



SHIRE OF MENZIES

AGENDA

**FOR THE ORDINARY MEETING OF COUNCIL
TO BE HELD**

Thursday 29 October 2015

Shire of Menzies

Commencing at 10:00am

**SHIRE OF MENZIES
NOTICE OF ORDINARY COUNCIL MEETING**

Dear Council Member,

The next Ordinary Meeting of the Shire of Menzies will be held on 29 October 2015 at the Shire of Menzies commencing at 10:00am.

P Durtanovich
A/Chief Executive Officer

Date

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Menzies for any act or omission or statement or intimation occurring during this meeting.

It is strongly advised that persons do not act on what is heard at this meeting and should only rely on written confirmation of Council's decision, which will be provided within fourteen (14) days of this meeting.

**FINANCIAL INTEREST
(EFFECTIVE 1 JULY 1996)**

A financial interest occurs where a Councillor, or person with whom the Councillor is closely associated, has direct or indirect financial interest in the matter. That is, the person stands to make a financial gain or loss from the decision, either now or at some time in the future.

An indirect financial interest includes a reference to a financial relationship between that person and another person who requires a Local Government decision in relation to the matter.

Councillors should declare an interest:

- a) In a written notice given to the CEO before the meeting: or
- b) At the meeting immediately before the matter is discussed

A member who has declared an interest must not:

Preside at the part of the meeting relating to the matter: or
Participate in, or be present during any discussion or decision making procedure relating to the matter.

Unless the member is allowed to do so under Section 5.68 or 5.69, Local Government Act 1995

Ref: Local Government Act 1995 Division 6 – Disclosure of Financial Interest.
Specifically Sections 5.60, 5.61, 5.65 and 5.67

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AGENDA FOR ORDINARY MEETING OF COUNCIL

1. DECLARATION OF OPENING

The Acting Chief Executive Officer to declare the meeting open, welcome the attendees, visitors, guests and proceed with the Agenda as planned.

1.1 ELECTION OF PRESIDENT AND DEPUTY PRESIDENT 2015-2017

ELECTION OF PRESIDENT

The CEO will call for nominations for the role of President and will advise if he has received any written nominations for the position.

All nominations for the role of President must be in writing.

If a councillor is nominated by another councillor, the CEO is not to accept the nomination unless the nominee has advised the CEO, orally or in writing, that he or she is willing to be nominated for the office

If at the close of nominations, only one nomination has been received, the CEO will declare that councillor to be elected to the office of President.

If more than one nomination is received, the councillors will vote on the matter by secret ballot which will be conducted by the CEO.

As soon as the ballot has been conducted, the CEO will give notice of the result of the ballot and declare the successful councillor elected to the office of President.

The Acting Chief Executive Officer announced that Cr _____ was elected as Shire President.

When the councillor has been elected to the office of President, the President will then complete the declaration as required by the Local Government (Constitutional) Regulations 1998.

The President will then assume the Chair.

ELECTION OF DEPUTY PRESIDENT

On assuming the Chair, the President will then call for nominations for the position of Deputy President.

All nominations for the role of Deputy President must be in writing.

If a councillor is nominated by another councillor the President is not to accept the nomination unless the nominee has advised the President, orally or in writing, that he or she is willing to be nominated for the office

If at the close of nominations, only one nomination has been received, the President will declare that councillor to be elected to the position as Deputy President.

If more than one nomination is received, the councillors will vote on the matter by secret ballot which will be conducted by the CEO.

As soon as the ballot has been conducted, the CEO will give notice of the result of the ballot and the President will declare the successful councillor elected to the office of Deputy President.

The Acting Chief Executive Officer announced that Cr _____ was elected as Deputy Shire President.

When the councillor has been elected to the office of Deputy President, the Deputy President will then complete the declaration as required by the Local Government (Constitutional) Regulations 1998.

2. ANNOUNCEMENT OF VISITORS

Mr Simon Williamson, Environmental Manager, Cameco Australia
Mr Colin Tincknell, Community Relations Manager, Cameco Australia
Mr Adam Pratt, Environmental Health & Safety Manager, Vimy Resources

3. RECORD OF ATTENDANCE

3.1 PRESENT:

Councillors:	Cr I Baird	Councillor
	Cr I Tucker	Councillor
	Cr J Mazza	Councillor
	Cr J Lee	Councillor
	Cr J Dwyer	Councillor
	Cr D Hansen	Councillor
	Cr K Mader	Councillor

Staff:	P Durtanovich	A/CEO
	L Downie	Minutes

Observers:	Nil
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3.2 APOLOGIES

Councillors:	Nil	
Staff:	R Pepper	MWS

3.3 LEAVE OF ABSENCE PREVIOUSLY APPROVED

Nil

4. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

5. PUBLIC QUESTION TIME

6. APPLICATIONS FOR LEAVE OF ABSENCE

7. DECLARATIONS OF INTEREST

8. NOTICE OF ITEMS TO BE DISCUSSED BEHIND CLOSED DOORS

9. CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON THURSDAY 24 SEPTEMBER 2015

VOTING REQUIREMENTS:
Simple Majority Decision required

OFFICER'S RECOMMENDATION:

That the Minutes of the Ordinary Meeting of Council held on 24 September 2015 be confirmed as a true and accurate record.

10. PETITIONS/DEPUTATIONS/PRESENTATIONS

Cameco Australia Yeelirrie Uranium Project – Transport of Uranium through Menzies along the Goldfields Highway.

Vimy Resources – Mulga Rock Uranium Project.

11. ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

11.1 PRESIDENT'S REPORT
Nil

12. REPORTS OF COMMITTEES AND OFFICERS

12.1 HEALTH, BUILDING & TOWN PLANNING BUSINESS

12.1.1 APPLICATION FOR PLANNING APPROVAL

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	Mr Robert O'Loughlin
FILE REF:	ASS1580
DISCLOSURE OF INTEREST:	None
DATE:	25 September 2015
AUTHOR:	Dave Hadden, Environmental Health Officer/Building Surveyor
SIGNATURE OF AUTHOR:	
SENIOR OFFICER:	Pascoe Durtanovich, Acting CEO
SIGNATURE OF SENIOR OFFICER:	
PREVIOUS MEETING REFERENCE:	Nil

ATTACHMENTS:

12.1.1 Attachment #1 Locality Plan

SUMMARY:

Application has been seeking approval to construct an over height corrugated iron fence around Lot 571 (85) Webb Street Menzies.

BACKGROUND:

The applicant has previously made contact with staff to determine fencing heights required for residential properties which has resulted in the written request for over height boundary fencing.

COMMENT:

Council does not have fencing Local Laws that determine boundary fence heights or approved materials for different zoned areas. Generally most local governments allow 1.2m high front fences forward of building lines and 1.8m high side and rear boundary fence heights on residential zoned land. This lot is zoned rural under Council existing and proposed Planning Scheme which in normal circumstance would only require a stock fence of 1.2m height on boundary alignments. The applicant wishes to construct higher boundary fencing and as such this application has been received seeking development approval.

The applicant is seeking approval for a 1.8m high front fence forward of the building line required by State Planning Residential R Codes (setback 6m) and a 2m high side and rear fence constructed of drill rod posts (2m centres) steel top hat rails and teck screwed new corrugated iron fencing sheets. Council's building surveyor has no concerns with the design or height of the proposed fencing.

CONSULTATION: Nil

STATUTORY ENVIRONMENT: Nil

POLICY IMPLICATIONS:

There are no policy implications resulting from the recommendation of this report.

FINANCIAL IMPLICATIONS: Nil

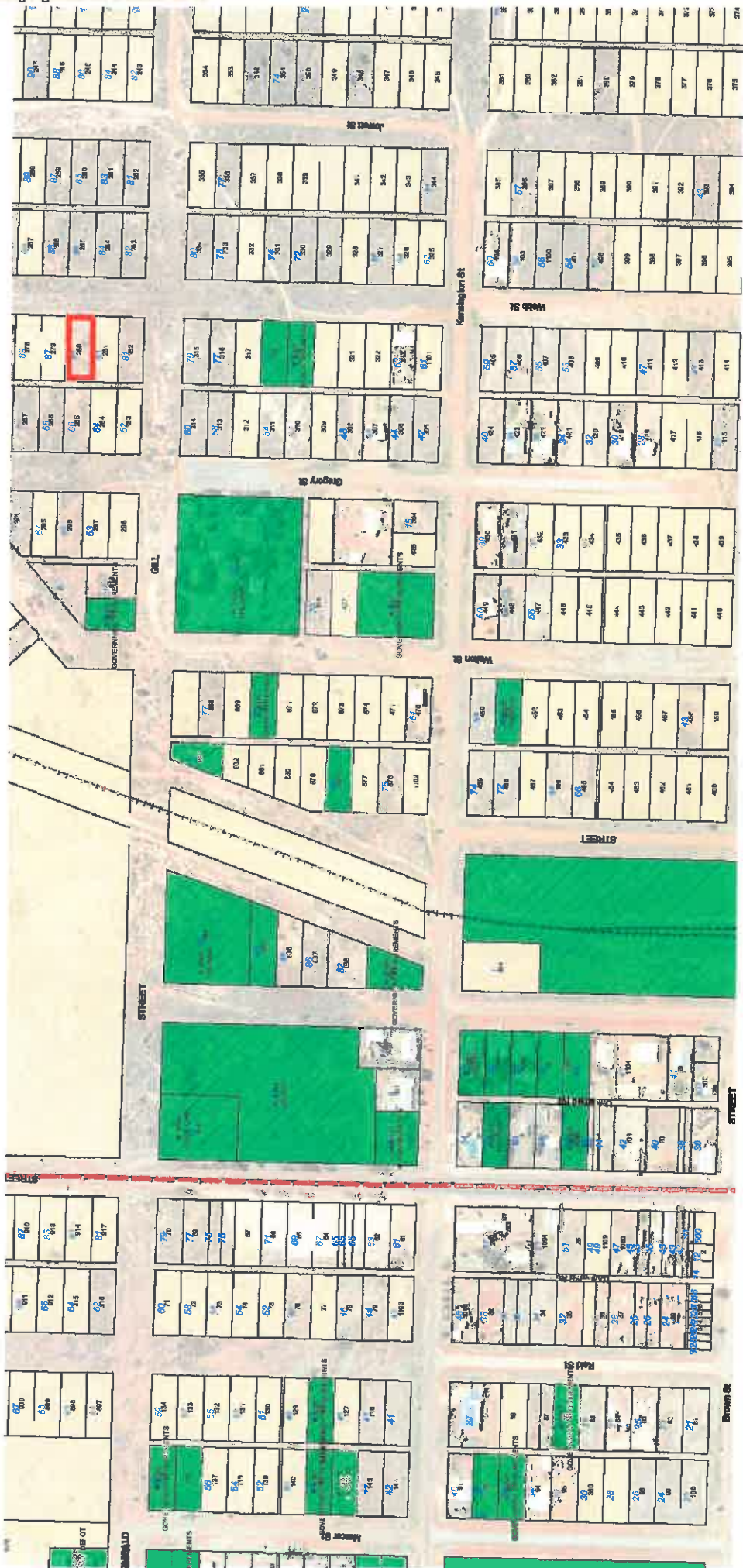
STRATEGIC IMPLICATIONS: Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That the construction of a 1.8m high front and 2m high side and rear boundary fencing comprising of drill rod posts (2m centres), steel top hat rails and teck screwed corrugated iron sheeting at Lot 571 (85) Webb Street Menzies be approved, subject to the fencing sheets being constructed of new corrugated iron sheeting.



