05/09/2024	150 Square Pty Ltd	RoeROC, Executive Officer services	3,742.60
EFT18007	05/09/2024	A & M Medical Services	Aquatic Centre, service of medical oxygen equipment	212.25
EFT18008	05/09/2024	A-Team Printing	Customer merchandise, ram sale cards	885.20
EFT18009	05/09/2024	Astrotourism WA Pty Ltd	Astroturism, membership	3,850.00
EFT18010	05/09/2024	Aust Post	Australia Post, postage for the month	342.70
EFT18011	05/09/2024	Australian Services Union	Payroll Deductions	26.50
EFT18012	05/09/2024	Avon Waste	Rubbish services	20,079.83
EFT18013	05/09/2024	Bitumen Distributors Pty Ltd	Road maintenance, emulsion	1,259.50
EFT18014	05/09/2024	Blackman Fabrications	John Deere Loader NB7850, rebuild and reinforce loader bucket	5,734.30
EFT18015	05/09/2024	Building and Energy Department of Mines, Industry Regulation and Safety	19 Brown St, remit building permit	56.65
EFT18016	05/09/2024	Customer	Accommodation refund	90.00
EFT18017	05/09/2024	Chris Bray Electrics Pty Ltd	24 Cheetham Way, electrical work	3,157.00
EFT18018	05/09/2024	Customer	Accommodation refund	150.00
EFT18019	05/09/2024	Copier Support	Administration, printing fees	991.31
EFT18020	05/09/2024	Department Of Fire And Emergency Services	ESL quarterly payment	18,694.50
EFT18021	05/09/2024	Eastern Hills Saws And Mowers	Parks and Gardens, blower vac	381.65
EFT18022	05/09/2024	Econisis Pty Ltd	RoeROC, Workforce Housing report	3,520.00
EFT18023	05/09/2024	GSG WA Pty Ltd (Narembeen Roadhouse)	Fuel purchases	603.42
EFT18024	05/09/2024	Gutter Gobbler Holdings Pty Ltd	All Shire residential and commercial properties, gutter cleaning	14,100.00
EFT18025	05/09/2024	Industrial Automation Group Pty Ltd	Standpipes, remote access charge	1,728.65
EFT18026	05/09/2024	Janelle Koeing	Ladies Long Lunch, Comedian deposit	1,500.00
EFT18027	05/09/2024	LG Best Practices Pty Ltd	General accounting services	528.00
EFT18028	05/09/2024	Laura Butler	Preparation of grant application	900.00
EFT18029	05/09/2024	Livingston Medical Pty Ltd	Monthly management fees	25,666.66

Shire of Narembeen
Schedule of accounts paid
For the month ended 30 September 2024

Chq/EFT	Date	Name	Description	Amount
EFT18030	05/09/2024	Local Government Professionals Australia WA	ESP network training	155.00
EFT18031	05/09/2024	Customer	Accommodation refund	180.00
EFT18032	05/09/2024	Merredin Freightlines	Freight, Westslabs and Bitumen Distributors purchases	1,212.35
EFT18033	05/09/2024	Narembeen Cafe	CRC 30th, Catering	1,356.00
EFT18034	05/09/2024	Narembeen Engineering & Steel Supplies	Sand blasting bench seats	3,354.00
EFT18035	05/09/2024	Narrogin Carpets and Curtains	1/24 Doreen Street, replace blinds	3,674.00
EFT18036	05/09/2024	Office of Regional Architecture	Administration office renovations, design work	247.50
EFT18037	05/09/2024	Officeworks	CRC, stationary	87.44
EFT18038	05/09/2024	Otium Planning Group Pty Ltd	Netball feasibility study, final instalment	5,060.00
EFT18039	05/09/2024	P M Services Narembeen	Waste Transfer Station, facility management	2,842.00
EFT18040	05/09/2024	Merredin Flowers and Gifts	CRC 30th, decorative flowers	120.00
EFT18041	05/09/2024	Perlex Holdings Pty Ltd T/A Madcow Entertainment	CRC 30th, kids entertainment	3,140.00
EFT18042	05/09/2024	Prestige Lock Service	Gym, access cards	451.78
EFT18043	05/09/2024	Prompt Safety Solutions	WHS Safety Management System, annual fees	2,200.00
EFT18044	05/09/2024	Repco a division of GPC Asia Pacific Pty Ltd	Depot, workshop consumables	111.56
EFT18045	05/09/2024	Russell Building Approvals Pty Ltd	Administration office renovations, design work	1,100.00
EFT18046	05/09/2024	SEEK Limited	Advertising, Rates Officer	361.35
EFT18047	05/09/2024	Shire of Carnamah	Contribution towards Long Service Leave of ex-employee	9,620.95
EFT18048	05/09/2024	Shire of Cunderdin	VELPIC, annual subscription	682.23
EFT18049	05/09/2024	State Library of Western Australia	State Library, Better Beginnings merchandise	77.00
EFT18050	05/09/2024	Ross's Diesel Service	Community bus and plant, parts for repairs	459.67
EFT18051	05/09/2024	Team Digital	Admin, stationery	195.44
EFT18052	05/09/2024	Employment Training Solutions	Works staff, confined space and load restraint training	2,450.00
EFT18053	05/09/2024	Town Planning Innovations	Town planning services	453.75
EFT18054	05/09/2024	Trustee for J & S Baldwin Trust	Nissan Navara NB613, tyres	1,270.00
EFT18055	05/09/2024	Willway Plumbing and Gas	Emergency Services Building, storm water drain repairs	1,301.58
EFT18056	05/09/2024	XAV Group Pty Ltd t/a Contract Aquatic	Aquatic Centre, chlorine	792.00
EFT18057	19/09/2024	3 Monkeys Audiovisual	Admin, Clickshare CX-30 hardware	3,987.50
EFT18058	19/09/2024	A-Team Printing	Centenary, 100 Year Book printing	1,364.00