12. REPORTS OF COMMITTEES AND OFFICERS

12.2 FINANCE AND ADMINISTRATION BUSINESS

12.2.1 MONTHLY FINANCIAL REPORT – SEPTEMBER 2015

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	N/A
FILE REF:	ADM052
DISCLOSURE OF INTEREST:	None
DATE:	2 October 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:

12.2.1 Attachment #1 Monthly Statement of Financial Activity and associated reports for September 2015

SUMMARY:

Statutory Financial Reports are submitted to Council for receipt as a record of financial activity during the reporting month.

BACKGROUND:

The monthly reports have been prepared by Shire Officers to reflect revenue and expenditure transactions for the period to 30 September 2015.

COMMENT:

The Shire of Menzies is now using Synergy to compile the Monthly Financial reports.

CONSULTATION: N/A

STATUTORY ENVIRONMENT:

Local Government (Financial Management) Regulations – Regulation 34

POLICY IMPLICATIONS: Nil

FINANCIAL IMPLICATION: Nil

STRATEGIC IMPLICATIONS:

14.3.5 Sustainable Resource Management

Ensure resources are managed effectively

Prepare timely accurate reports on the Shire's activities, budgets, plans and performance

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That Council receive the Financial Reports, Statement of Financial Activity and associated reports for the period to 30 September 2015.



SHIRE OF MENZIES

MONTHLY FINANCIAL REPORT

For the Period Ended 30th SEPT 2015

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

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Statement of Financial Activity

Budget vs. Actual - graphs

Net Current Funding Position

Cash and Investments

Receivables

Cash Backed Reserves

Grants & Contributions

Trust

Major Variation Notes

Schedules 3 To 14 (By Program)

Includes

Grants and Contributions

Capital Expenditure

EOFY / Budget Predictions

Financial Overview for the EOFY

Prepared By: Karen Oborn, Deputy CEO

Date: 16/10/2015

SHIRE OF MENZIES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting Program)
For the Period Ended 30th SEPT 2015

	Annual Budget 2015-16	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(b)	Var.
Operating Revenues	\$	\$	\$	\$	%	
Governance	2,500	625	0	(625)	(100.00%)	
General Purpose Funding	1,381,426	345,357	376,159	30,802	8.19%	
Law, Order and Public Safety	7,450	1,863	0	(1,863)	(100.00%)	
Health	500	125	0	(125)	(100.00%)	
Housing	57,508	14,377	7,143	(7,234)	(101.27%)	
Community Amenities	6,350	1,588	6,345	4,758	74.98%	
Recreation and Culture	22,125	5,531	19,624	14,093	71.81%	▲
Transport	950	238	217,200	216,963	99.89%	▲
Economic Services	209,620	52,405	60,363	7,958	13.18%	
Other Property and Services	41,200	10,300	162,727	152,427	93.67%	▲
Total (Ex. Rates)	1,729,629	432,407	849,561	417,154		
Operating Expense						
Governance	(736,405)	(184,101)	(167,917)	16,184	9.64%	
General Purpose Funding	(244,613)	(61,153)	(54,670)	5,483	11.86%	
Law, Order and Public Safety	(178,333)	(44,583)	(55,763)	(11,179)	(20.05%)	▼
Health	(183,348)	(45,837)	(6,285)	39,552	629.30%	▲
Education and Welfare	(9,500)	(2,375)	0	2,375	100.00%	
Housing	(136,916)	(34,229)	(41,445)	(7,216)	(17.41%)	
Community Amenities	(129,578)	(32,395)	(20,663)	11,732	56.78%	▲
Recreation and Culture	(430,462)	(107,616)	(47,515)	60,100	126.49%	▲
Transport	(6,150,718)	(1,537,680)	(1,903,348)	(365,669)	(19.21%)	▼
Economic Services	(1,274,921)	(318,730)	(311,350)	7,380	2.37%	
Other Property and Services	(4,999)	(1,250)	(110,471)	(109,221)	(98.87%)	▼
Total	(9,479,793)	(2,369,948)	(2,719,426)	(349,478)		
Funding Balance Adjustment						
Add back Depreciation	3,270,269	817,567	1,324,069	506,501	38.25%	▲
Adjust (Profit)/Loss on Asset Disposal	0	0	0	0		
Adjust Provisions and Accruals	0	0	0	0		
Net Operating (Ex. Rates)	(4,479,895)	(1,119,974)	(545,796)	574,178		
Capital Revenues						
Grants, Subsidies and Contributions	4,324,873	1,081,218	220,602	(860,616)	(390.12%)	
Proceeds from Disposal of Assets	0	0	0	0		
Transfer from Reserves	0	0	0	0		
Total	4,324,873	1,081,218	220,602	(860,616)		
Capital Expenses						
Land and Buildings	(731,220)	(182,805)	(194,292)	(11,487)	(5.91%)	
Plant and Equipment	(696,700)	(174,175)	(650)	173,525	26703.16%	▲
Furniture and Equipment	(44,500)	(11,125)	0	11,125	100.00%	▲
Infrastructure Assets - Roads	(3,388,228)	(846,557)	(768,790)	77,767	10.12%	▲
Infrastructure Assets - Other	(328,000)	(82,000)	0	82,000	100.00%	▲
Loan Principal	0	0	0	0		
Transfer to Reserves	(1,671,858)	(417,364)	0	417,964	100.00%	▲
Total	(6,858,504)	(1,714,626)	(963,732)	750,894		
Net Capital	(2,533,631)	(633,408)	(743,130)	(109,722)		
Total Net Operating + Capital	(7,013,526)	(1,753,382)	(1,288,926)	464,456		
Opening Funding Surplus(Deficit)	4,225,446	4,225,446	4,225,446	0	0.00%	
Rate Revenue	2,788,081	232,340	2,816,138	2,583,798	91.75%	▲
Closing Funding Surplus(Deficit)	1	2,704,405	5,752,658	3,048,254		

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

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which have been adopted in the preparation of this statement of financial activity are:

(a) Basis of Accounting

This statement is a special purpose financial report, prepared in accordance with applicable Australian Accounting Standards, other mandatory professional reporting requirements and the Local Government Act 1995 (as amended) and accompanying regulations (as amended).

(b) The Local Government Reporting Entity

All Funds through which the Council controls resources to carry on its functions have been included in this statement.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated.

All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 12.

(c) Rounding Off Figures

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

(d) Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

(e) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables are stated inclusive of applicable GST.

(f) Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank and in hand and short-term deposits that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Cash Flow Statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts are included as short-term borrowings in current liabilities.

(g) Trade and Other Receivables

Trade receivables, which generally have 30 - 90 day terms, are recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method, less any allowance for uncollectible amounts.

Collectability of trade 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.

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(h) Inventories

General

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs of necessary to make the sale.

Inventories held from trading are classified as current even if not expected to be realised in the next 12 months.

Land Held for Resale

Land purchased for development and/or resale is valued at the lower of the cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

Revenue arising from the sale of property is recognised in the operating statement as at the time of signing a binding contract of sale.

Land held for resale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(i) Fixed Assets

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.

(j) Depreciation of Non-Current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the future economic benefits embodied in those assets.

Depreciation is recognised on a straight-line basis, using rates which are reviewed each reporting period. Major depreciation rates and periods are:

Buildings	5.00%
Furniture and Equipment	10.00%
Plant and Equipment - Heavy	15.00%
Plant and Equipment - Sundry	25.00%
Electronic Equipment	25.00%
Tools	20.00%
Infrastructure - Grids	4.00%
Infrastructure - Floodways	6.00%
Pavement	2.50%
Seal	6.67%
Curbing	2.00%
Other Infrastructure	2.00%

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(k) Trade and Other Payables

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the local government prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(l) Employee Benefits

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave and Long Service Leave (Short-term Benefits)

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the Shire has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the Shire expects to pay and includes related on-costs.

(ii) Annual Leave and Long Service Leave (Long-term Benefits)

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the Shire does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(m) Interest-bearing Loans and Borrowings

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.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

(n) Provisions

Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

(o) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non current based on Council's intentions to release for sale.

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(p) Nature or Type Classifications

Rates

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

Operating Grants, Subsidies and Contributions

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

Non-Operating Grants, Subsidies and Contributions

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

Profit on Asset Disposal

Profit on the disposal of assets including gains on the disposal of long term investments.
Losses are disclosed under the expenditure classifications.

Fees and Charges

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

Service Charges

Service charges imposed under Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996 identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Interest Earnings

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

Other Revenue / Income

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

Employee Costs

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

Materials and Contracts

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

Utilities (Gas, Electricity, Water, etc.)

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

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(q) Nature or Type Classifications (Continued)

Insurance

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

Loss on asset disposal

Loss on the disposal of fixed assets.

Depreciation on non-current assets

Depreciation expense raised on all classes of assets.

Interest expenses

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

Other expenditure

Statutory fees, taxes, provision for bad debts, member's fees or levies including WA Fire Brigade Levy and State taxes. Donations and subsidies made to community groups.

(r) Statement of Objectives

In order to discharge its responsibilities to the community, the Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis and for each of its broad activities/programs.

Council operations as disclosed in this statement encompass the following service orientated activities/programs:

GOVERNANCE

Administration and operation of facilities and services to members of council. Other costs that relate to the task of assisting elected members and electors on matters which do not concern specific council services.

GENERAL PURPOSE FUNDING

Rates, general purpose government grants and interest revenue.

LAW, ORDER, PUBLIC SAFETY

Supervision of various by-laws, fire prevention and animal control.

HEALTH

Monitor and control health standards within the community, provide support and assistance with airstrips to enable all residents access to the Royal Flying Doctor for regular and emergency health services. Analytical services.

**SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(r) STATEMENT OF OBJECTIVE (Continued)

EDUCATION AND WELFARE

Support of education facilities within the Shire and of any external resources necessary to assist with education programmes for all residents.

HOUSING

Provision and maintenance of staff housing.

COMMUNITY AMENITIES

Maintain a refuse site for the settlement.

RECREATION AND CULTURE

Provide a library and museum and operation thereof. Maintain recreation centre, sports field, parks, gardens and other recreational facilities.

TRANSPORT

Construction and maintenance of roads, drainage works and traffic signs. Maintenance of settlement airstrip.

ECONOMIC SERVICES

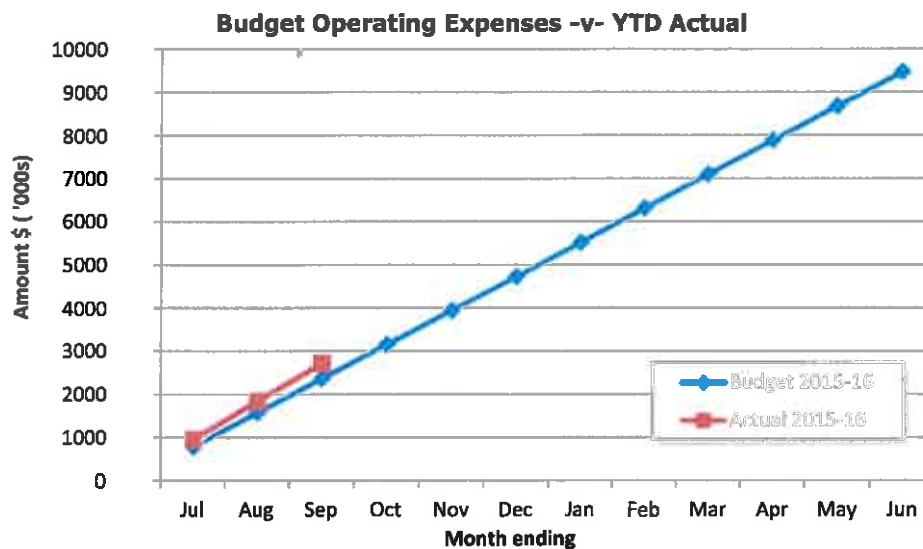
Building control, provision of power and water supplies. Supply and maintenance of television re-broadcast installation. Provision of radio communication. Maintenance of caravan park. Vermin control and area promotion.

OTHER PROPERTY & SERVICES

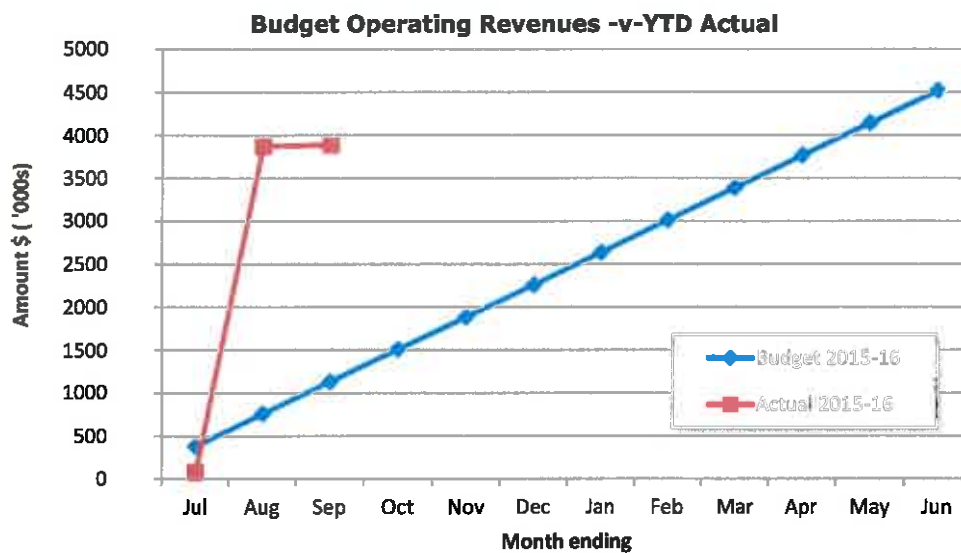
Private works operations, plant repairs and operations costs.

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Graphical Representation - Source Statement of Financial Activity

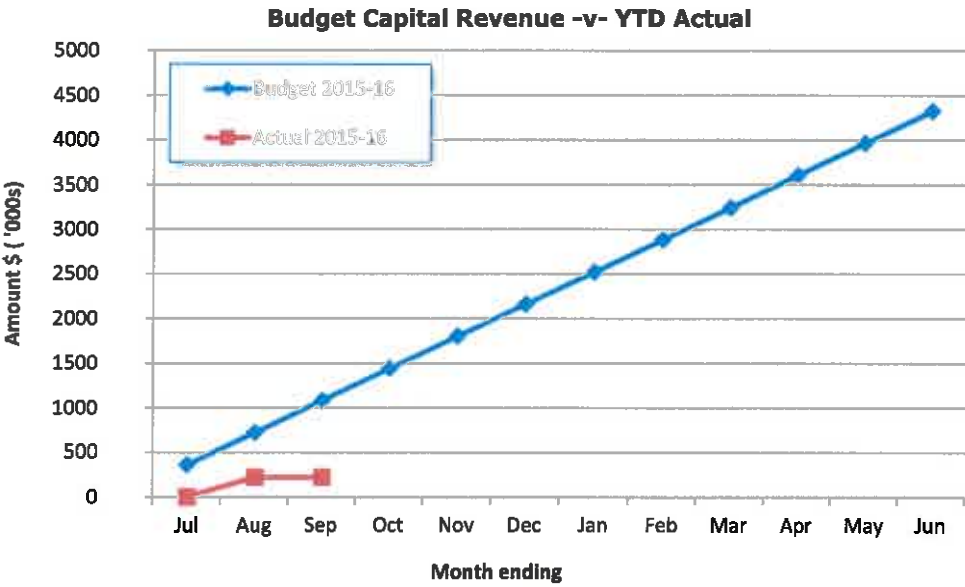
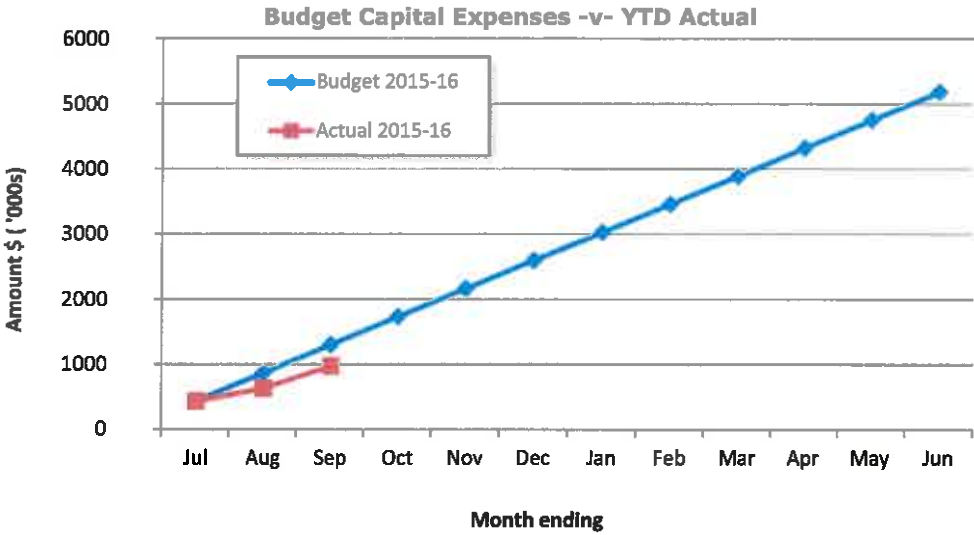


Road Depreciation was corrected in MAY 2015



SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Graphical Representation - Source Statement of Financial Activity



SHIRE OF MENZIES

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY For the Period Ended 30th SEPT 2015

NET CURRENT FUNDING POSTION

Current Assets

Cash Unrestricted
Cash Restricted
Receivables - Rates
Receivables -Other
Provision for Doubtful Debts
Inventories
timing

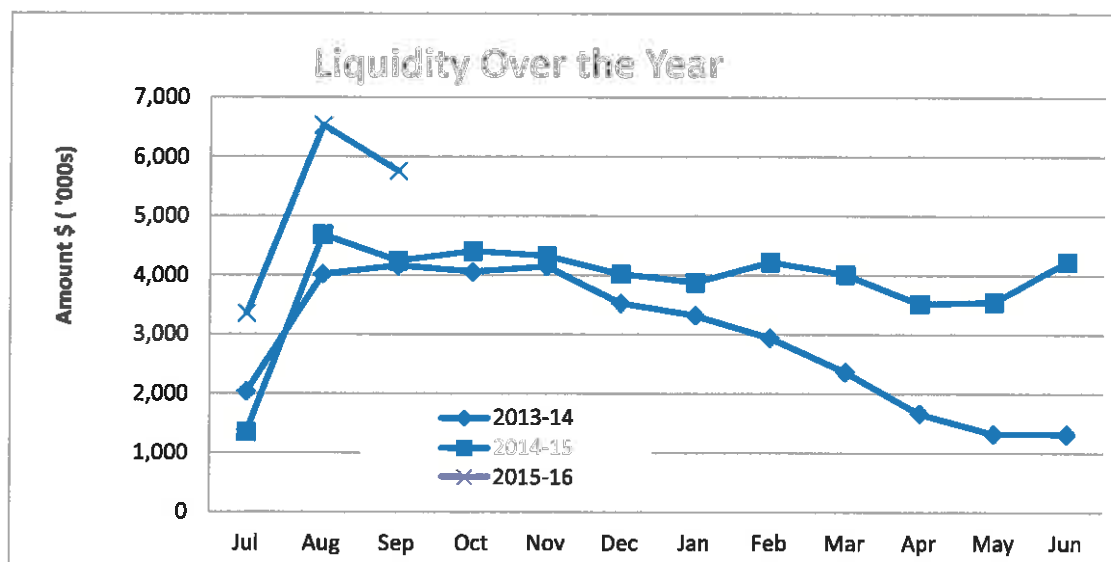
Less: Current Liabilities

Payables
Income in Advance
Provisions

Less: Cash Reserves
Add: Cash Backed Leave Provisions

Net Current Funding Position

Positive=Surplus (Negative=Deficit)		
YTD	B/F	YTD
For the Period Ended 30th SEPT 2015	30th June 2015	Same Period Previous Year
\$	\$	\$
3,792,917	3,296,976	1,140,123
2,590,905	2,590,905	2,590,905
2,070,998	902,001	524,474
350,453	491,753	305,436
(200,000)	(200,000)	(200,000)
1,051	7,204	4,587
8,606,325	7,088,840	4,365,525
(233,641)	(153,213)	(445,734)
(26,321)	0	0
(89,873)	(89,873)	(89,873)
(349,835)	(243,086)	(535,607)
(2,590,905)	(2,590,905)	(2,590,905)
89,873	89,873	89,873
5,755,458	4,344,721	1,328,886