Shire of Narembeen
Schedule of accounts paid
For the month ended 30 September 2024

Chq/EFT	Date	Name	Description	Amount
EFT18059	19/09/2024	AFGRI Equipment Australia Pty Ltd	John Deere Loader NB7850, auto electrical repairs	335.73
EFT18060	19/09/2024	AMAC Mechanical	Collins Roller NB3521, hub rebuild	1,018.33
EFT18061	19/09/2024	Laura Butler	Customer Satisfaction Survey, report preparation	300.00
EFT18062	19/09/2024	Archival Survival Pty Ltd	Centenary, paper bags	76.73
EFT18063	19/09/2024	Australian Services Union	Payroll Deductions	26.50
EFT18064	19/09/2024	Avon Waste	Rubbish services	15,677.66
EFT18065	19/09/2024	Boc Gases	Depot, workshop consumables	41.83
EFT18066	19/09/2024	Bruce Rock Community Resource Centre	CRC, advertising CRC CSO position	112.00
EFT18067	19/09/2024	Chris Bray Electrics Pty Ltd	18 Hilton Way, electrical work	929.40
EFT18068	19/09/2024	Customer	Accommodation, refund	100.00
EFT18069	19/09/2024	Cr Amy Hardham	Councillor Nomination Fee, refund	100.00
EFT18070	19/09/2024	Cr Hannah BALD	Councillor Nomination Fee, refund	100.00
EFT18071	19/09/2024	EM Louise Photography	Centenary, photographer	888.70
EFT18072	19/09/2024	Emma Maree Miolini	CRC 30th, cupcakes	250.00
EFT18073	19/09/2024	Fulton Hogan	Pothole repairs	3,590.40
EFT18074	19/09/2024	Customer	Accommodation, refund	165.00
EFT18075	19/09/2024	Liberty Oil Rural Pty Ltd	Fleet maintenance, grease cartridges	502.92
EFT18076	19/09/2024	Narembeen Cafe	Council meeting, catering	209.50
EFT18077	19/09/2024	Narembeen Hardware And Ag Supplies Pty Ltd	Gardens, mulch	4,079.87
EFT18078	19/09/2024	Narembeen Historical Society	Centenary, booklet design	5,000.00
EFT18079	19/09/2024	Narembeen IGA	Caravan Park, consumables	1,170.96
EFT18080	19/09/2024	P M Services Narembeen	Waste Transfer Station, facility management	2,842.00
EFT18081	19/09/2024	Merredin Flowers and Gifts	Centenary, feature arrangement	210.00
EFT18082	19/09/2024	Qbit Trading Company Pty Ltd	Admin, wireless server file access hardware	3,354.87
EFT18083	19/09/2024	RAWLINSONS (W.A)	Administration Office, minor addition and alterations	5,610.00
EFT18084	19/09/2024	Repco	Plant, maintenance components and fluids	1,658.22
EFT18085	19/09/2024	SMEC Australia Pty Ltd	Stormwater harvesting design and specification & stormwater infrastructure assessment reports	69,311.00
EFT18086	19/09/2024	Scavenger Supplies Pty Ltd	Fire extinguishers, 6-month service	4,760.80