SHIRE OF MENZIES

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY For the Period Ended 30th SEPT 2015

CASH AND INVESTMENTS

	Interest Rate	Unrestricted \$	Restricted \$	Trust \$	Total Amount \$	Institution	Maturity Date
(a) Cash Deposits							
Municipal Account	Variable	1,860,919			1,860,919	NAB	Cheque Acc.
Cash Maximiser Account	Variable	93,678			93,678	NAB	
Trust	Nil			3,100	3,100	NAB	Cheque Acc.
Cash On Hand		580			580	N/A	On Hand
(b) Term Deposits							
Municipal Investment		1,837,739			1,837,739	NAB	Various
Reserves			2,590,905		2,590,905	NAB	Various
(c) Other Investments							
N/A					0		
Total		3,792,917	2,590,905	3,100	6,386,922		

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Note5: BUDGET AMENDMENTS

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

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
	Surplus/(Deficit) on Budget Adoption			\$	\$	\$	\$
						0	0
03201	Grants Commission Grant Received - General		Opening Surplus(Deficit)	(862,171)		(862,171)	(862,171)
03202	Grant Commission - Ops Road Component		Opening Surplus(Deficit)	(405,665)		(405,665)	(1,267,836)
1404000	Income In Advance		Opening Surplus(Deficit)	1,267,836		1,267,836	0
13701	Community Develop Manager		Operating Expenses			(15,812)	(15,812)
13310	BCITF Levy due from 14/15		Operating Expenses			(2,488)	(18,300)
							(18,300)
							(18,300)
							(18,300)
	Closing Funding Surplus (Deficit)			0	0	(18,300)	(18,300)

SHIRE OF MENZIES

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

RECEIVABLES

Receivables - Rates Receivable

Opening Arrears Previous Years
Levied this year
Less Collections to date
Equals Current Outstanding

Net Rates Collectable
% Collected

For the Period Ended 30th SEPT 2015	YTD 30th June 2015
\$	\$
922,220	524,474
2,816,138	2,850,046
(1,667,360)	(1,927,826)
2,070,998	922,220
2,070,998	922,220
44.60%	57.13%

incs interims

Receivables - General

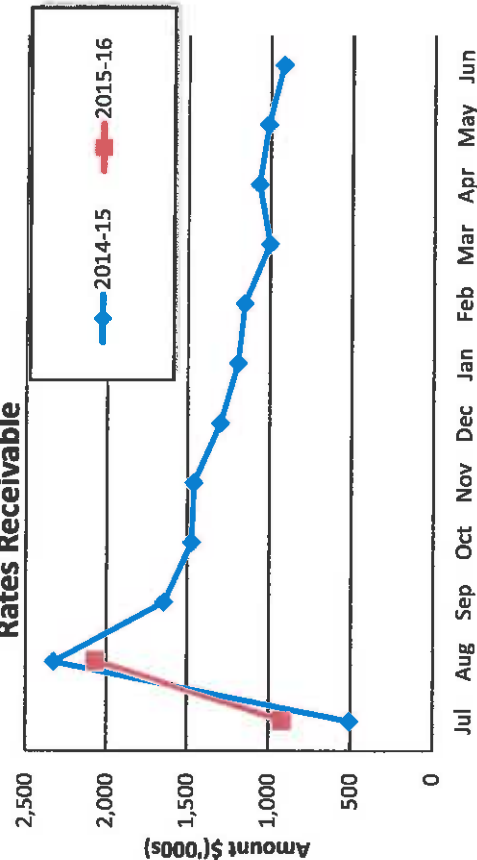
Receivables - General

Total Receivables General Outstanding

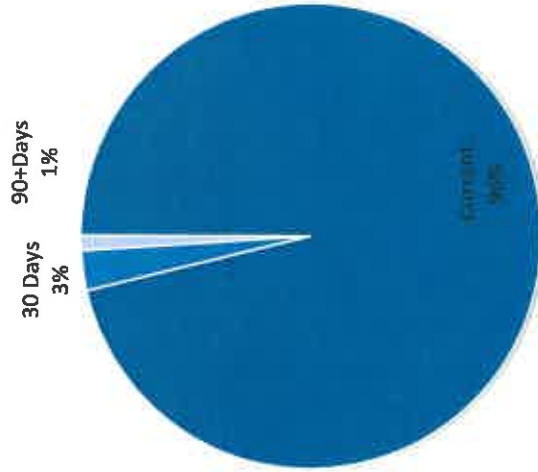
Amounts shown above include GST (where applicable)

Current	30 Days	60 Days	90+Days
\$	\$	\$	\$
172,822	5,000	0	1,838
			179,660

Rates Receivable



Accounts Receivable (non-rates)

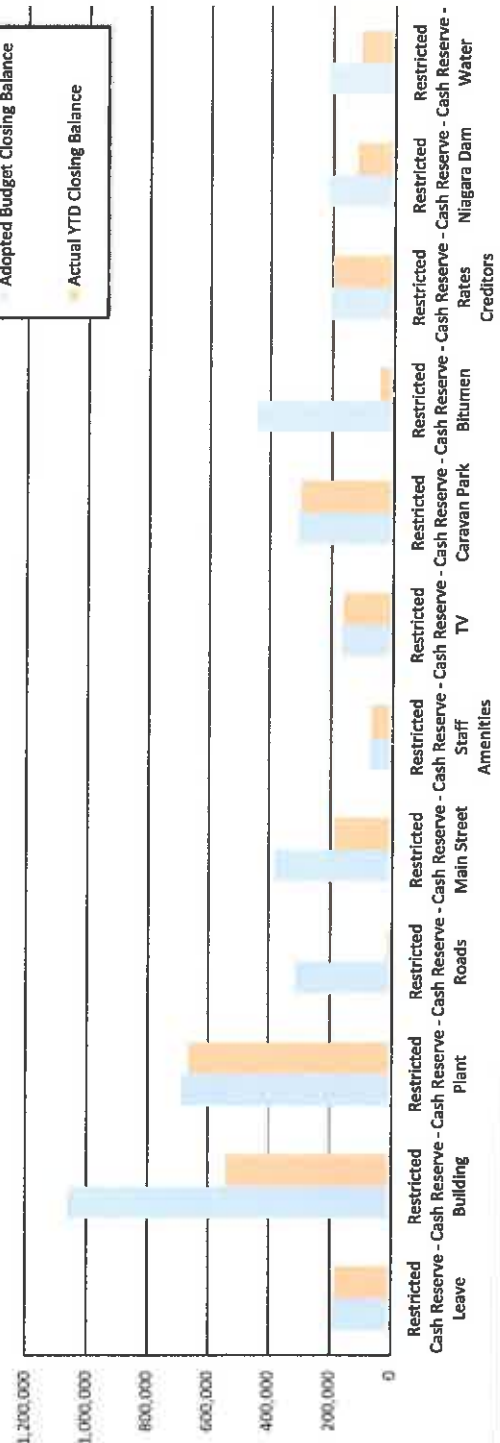


SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Cash Backed Reserves

2015-16	Opening Balance	Adopted Budget Interest Earned	Actual Interest Earned	Adopted Budget Transfers In (+)	Actual Transfers In (+)	Adopted Budget Transfers Out (-)	Actual Transfers Out (-)	Adopted Budget Closing Balance	Actual YTD Closing Balance
Restricted Cash Reserve - Leave	\$ 182,552	\$ 6,341	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 188,893	\$ 182,552
Restricted Cash Reserve - Building	541,383	18,806	0	500,000	0	0	0	1,060,189	541,383
Restricted Cash Reserve - Plant	665,689	23,124	0	0	0	0	0	688,813	665,689
Restricted Cash Reserve - Roads	14,911	518	0	300,000	0	0	0	315,429	14,911
Restricted Cash Reserve - Main Street	187,858	6,526	0	188,000	0	0	0	382,384	187,858
Restricted Cash Reserve - Staff Amenities	67,265	2,337	0	3,856	0	0	0	73,458	67,265
Restricted Cash Reserve - TV	160,395	5,572	0	0	0	0	0	165,967	160,395
Restricted Cash Reserve - Caravan Park	300,436	10,436	0	0	0	0	0	310,872	300,436
Restricted Cash Reserve - Bitumen	43,916	1,526	0	400,000	0	0	0	445,442	43,916
Restricted Cash Reserve - Rates Creditors	199,054	6,915	0	0	0	0	0	205,969	199,054
Restricted Cash Reserve - Niagara Dam	119,578	4,154	0	90,000	0	0	0	213,732	119,578
Restricted Cash Reserve - Water	107,868	3,747	0	100,000	0	0	0	211,615	107,868
	2,590,905	90,000	0	1,581,856	0	0	0	4,262,761	2,590,905

Year To Date Reserve Balance to End of Year Estimate



SHIRE OF MENZIES

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Note 8: CAPITAL DISPOSALS AND ACQUISITIONS

Actual YTD Profit/(Loss) of Asset Disposal				Adopted Budget For the Period Ended 30th SEPT 2015			
Cost	Accum Depr	Proceeds	Profit (Loss)	Disposals	Adopted Budget Profit/(Loss)	Actual Profit/(Loss)	Variance
\$	\$	\$	\$		\$	\$	\$
				Plant and Equipment			
			0	CEOs Car asset 342	2,333	0	(2,333)
			0	Rubbish Truck asset 297	1,000	0	(1,000)
			0			0	0
			0			0	0
			0			0	0
			0			0	0
			0			0	0
			0			0	0
0	0	0	0		3,333	0	(3,333)

Comments - Capital Disposal/Replacements

		Adopted Budget For the Period Ended 30th SEPT 2015		
Summary Acquisitions		Amended Budget	Actual	Variance
Comments				
	Land and Buildings	\$ 739,220	\$ 194,292	(544,928)
	Plant and Equipment	696,700	650	(696,050)
	Furniture and Equipment	44,500	0	(44,500)
	Infrastructure - Roads	3,386,229	768,790	(2,617,439)
	Infrastructure - Other	320,000	0	(320,000)
	Capital Totals	5,186,649	963,732	(4,222,917)

Comments - Capital Acquisitions

SHIRE OF MENZIES

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015**

Note B: CAPITAL DISPOSALS AND ACQUISITIONS

Comments	Land and Buildings	Adopted Budget For the Period Ended 30th SEPT 2015		
		Adopted Budget	Actual	Variance
		\$	\$	\$
	Installation of Solar Panels New Houses	50,000	0	(50,000)
	Installation Landscaping New Houses	60,000	416	(59,584)
	Installation of Sheds for New Houses	52,653	42,118	(10,535)
	Installation landscaping - Shenton St Units	20,000	8,464	(11,536)
	CEO House Renewal	25,000	1,252	(23,748)
	Construction Project Shire Hall Toilets	69,567	46,016	(23,551)
	Upgrade of Old Church Menzies	50,000	0	(50,000)
	Stone Restoration & Repairs Historic Buildings	120,000	0	(120,000)
	Minor building renewals	10,000	0	(10,000)
	Depot Extension -Asset Upgrade	150,000	0	(150,000)
	TyTj Capital items Purchased	10,000	0	(10,000)
	Solar Power Units - GYROC Project	50,000	72,965	22,965
	Electrical Upgrades to Admin	52,000	0	(52,000)
	Purchase of land lots for town development	20,000	23,061	3,061
	Capital Totals	739,220	194,292	(544,928)

Comments	Plant & Equipment	Adopted Budget For the Period Ended 30th SEPT 2015		
		Adopted Budget	Actual	Variance (Under)Over
		\$	\$	\$
	Purchase Vibrating Roller	219,100	0	(219,100)
	Purchase Small Tipper	80,800	0	(80,800)
	Purchase Rubbish Truck	191,500	0	(191,500)
	Purchase Pedestrian Roller	11,500	0	(11,500)
	Purchase Jacking Beam for Hoist	29,000	0	(29,000)
	Minor Plant Purchases	4,300	0	(4,300)
	Mtce. Grader Accommodation	90,500	650	(89,850)
	CEOs Vehicle Replacement	70,000	0	(70,000)
	Capital Totals	696,700	650	(696,050)

SHIRE OF MENZIES

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Note 8: CAPITAL DISPOSALS AND ACQUISITIONS

Comments	Furniture & Equipment	Adopted Budget For the Period Ended 30th SEPT 2015		
		Adopted Budget	Actual	Variance (Under)Over
		\$	\$	\$
	New Locking System	10,000	0	(10,000)
	Admin Phone System Upgrade	10,000	0	(10,000)
	Replacement Conference Phone System for Chamber	10,000	0	(10,000)
	dishwashers for the 3 staff houses	3,000	0	(3,000)
	Water Tanks for 4 staff houses	11,500	0	(11,500)
	Capital Totals	44,500	0	(44,500)

Comments	Roads	Adopted Budget For the Period Ended 30th SEPT 2015		
		Adopted Budget	Actual	Variance (Under)Over
		\$	\$	\$
	Evanstone Menzies Rd CRSF	360,009	84,328	(275,681)
	Evanstone Menzies Rd BST	143,190	0	(143,190)
	Menzies NW Rd BST	77,691	0	(77,691)
	Menzies NW Rd MUNI	350,000	76,920	(273,080)
	Menzies NW Rd MUNI 14/15	241,000	0	(241,000)
	TjTj Rd MUNI 14/15	60,302	0	(60,302)
	Main Street MUNI	203,919	0	(203,919)
	Connie Sue Rd MUNI	31,000	0	(31,000)
	Kookynie rd MUNI	205,033	0	(205,033)
	Kingsington St MUNI	78,425	0	(78,425)
	Evanstone Menzies Rd RRG	150,000	0	(150,000)
	Yarri Rd RRG	135,000	0	(135,000)
	Menzies NW Rd RRG	300,000	272,499	(27,501)
	Menzies NW Rd R2R	659,000	262,492	(396,508)
	Connie Sue Rd R2R	50,000	0	(50,000)
	Shire House - Crossover Construction	152,012	0	(152,012)
	Footpath Construction	93,648	68,199	(25,449)
	Bicycle Path Construction	96,000	4,352	(91,648)
			0	0
	Capital Totals	3,386,229	768,790	(2,617,439)

Comments	Other Infrastructure	Adopted Budget For the Period Ended 30th SEPT 2015		
		Adopted Budget	Actual	Variance (Under)Over
		\$	\$	\$
	New Pound	10,000	0	(10,000)
	Waste Refuse Site Renewal Project	65,000	0	(65,000)
	Aunty Nelly Water Reclaim Project	120,000	0	(120,000)
	Play Ground Equip Upgrade Project	30,000	0	(30,000)
	Tourism Signage & events Board	15,000	0	(15,000)
	Town Street Trees Planting & Care Program	50,000	0	(50,000)
	Caravan Park Landscaping Project	30,000	0	(30,000)
	Capital Totals	320,000	0	(320,000)

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

Note 9: RATING INFORMATION												
RATE TYPE		Rate in \$	Number of Properties	Rateable Value \$	Rate Revenue \$	InterIm Rates \$	Back Rates \$	Total Revenue \$	Adopted Budget Rate Revenue \$	Adopted Budget Interim Rate \$	Adopted Budget Back Rate \$	Adopted Budget Total Revenue \$
Differential General Rate												
GRV		0.07887	24	173,940	13,719		0	13,719	13,719			13,719
GRV	vacant	0.07999	1	4,420	354		0	354	354			354
UV	Pastoral	0.03747	17	1,067,719	40,007		0	40,007	40,007			40,007
UV	Other	0.02685	0	0	0		0	0	0		0	0
UV	Vacant	0.07887	5	22,600	1,782		0	1,782	1,782			1,782
UV	Mining	0.14411	274	13,514,700	1,947,603		0	1,947,603	1,951,702	40,000		1,991,702
UV	Mining	0.14205	260	4,515,792	641,468		0	641,468	641,468	0		641,468
UV	Mining	0.13999	231	493,202	69,043		0	69,043	69,043			69,043
Sub-Totals			812	19,792,373	2,713,977	0	0	2,713,977	2,718,076	40,000	0	2,758,076
Minimum Rates		Minimum \$										
GRV		300	13	25,036	3,900		0	3,900	3,900		0	3,900
GRV	vacant	300	222	30,945	66,600		0	66,600	66,600		0	66,600
UV	Pastoral	300	9	35,384	2,700		0	2,700	2,700		0	2,700
UV	Other	300	0	0	0		0	0	0		0	0
UV	Vacant	300	119	321,280	35,700		0	35,700	35,700		0	35,700
UV	Mining	300	63	48,560	18,900		0	18,900	18,900		0	18,900
UV	Mining	265	169	152,075	44,785		0	44,785	44,785		0	44,785
UV	Mining	235	211	176,801	49,585		0	49,585	49,585		0	49,585
Sub-Totals			806	790,081	113,270	0	0	113,270	222,170	0	0	222,170
Write offs			1,618					2,827,247				2,980,246
Totals								0				(192,165)
								2,827,247				2,788,081

Comments - Rating Information

All land except exempt land in the Shire of Menzies is rated according to its Gross Rental Value (GRV) in town sites or Unimproved Value (UV) in the remainder of the Shire.

The differential rates detailed above for the 2014/15 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also bearing considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the Local Government services/facilities.

**SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015**

10. INFORMATION ON BORROWINGS

(a) Debenture Repayments

Council has no borrowings.

(b) New Debentures

No new debentures were raised during the reporting period.

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

GRANTS AND CONTRIBUTIONS

Program/Details GL	Grant Provider	Approval (Y/N)	2015-16 Adopted Budget	Variations Additions (Deletions)	Operating	Capital	Reoup Status Received Not Received
GENERAL PURPOSE GRANTS							
03201-Grants Commission	WALGGC	y	1,714,415	(862,171)	0	0	\$ 852,244
03202-Federal Roads	WALGGC	y	759,021	(405,665)	0	0	\$ 353,356
HOUSING							
LAW, ORDER, PUBLIC SAFETY							
05107-Fire Prevention Grant	DFES	y	2,000	(2,000)	0	0	0
RECREATION AND CULTURE							
11799-War Memorial Grants	Lotterywest	TBA	50,000	0	0	0	0
11799-War Memorial Grants	Dept of Veteran's Affairs	TBA	0	0	0	0	50,000
11799-War Memorial Grants	Minara	TBA	0	0	0	0	0
TRANSPORT							
MRWA ROAD FUNDING							
12226-Direct Grants	MRWA Direct	y	148,800				148,800
12227-MRWA Subsidies	MRWA	y	1,200				1,200
12225-Commodity Route Evanston-Menzies	MRWA	y	360,009				360,009
12228 - R2R Grant	R2R	y	659,000				659,000
12232 - RRG Grant	MRDWA	y	390,000				390,000
12236 - Black Spot Funding	MRDWA	y	147,254				147,254
OTHER ROAD/STREETS GRANTS							
12242-Flood Damage WANDRRA	DFES	y	2,568,610				2,568,610
ECONOMIC SERVICES							
13750-Grant Income CRC	CRC	y	111,000				111,000
TOTALS			6,911,309	(1,269,836)	0	0	5,641,473

Operating	2,586,436	0
Non-operating	4,324,873	0
	<u>6,911,309</u>	<u>0</u>

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

TRUST FUND

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance 1-Jul-14	Amount Received	Amount Paid	Closing Balance 30-Sep-14
Nomination Fees	\$ 0	\$ 160	\$ (160)	\$ 0
Housing Bonds	3,600	0	(400)	3,200
Pet Bonds	1,400	0	(200)	1,200
	5,000	160	(760)	4,400

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30th SEPT 2015

MAJOR VARIANCES - reasons

OPERATING REVENUES

SCH

- 3 Part of FAGs 15/16 was paid 30.06.2015 in 14/15
- 4
- 5 All of FESA ops grant 15/16 was paid 30.06.2015 in 14/15
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14

OPERATING EXPENSE

SCH

- 3
- 4
- 5
- 7
- 8
- 9
- 10
- 11
- 12
- 13 Paid out pro rata LSL to retired CD Manager
- 14 A budget amend / correction - will be required for expenses in Schedule 14 as it is showing as being over allocated