Shire of Narembeen
Schedule of accounts paid
For the month ended 30 September 2024

Chq/EFT	Date	Name	Description	Amount
EFT18087	19/09/2024	Sheree Lowe	Centenary, facepainting	449.00
EFT18088	19/09/2024	Shire Of Yilgarn	Advertisement, CSO position	20.00
EFT18089	19/09/2024	Shire of Morawa	Contribution towards ex-employee Long Service Leave	4,431.50
EFT18090	19/09/2024	Ratepayer	Rate refund (overpayment)	34,341.03
EFT18091	19/09/2024	Team Global Express Pty Ltd	Depot, freight	208.92
EFT18092	19/09/2024	Customer	Accommodation, refund	33.00
EFT18093	19/09/2024	Merredin Toyota and Isuzu Ute	Plant, service components	162.66
EFT18094	19/09/2024	Trustee for J & S Baldwin Trust	John Deere Tractor NB685, new grader battery and spare wheel fitting	424.00
EFT18095	19/09/2024	WA Contract Ranger Services	Ranger Services	924.00
EFT18096	19/09/2024	WA Distributors Pty Ltd	Cleaning supplies	468.90
EFT18097	19/09/2024	Westrac Equipment Pty Ltd	Plant, repair components	613.34
EFT18098	19/09/2024	Wheatbelt Office and Business Machines	CRC, photocopier fees	1,405.32
EFT18099	19/09/2024	Willway Plumbing and Gas	CBH Dam, investigate pump	456.53
EFT18100	19/09/2024	Woodlands Distributors & Agencies Pty Ltd	Parks and Gardens, Dog waste bags	193.16
DD12338.1	02/09/2024	Telstra	CRC, Telstra services and usage	217.67
DD12341.1	04/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	110.03
DD12364.1	05/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	2,975.09
DD12364.2	06/09/2024	Water Corporation	Water charges for Council properties and facilities	745.87
DD12367.1	13/09/2024	Beam Precision Superannuation	Superannuation for pay run #77	15,341.93
DD12370.1	03/09/2024	Bankwest	Bankwest Credit Card purchases	11,013.04
DD12373.1	11/09/2024	Commander Australia Pty Ltd	Admin, telephone handset charges	68.51
DD12373.2	12/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	228.21
DD12373.3	17/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	672.39
DD12381.1	26/09/2024	Beam Precision Superannuation	Superannuation for pay run #78	14,514.87
DD12383.1	20/09/2024	Beam Precision Superannuation	Superannuation for pay run #75	15,215.16
DD12384.1	16/09/2024	Telstra	Telephone charges for Council properties and facilities	3,440.44
DD12385.1	30/09/2024	Telstra	Telephone charges for Council properties and facilities	217.92
DD12386.1	20/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	297.20
DD12386.2	24/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	1,272.37
DD12387.1	18/09/2024	Synergy - Western Power	Electricity charges for Council properties and facilities	378.69

Shire of Narembeen
Schedule of accounts paid
For the month ended 30 September 2024

Chq/EFT	Date	Name	Description	Amount
DD12387.2	18/09/2024	Power ICT Pty Ltd	Admin, messages on hold service	75.90
DD12390.1	30/09/2024	Commonwealth Banking Corporation	Commonwealth Bank, Credit Card purchases	6,684.47
GJ4147	12/09/2024	Altus Payroll	Altus Payroll #77	63,686.85
GJ4147	20/09/2024	Altus Payroll	Altus Payroll #78	61,852.68
				522,070.89

ATTACHMENT 13.5B
Credit Card payment list (BW)
September 2024

Shire of Narembeen
Credit Card Purchases
16 July 2024 - 14 August 2024
Direct Debited 3 September 2024

Chief Executive Officer			
Date	**Supplier**	**Description of purchase**	**Amount**
15/07/2024	Vecteezy	Annual subscription for design work	$ 175.97
19/07/2024	Tickets	SEGRA Summit	$ 3,680.00
12/08/2024	Shire of Wandering	LG Inter-municipal Golf Tournament	$ 820.00
		TOTAL CEO CREDIT CARD PAYMENTS	**$ 4,675.97**