CAPITAL REVENUE

- > Part of the 15/16 FAGs funding has been paid 30.06.2015 in 14/15
- > All of the 15/16 FESA operational funding has been paid 30.06.2015 in 14/15
- >

CAPITAL EXPENSES

- >
- >
- >
- >

OTHER ITEMS

- >
- As**



SHIRE OF MENZIES

PROFIT & LOSS Budget Performance BY PROGRAM

For the Reporting Period ended
30/09/2015

G/L NUMBER	PARTICULARS DESCRIPTION	REVIEWED BUDGET		ACTUAL TO 30/09/2015		CURRENT YEAR ACTUALS PROJECTED TO THE EOFY		Difference between Budget and Projected	COMMENTS
		INCOME	EXPEND	INCOME	EXPEND	INCOME	EXPEND		
SCHEDULE 3									
GENERAL PURPOSE INCOME									
Rates Income									
03100	Rates Accounting Expense		500		0		500	0	
03101	Rate Notice Stationery expense		1,800		144		1,800	0	
03102	Valuation Expenses and Title Searches Expense		14,000		12,266		14,000	0	
03103	Debt Collection Expenses		15,000		3,721		15,000	0	
03106	General Rates Levied	2,798,081		2,830,898		2,830,898		-32,817	
03107	General Rates Levied UV Mining	0		0		0		0	all in GL 03106
03108	General Rates Levied UV Pastoral	0		0		0		0	all in GL 03106
03109	General Rates Levied GRV Residential	0		0		0		0	all in GL 03106
03110	General Rates Levied GRV Commercial	0		0		0		0	all in GL 03106
03111	General Rates Levied GRV Vacant	0		0		0		0	all in GL 03106
03112	General Rates Levied UV Mining - Min Rates	0		0		0		0	all in GL 03106
03113	General Rates Levied UV Pastoral - Min Rates	0		0		0		0	all in GL 03106
03114	General Rates Levied UV Other - Min Rates	0		0		0		0	all in GL 03106
03115	Interim Rates	40,000		(8,574)		40,000		0	Maybe subject to refund (DM)
03116	Interim Rates GRV	0		0		0		0	all in GL 03106
03117	Interim Rates UV Mining	0		0		0		0	all in GL 03106
03118	GRV Minimum Rates Raised	0		0		0		0	all in GL 03106
03119	GRV	0		0		0		0	all in GL 03106
03121	Rates Written-off & Adjustments	(50,000)		(6,188)		(50,000)	0	0	
03130	Rates Suspense Account	0		0		0		0	
03199	Admin Allocated to Rates		211,313		38,069		211,313	0	Non cash admin account
		2,788,081	242,613	2,816,138	54,200	2,820,898	242,613	(32,817)	
Other General Purpose Funding									
03120	Penalty Interest Raised on Rates	40,000		8,097		40,000		0	
03123	Instalment Interest Received	0		10,433		10,433		-10,433	
03125	Pens Deferred Rates Interest Grant	0		0		0		0	
03126	Legal Charges recovered	0		0		0		0	
03127	ESL Penalty levied	0		210		210		-210	
03200	Expenses relating to Other General Purpose Funding		2,000		470		2,000	0	
03201	Grants Commission Grant Received - General	863,370		328,005		863,370		0	
03202	Grant Commission - Ops Road Component	353,356		0		353,356		0	
03203	Grants Commission Grants Received - Special	0		0		0		0	
03204	ESL Penalty Interest	1,200		0		1,200		0	
03205	Interest Received - Municipal	33,000		64		33,000		0	
03206	Interest Received - Reserves	90,000		0		90,000		0	
03207	Other General Purpose funding received	500		28,350		500		0	to be reallocated to correct GL
		1,381,428	2,000	376,159	470	1,392,089	2,000	(10,643)	
3	TOTAL GENERAL PURPOSE INCOME	4,169,507	244,613	3,182,297	54,670	4,212,966	244,613		

SCHEDULE 4									
GENERAL ADMINISTRATION									
<u>Members of Council</u>									
04100	Members Travelling Expenses paid		27,145		4,132		27,145	0	
04101	Members Conference Expenses		11,112		4,522		11,112	0	
04102	Council Election Expenses		5,482		0		5,482	0	
04103	President's Allowance paid		16,395		2,622		16,395	0	
04104	Members Meeting Expenses		61,010		14,806		61,010	0	
04105	Members -Donations		2,575		8,000		8,000	5,425	
04106	Members - Subscriptions		1,500		1,350		1,500	0	
04107	Deputy President's Allowance paid		3,174		437		3,174	0	
04108	Members Communication Allowance		6,695		1,600		6,695	0	
04110	Civic Receptions & Functions Expense		3,343		728		3,343	0	
04113	Members Printing		100		0		100	0	
04114	Members Advertising		360		0		360	0	
04115	Members Citizenship Award		500		0		500	0	
04116	Insurance Reimbursements	2,500		0		2,500		0	
04117	Members - Depreciation of Fixed Assets		1,282		0		1,282	0	deprn non cash acct
04119	Other Income Relating to Members	0		0		0		0	
04199	Admin Allocated to Members		528,282		95,174		528,282	0	Non cash admin account
		2,500	668,965	0	133,370	2,500	674,380	5,425	
<u>Other Governance</u>									
04201	Travel Expenses		2,000		0		2,000	0	
04202	Printing & Stationary		400		0		400	0	
04203	Legal Expenses Governance		5,600		4,394		5,600	0	
04204	Subscription Expenses Governance		33,750		27,368		33,750	0	LGA & Goldfields Assoc
04205	Advertising Expenses Governance		7,800		1,358		7,800	0	
04206	Meeting Expenses Governance		1,350		410		1,350	0	
04207	Refreshment Expenses Governance		2,050		984		2,050	0	
04208	Communication Expenses Governance		500		0		500	0	
04209	Bad & Doubtful Debts		1,000		0		1,000	0	
04210	Records Expenses Governance		10,000		0		10,000	0	
04215	Other Expenses Governance		3,000		34		3,000	0	
		0	67,460	0	34,547	0	67,460	0	
4 TOTAL GOVERNANCE		2,500	736,405	0	167,917	2,500	741,830		

SCHEDULE 6							
LAW, ORDER & PUBLIC SAFETY							
<u>Fire Prevention</u>							
05100 Fire Advertising		900		705		900	0
05101 Fire Prevention - Utilities		150		55		150	0
05102 Fire Prevention - Insurance		4,350		0		4,350	0
05103 Fire Fighting Expenses		12,100		1,019		12,100	0
05104 ESL Levy Council Property		15,341		12,397		15,341	0
05106 Fire Prevention - Other Revenue & Admin Fe	7,000		0		7,000		0
05107 FESA Operating Grant Income	0		0		0		0
05120 FESA Capital Grant	0		0		0		0
05177 Loss on Disposal of Assets		0		0		0	0
05188 Fire Prevention - Depreciation		47,260		12,214		47,260	0 depn non cash acct
05199 Admin Allocated to Fire Prevention		10,566		1,903		10,566	0 Non cash admin account
	7,000	90,667	0	28,293	7,000	90,667	0
<u>Animal Control</u>							
05201 Ranger Consultant		30,000		0		30,000	0
05202 Wild Dog Control		0		0		0	0
05203 Cactus Control		30,000		23,281		30,000	0
05204 Dog Expenses		300		79		300	0
05205 Cat Expenses		500		0		500	0
05206 Ranger Expenses		5,000		0		5,000	0
05207 Fines and Penalties - Animal Control	0		0		0		0
05208 Dog Registration Fees	350		0		350		0
05209 Cat Registration Fees	100		0		100		0
05299 Admin Allocated to Animal Control		10,566		0		10,566	0 Non cash admin account
	450	76,366	0	23,360	450	76,366	0
<u>Emergency Services</u>							
05301 Emergency Services Programs Expenses		1,800		1,217		1,800	0
05307 Police Station Costs		2,500		989		2,500	0
05399 Other Expenses Related to Law Order Safety		7,000		1,903		7,000	0
	0	11,300	0	4,110	0	11,300	0
6 TOTAL LAW ORDER & PUBLIC SAFETY	7,450	178,333	0	55,783	7,450	178,333	

SCHEDULE 7							
HEALTH							
<u>Health Expenses</u>							
07700 EHO Contract		17,500		3,080		17,500	0
07701 Nurse Expenses		150,000		0		150,000	0
07702 Other Expenses Relating to Health		0		350		0	0
07704 Income Relating to Health	0		0		0		0
07705 Septic Tank Application fees collected	500		0		500		0
07706 Purchase Furniture & Equipment - Health		0		0		0	0
07799 Admin Allocation - Health		15,848		2,855		15,848	0 Non cash admin account
	500	183,348	0	6,285	500	183,348	0
7 TOTAL HEALTH	500	183,348	0	6,285	500	183,348	

SCHEDULE 8							
EDUCATION AND WELFARE							
<u>Welfare & Education</u>							
08200 Other Expenses Relating to Welfare & Education		0		0		0	0
08201 Menzies School - Donations Paid		9,500		0		9,500	0
08204 Collections Goldfields Care Donations		0		0		0	0
	0	9,500	0	0	0	9,500	0
8 TOTAL EDUCATION AND WELFARE	0	9,500	0	0	0	9,500	

SCHEDULE 9							
HOUSING							
<u>Staff Housing</u>							
09101 Maintenance Staff Housing		100,000		17,683		100,000	0
09102 Staff Housing Furniture - non capital		8,500		158		8,500	0
09105 Staff House Costs Allocated to Services		(94,622)		(17,663)		(94,622)	0 Non cash admin account
09121 Staff Housing Rent Income	14,600		3,280		14,600		0
09122 Staff Housing Grants	0		0		0		0
09123 Staff Housing Reimbursements	750		0		750		0
09124 Staff Housing Other Revenue	250		0		250		0
09188 Depn Staff Housing		92,038		23,017		92,038	0 Depn non cash account
	15,600	105,916	3,280	23,174	15,600	105,916	0
<u>Other Housing</u>							
09201 Maintenance Non Staff Housing		15,000		18,270		15,000	0
09202 Interest Paid on Loans #17		0		0		0	0
09203 Interest Paid on Loans #Other		0		0		0	0
09204 Housing Lease Payments		16,000		0		16,000	0
09206 Other Housing Rental Fees	9,716		0		9,716		0
09207 Dept of Housing Leases - Teachers	32,192		3,863		32,192		0
	41,908	31,000	3,863	18,270	41,908	31,000	0
9 TOTAL HOUSING	57,508	136,916	7,143	41,445	57,508	136,916	

COMMUNITY AMENITIES							
<u>Domestic Refuse</u>							
10100 Domestic Refuse Expenses		21,273		5,834		21,273	0
10101 Income Relating to Sanitation - Household Bin	6,350		6,345		6,350		0
10188 Refuse Collection - Depreciation		9,463		1,523		9,463	0
10199 Overheads Allocated to Sanitation		0		0		0	0
	6,350	30,736	6,345	7,357	6,350	30,736	0
<u>Other Sanitation</u>							
10200 Maintenance Tip Site		50,000		6,661		50,000	0
10201 Litter & Graffiti Control Expenses		1,000		2,218		1,000	0
10204 Purchase Rubbish Bins - Sanitation - Other		2,500		0		2,500	0
	0	53,500	0	8,879	0	53,500	0
<u>Protection of the Environment</u>							
10500 Expenses Relating to Protection of Environment		0		0		0	0
10501 Income Relating to Protection Of Environment	0		0		0		0
	0	0	0	0	0	0	0
<u>Regional Development</u>							
10600 Costs Relating to Town Planning & Regional Development		2,500		0		2,500	0
10601 Income Relating to Town Planning & Regional	0		0		0		0
	0	2,500	0	0	0	2,500	0
<u>Community Amenity</u>							
10700 Expenses Relating to Other Community Amenities		2,500		1,430		2,500	0
10701 Menzies Public Conveniences		20,000		2,642		20,000	0
10702 Maintenance - Cemetery		10,000		0		10,000	0
10704 Public Conveniences Kookynie		10,000		354		10,000	0
10799 Depn		342		0		342	0
10706 Grants for Other Community Amenities	0		0		0		0
	0	42,842	0	4,427	0	42,842	0
10 TOTAL COMMUNITY AMENITIES	6,350	129,578	6,345	20,683	6,350	129,578	

<u>SCHEDULE 11 RECREATION & CULTURE</u>							
<u>Public Halls and Civic Centres</u>							
11101 Maintenance - Hall		35,000		1,465		35,000	0
11103 Hall Hire Fees	100		0		0		100
11104 CLGF Grant - Toilet Upgrade - Halls	0		0		0		0
11105 Hire Fees - Chairs & Tables	25		0		0		25
11107 Supply of Water from Hall Standpipe	350		(26)		-26		376
	475	35,000	(26)	1,465	(26)	35,000	501
<u>Recreation & Sports</u>							
11300 Sports Courts Utilities		5,500		1,122		5,500	0
11301 Other Recreation Expenses		15,000		5,759		15,000	0
11303 Parks & Gardens - Jobs		95,000		3,583		95,000	0
11304 Playground Equipment Maintenance		7,000		0		7,000	0
11306 Golf Club Expenses		20,000		0		20,000	0
11307 Water Park Operations		50,000		3,877		50,000	0
11308 Grant Received- Menzies Water Park	0		0		0		0
11309 DSR Grant Water Park Lighs	0		0		0		0
11388 Depreciation Other Sport & Recreation		60,240		0		60,240	0
11398 Other Expenses - Other Sport & Recreation		105,656		19,035		105,656	0
	0	368,396	0	33,376	0	368,396	0
<u>Rebroadcasting</u>							
11400 Expenses Relating to Television Radio		2,500		9,264		9,264	6,764
11402 SBS TV Digital Service Subsidy Received	21,650		19,650		19,650		2,000
	21,650	2,500	19,650	9,264	19,650	9,264	8,764
<u>Libraries</u>							
11500 Training Libraries		1,500		0		1,500	0
11501 Postage & Freight Libraries		1,000		121		1,000	0
11502 Printing Libraries		500		0		500	0
11503 AMLIB Fees Libraries		1,500		0		1,500	0
11505 Books & Programs Libraries		500		105		500	0
11599 Admin Allocated Libraries		10,566		2,011		10,566	0
	0	15,566	0	2,238	0	15,566	0
<u>Heritage & Culture</u>							
11600 Heritage Consultants Costs		2,500		0		2,500	0
11601 Heritage Utilities Costs		0		0		0	0
11602 Niagara Dam Review		0		0		0	0
11603 Old Post Office Maintenance		1,500		1,139		1,500	0
11605 Old Butcher Shop Maintenance		2,500		0		2,500	0
11606 Museum Shed Maintenance		2,500		0		2,500	0
11608 Art & Culture Initiatives		5,000		0		5,000	0
11618 CLGF Grants - Other Culture	0		0		0		0
11619 Lottery West Grants- Other Culture	0		0		0		0
	0	14,000	0	1,139	0	14,000	0
<u>Museum</u>							
11701 Anzac War Memorial Maintenance		3,200		0		3,200	0
11702 Anzac War Memorial Utilities		300		35		300	0
11703 Anzac War Memorial Events		1,500		0		1,500	0
11799 Anzac War Memorial Grant	50,000		0		50,000		0
	50,000	5,000	0	35	50,000	5,000	0
11 TOTAL RECREATION & CULTURE	72,125	430,462	19,624	47,615	68,624	437,226	

TRANSPORT							
Maintenance Streets, Roads, Bridges, Depots							
12102 Contract Grading	200,000		0		200,000	0	
12115 ROMAN II Subscription	7,000		6,028		7,000	0	
12103 Fuel for Resale	0		0		0	0	
12107 Drainage Construction	0		0		0	0	
12111 Town Dam Menzies	10,000		179		10,000	0	
12200 Maintenance - Muni Fund Roads - Jobs	550,000		102,452		550,000	0	
12201 Maintenance - Depot	22,000		1,548		22,000	0	
12202 Maintenance - Footpaths & Kerbs	40,000		2,377		40,000	0	
12203 Ablution Blocks Removal	0		0		0	0	
12204 Town Streets Clean Up & Sweeping	25,000		69		25,000	0	
12205 Slashing - Town Streets	10,000		69		10,000	0	
12207 Main Street Development - non capital	15,000		0		15,000	0	
12208 Insulation for Records Sea Container	4,000		0		4,000	0	
12209 Street Lighting	7,200		2,122		7,200	0	
12210 Street Furniture	10,000		48		10,000	0	
12211 Street Trees Gardens & Watering	10,000		833		10,000	0	
12212 Sundry Tools & Materials	20,000		4,672		20,000	0	
12213 Maintenance - Sewer Ponds	5,000		0		5,000	0	
12214 Rehabilitation of Gravel & Sand Pit (s)	30,000		0		30,000	0	
12216 Road Repairs Flood & Storm Damage MUNI	4,000		2,852		4,000	0	
12220 Fuel Sales	50	0		50	0	0	
12221 Income Relating to Streets, Roads, Bridges &	0	0		0	0	0	
12223 Roadside Furniture and Signage	5,000		110		5,000	0	
12224 Misc Permit Fees	900	0		900	0	0	
12226 Grant - MRWA Direct Grant	148,800	161,700		161,700	0	-12,900	
12227 Grant - MRWA Subsidies	1,200	0		1,200	0	0	
12230 Grant - Roadwise	0	0		0	0	0	
12222 Bikewest Grants - Dual Use Paths	0	0		0	0	0	
12225 Grant - MRWA Projects - Evanstone Menzies	360,009	0		360,009	0	0	
12228 Grant - Roads to Recovery	659,000	0		659,000	0	0	
12232 Grant - RRG	390,000	0		390,000	0	0	
12236 Grant - MRWA Blackspot	147,254	58,902		147,254	0	0	
12237 Grant - Roads	0	156,000		0	0	0	
12238 Grant - Other: Tjun Access Indigenous Access	0	61,200		61,200	0	-61,200	
12242 WANDRRA Flood Damage Grant	2,568,610	0		2,568,610	0	0	
12215 WANDRRA Repairs - Floods Storms etc.	2,214,867	577,207		0	2,214,867	0	
12277 Loss on Sale of Asset	50,000	0		0	50,000	0	
12278 Profit on Sale of Asset - Transport	0	0		0	0	0	
12288 Depreciation Transport	2,626,662	1,152,343		2,626,662	0	Depn Non cash admin account	
12299 Admin Allocated - Transport	279,989	50,442		279,989	0	Non cash admin account	
	4,275,823	6,145,718	437,802	1,903,348	4,348,923	6,145,718	(74,100)
12640 Menzies Airstrip Maintenance	5,000	0		5,000	0	0	
12641 Kookynie Airstrip Maintenance	0	0		0	0	0	
	0	5,000	0	0	5,000	0	
12 TOTAL TRANSPORT	4,275,823	6,150,718	437,802	1,903,348	4,348,923	6,150,718	

SCHEDULE 13 ECONOMIC SERVICES							
Rural Services							
13100 Expenses Relating to Rural Services & Pest Control	50		0		50	0	
13101 Income Relating to Rural Services	0		0		0	0	
	0	50	0	0	50	0	
Tourism & Area Promotion							
13241 Events - Classic	85,000		18,000		85,000	0	
13242 Events - Menzies Awareness Day	5,000		0		5,000	0	
13243 Events - Holiday Programs	30,000		0		30,000	0	
13244 Events - Community	10,000		0		10,000	0	
13250 Promotional Materials Advertising & Marketing Costs	6,000		1,946		6,000	0	
13251 Goldfields Network Tourism Expenses	37,500		36,500		37,500	0	
13252 Golden Quest Vehicle Lease	7,500		1,803		7,500	0	
13253 Old Butcher Shop Utilities and Insurance	250		104		250	0	
13254 Kookynie Info Bay & Townsite	2,050		332		2,050	0	
13255 Kookynie Walk Trail	350		0		350	0	
13256 Ularning Tourist Facility	1,800		1,218		1,800	0	
13257 Lake Bellard	22,800		5,963		22,800	0	
13258 Niagara Dam	20,500		8,093		20,500	0	
13259 Goongarrie Cottages	50,000		1,436		50,000	0	
13260 Tourism Signage	1,000		0		1,000	0	
13261 Lady Shenton Maintenance	15,000		669		15,000	0	
13262 Tourism Advertising	5,000		0		5,000	0	
13271 Grants - Tourism	0	0		0	0	0	
13272 Tourism Reimbursements	500	0		500	0	0	
13273 Tourism Lease Income	5,500	0		5,500	0	0	
13275 Tourism Other Income	120	0		120	0	0	
13288 Depreciation - Tourism and Area Promotion	64,692	19,539		64,692	0	Depn Non cash admin account	
13299 Admin Allocated- Tourism and Area Promotion	211,313	40,029		211,313	0	Non cash admin account	
	6,120	575,755	0	135,633	6,120	575,755	0
Building Control							
13300 Building Surveyor Costs	15,000		3,080		15,000	0	
13301 Building Licence Fees	4,500	454		4,500	0	0	
13310 Other Expenses Relating to Building Control	1,500	3,988		3,988	2,488	BCITF 14/15 15/16	
13399 Admin Allocation - Building	52,828	9,517		52,828	0	Non cash admin account	
	4,500	69,328	454	16,585	4,500	71,816	2,488