Executive Manager Corporate Services			
Date	**Supplier**	**Description of purchase**	**Amount**
14/07/2024	Merredin Roadhouse	Fuel - EMCS	$ 101.79
15/07/2024	ASIC	Company serach	$ 20.00
15/07/2024	Greenvelope.com	Centenary, digital invitations	$ 209.00
18/07/2024	Greenvelope.com	Centenary, digital invitations	$ 60.00
19/07/2024	Shire of Narembeen	Plate change, retained plate NB01	$ 31.10
22/07/2024	Amazon	Cable sleeves	$ 44.97
22/07/2024	Shire of Narembeen	Employee Drivers Licence renewal	$ 46.85
24/07/2024	Water Corporation	Aquatic Centre - trade waste permit	$ 254.14
24/07/2024	Water Corporation	Caravan Park - trade waste permit	$ 254.14
24/07/2024	Amazon	Cable sleeves	$ 37.98
26/07/2024	AL Melville Pty Ltd	3 year service plan	$ 1,635.00
26/07/2024	Bunnings	Plastic tubs	$ 352.00
26/07/2024	Cloudbeds	booking system annual subscription	$ 1,932.00
27/07/2024	1st Choice	Councillor refreshments	$ 55.00
29/07/2024	Shire of Narembeen	Plate change, NB01	$ 19.40
30/07/2024	Landgate	Title search fees	$ 63.20
2/08/2024	Ikea	Reception furniture	$ 835.00
2/08/2024	Nespresso	Coffee Pods	$ 118.00
4/08/2024	BP The Lakes	Fuel - EMCS	$ 95.28
7/08/2024	BP Merredin	Fuel - EMCS	$ 102.10
		TOTAL EMCS CREDIT CARD PAYMENTS	**$ 6,266.95**

Shire of Narembeen
Credit Card Purchases
16 July 2024 - 14 August 2024
Direct Debited 3 September 2024

Date	Supplier	Description of purchase	Amount
	Bankwest	Bank fees and interest	$ 70.12

TOTAL BANKWEST CREDIT CARD PURCHASES FOR THE PERIOD $ 11,013.04

ATTACHMENT 13.5C
Credit Card payment list (CBA)
September 2024

Shire of Narembeen
Credit Card Purchases
28 August 2024 - 25 September 2024
Direct Debited 30 September 2024

Chief Executive Officer			
Date	**Supplier**	**Description of purchase**	**Amount**
4/09/2024	Narembeen Hardware	Centenary, appreciation gift	$ 36.56
5/09/2024	Wholesalewristbandsaustralia	Silicone wristbands	$ 66.00
		TOTAL CEO CREDIT CARD PAYMENTS	**$ 102.56**

Executive Manager Corporate Services			
Date	**Supplier**	**Description of purchase**	**Amount**
28/08/2024	Shire of Narembeen	Test purchase to Shire EFTPOs machine	$ 10.00
28/08/2024	Shire of Narembeen	Test purchase to Shire EFTPOs machine	$ 10.00
28/08/2024	Shire of Narembeen	Shire staff, 1 year drivers licence renewal	$ 46.85
29/08/2024	Wholesalewristbandsaustralia	Silicone wristbands (children)	$ 335.50
29/08/2024	Wholesalewristbandsaustralia	Silicone wristbands (adult)	$ 335.50
29/08/2024	Slimline Warehouse	Admin, wall brochure holder	$ 362.83
29/08/2024	HP Store	Admin, additional laptop chargers	$ 72.00
30/08/2024	Australia Post Narembeen	Gift cards	$ 100.00
2/09/2024	LG Professionals	EMCS, annual membership 2024/2025	$ 560.00
3/09/2024	West Leederville Car Park	Training, parking	$ 13.00
4/09/2024	Coles Express	Fuel	$ 61.82
4/09/2024	West Leederville Car Park	Training, parking	$ 13.00
5/09/2024	Moore Australia	Monthly & annual financial report templates	$ 2,750.00
10/09/2024	BP The Lakes	Fuel	$ 86.17
11/09/2024	Starlink	26 Hilton Way	$ 139.00
11/09/2024	Starlink	Aquatic Centre	$ 139.00
11/09/2024	Starlink	CRC	$ 139.00
11/09/2024	Starlink	Admin	$ 139.00
16/09/2024	ASIC	Company historical reports	$ 120.00
18/09/2024	Nespresso	Coffee pods	$ 230.00
20/09/2024	JB HIFI	Admin, reMarkable tablet	$ 853.99
24/09/2024	BP The Lakes	Fuel	$ 65.25
		TOTAL EMCS CREDIT CARD PAYMENTS	**$ 6,581.91**

Executive Manager Infrastructure Services			
Date	Supplier	Description of purchase	Amount
		TOTAL EMIS CREDIT CARD PAYMENTS	$ -

Date	Supplier	Description of purchase	Amount
	Commbank	Bank fees and interest	$ -

TOTAL CBA CREDIT CARD PURCHASES FOR THE PERIOD	$ 6,684.47