Shire of Menzies
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<u>Tjunjunarra</u>							
13400 Tjunjunarra Sculpture Course		15,000		0		15,000	0
13404 Tjunjunarra Consultants		14,800		0		14,800	0
13405 Tjunjunarra Holiday Program		52,000		189		52,000	0
13406 Tjunjunarra Research Costs		0		0		0	0
13407 Tjunjunarra Football Carnival		12,000		5,884		12,000	0
13408 Tjunjunarra Dog Health Program		4,500		4,500		4,500	0
13499 Admin Allocation - Tjunjunarra		105,856		19,035		105,856	0
	0	203,766	0	29,588	0	203,766	0
Non cash admin account							

<u>Nursery</u>							
13501 Nursery Operational Expenses		10,000		0		10,000	0
	0	10,000	0	0	0	10,000	0
13630 Purchase Furniture & Equipment - Other Economic Services							
	0	0	0	0	0	0	0

<u>CRC</u>							
13701 Community Development Manager		0		15,812		0	0
13702 CRC Salaries & Wages		156,503		47,318		156,503	0
13703 CRC Insurances		6,000		0		6,000	0
13704 CRC Maintenance		6,000		365		6,000	0
13705 CRC Travel Expenses		500		0		500	0
13706 CRC Postage & Freight		500		0		500	0
13707 CRC Print & Stationary		8,000		962		8,000	0
13708 CRC Other admin expenses		500		515		500	0
13709 CRC Membership Fees		1,000		0		1,000	0
13710 CRC Computing Costs		6,500		247		6,500	0
13711 CRC Furniture NON Capital		5,000		862		5,000	0
13712 CRC Uniforms		500		0		500	0
13713 CRC Telephone Card Purchases		5,000		7,244		5,000	0
13714 CRC Cost of Goods For Re-sale		17,000		2,475		17,000	0
13715 CRC Marketing & Promotion		6,000		283		6,000	0
13716 CRC Utilities		6,400		1,750		6,400	0
13717 CRC Refreshments		400		188		400	0
13718 CRC Cleaning		25,000		0		25,000	0
13719 CRC Training & Conference Expenses		1,500		0		1,500	0
13720 CRC Programs		2,500		0		2,500	0
13721 CRC Reimbursements	1,500		0		1,500	0	0
13722 CRC superannuation		23,709		4,539		23,709	0
13750 CRC Operating Grant	111,000		28,610		111,000	0	0
13751 CRC All Sales	30,000		9,478		30,000	0	0
13752 CRC Phone Card Sales	6,000		0		6,000	0	0
13753 CRC Room Hire	0		0		0	0	0
13754 Cost of Phone Cards for resale		500		0		500	0
	148,600	279,012	38,089	82,662	148,600	279,012	0

LSL to Retired CDMgr.

<u>Caravan Park</u>							
13801 Caravan Park Grants	0		0		0	0	0
13802 Caravan Park Income from Charges	49,000		20,697		49,000	0	0
13803 Caravan Park Income from Washer & Dryers	1,500		1,124		1,500	0	0
13810 Caravan Park Salaries & Wages		64,676		20,086		64,676	0
13811 Caravan Park Maintenance		15,784		3,640		15,784	0
13812 Caravan Park Landscaping and Gardening		28,887		9,762		28,887	0
13813 Caravan Park Other Costs		2,647		1,358		2,647	0
13814 Caravan Park Insurance		2,270		0		2,270	0
13815 Caravan Park Utilities		21,475		10,806		21,475	0
13816 Caravan Park Superannuation		1,481		1,332		1,481	0
	60,600	137,020	21,821	46,982	60,600	137,020	0

13 TOTAL ECONOMIC SERVICES	209,620	1,274,921	60,363	311,350	209,620	1,277,408	
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SCHEDULE 14							
OTHER PROPERTY AND SERVICES							
<u>Private Works</u>							
14100 Private Works Expenses		5,000		753		5,000	0
14101 Private Works Income	5,000		556		5,000		0
	5,000	5,000	556	753	5,000	5,000	0
<u>Public works Overheads</u>							
14200 Supervision Wages - Public Works Overheads		353,721		56,891		353,721	0 allocations see 14600
14201 Superannuation - Public Works Overheads		90,985		22,017		90,985	0
14202 Reimbursements PWOH		950		0		950	0
14203 Leave Annual - Public Works Overheads		7,938		1,186		7,938	0
14204 Leave Personal - Public Works Overheads		4,493		0		4,493	0
14205 Long Service Leave - Public Works Overheads		0		0		0	0
14206 Public Holidays - Public Works Overheads		1,619		0		1,619	0
14207 Leave Accruals - Public Works Overheads		119,940		0		119,940	0
14208 Allowances - Public Works Overheads		19,064		0		19,064	0
14209 Protective Clothing & PPE - Public Works Overheads		2,500		3,635		3,635	1,135
14210 Training & Conferences - Public Works Overheads		22,700		2,651		22,700	0
14211 Recruitment Costs - Public Works Overheads		2,400		4,297		4,297	1,897
14212 Meeting Expenses - Public Works Overheads		2,250		331		2,250	0
14213 Workers Comp - Public works Overheads		0		0		0	0
14214 Depot Insurance - Public Works Overheads		3,800		0		3,800	0
14215 Other Exps - Public Works Overheads		1,495		224		1,495	0
14216 Staff Housing Allocated - Public Works Overheads		24,493		0		24,493	0
14217 Depot Mice (to be allocated as PWOH)		2,401		0		2,401	0
14218 MWS vehicle exps		717		9		717	0
14219 Telephone - Public Works Overheads		7,630		2,084		7,630	0
14220 Utilities - Public Works Overheads		1,000		0		1,000	0
14221 PWOH Allocated to Works and Services		(1,115,022)		(300,988)		(1,115,022)	0 Non cash admin account
14225 Depn - Public Works Overheads		14,353		1,460		14,353	0 Depn Non cash admin account
14226 Depot Operational & Misc Tasks - Labour Costs		7,948		4,424		7,948	0
14299 Admin Allocated to Works - Public Works Overheads		422,625		76,139		422,625	0 Non cash admin account
	0	0	0	(123,641)	0	3,032	3,032 auto allocated by System

<u>Plant Operations</u>							
14301 Mech's Wages - Internal Repairs to P&E		119,851		67,468		119,851	0 new acct for clarity in GL postings
14302 Other Plant Costs		25,574		1,181		25,574	0
14303 Fuel & Oils - Plant Operations		176,295		51,997		176,295	0
14304 Tyres and Tubes - Plant Operations		25,301		6,350		25,301	0
14305 Parts & Repairs - Plant Operations		201,828		48,882		201,828	0
14307 Vehicle Registrations & Insurance - Plant Operations		22,291		277		22,291	0
14308 Plant Operations Reimbursements	18,500		0		18,500	0	0
14309 Less Plant Costs Allocated		(1,016,797)		(234,842)		(1,016,797)	0 Non cash admin account
14370 Loss on Asset Sale		0		0		0	0 Non cash admin account
14388 Depreciation - Plant Operations		297,737		86,528		297,737	0 Depn Non cash admin account
14389 Admin Allocated - Plant Operations		147,919		26,649		147,919	0 Non cash admin account
	18,500	(1)	0	64,490	18,500	(1)	0 auto allocated by System

Ordinary Council Meeting Agenda 29 October 2015

14501 Admin Memberships		1,600		1,745		1,745	145	
14502 Clearing acct - Social Club Contributions	0		640		0		0	
14507 Employee Contributions - Sal. Sac. Superannuation		0		0		0	0	
14508 Allowances		15,697		61		15,697	0	
14509 Records Mgt Costs		9,352		424		9,352	0	
14510 Admin Salaries & Wages		948,626		261,067		948,626	0	
14511 Superannuation		101,844		20,621		101,844	0	
14512 Reimbursements	17,700		161,530		17,700	0	0	
14513 Other Admin Costs		7,985		1,237		7,985	0	
14514 Admin FBT		21,524		7,691		21,524	0	
14515 Audit Fees		38,385		0		38,385	0	
14518 Admin Travel Costs		2,345		34		2,345	0	
14518 Admin Uniforms		3,577		71		3,577	0	
14519 Housing Allowance		7,123		0		7,123	0	
14524 Admin Other Employee Costs		435		(89)		435	0	incorrect allocation
14525 Leave Accrual		137,020		0		137,020	0	Non cash admin account
14526 Workers Compensation Premiums		45,588		0		45,588	0	
14527 Professional Development Study - Administration		12,000		0		12,000	0	
14530 Recruitment Costs		5,000		14,837		14,837	9,837	
14532 Recruitment Relocation		10,000		2,864		10,000	0	
14533 Legal Fees		7,500		3,779		7,500	0	
14534 Fair Value Valuations & Revaluations		23,000		0		23,000	0	
14535 Accounting Services		115,000		3,800		115,000	0	
14536 Contractors & Consultants		115,000		13,968		115,000	0	
14537 Admin Printing & Stationary		33,080		21,835		33,080	0	
14538 Bank Charges		3,936		466		3,936	0	
14539 Insurance		72,853		97,444		97,444	24,591	
14540 Internet		12,947		0		12,947	0	
14541 Utilities		30,993		8,229		30,993	0	
14542 Phones / Mobiles		16,716		5,019		16,716	0	
14544 Computing Costs & Support - Administration		85,307		28,271		85,307	0	
14548 Training Expenses - Administration		2,357		0		2,357	0	
14555 Postage & Freight - General Administration		2,136		173		2,136	0	
14557 Meeting Costs - Administration		1,000		0		1,000	0	
14558 Advertising - Administration		2,500		0		2,500	0	
14559 Newspapers & Periodicals		1,000		225		1,000	0	
14560 Admin Vehicle Expenses		28,500		12,582		28,500	0	
14561 Office Maintenance		70,000		6,407		70,000	0	
14562 Staff Housing Expense- Administration		45,000		0		45,000	0	
14573 Purchase Plant & Equip- Administration		10,000		0		10,000	0	
14574 Purchase Furniture & Equipment Administration		10,000		2,817		10,000	0	
14588 Depn Admin		56,200		26,502		56,200	0	Depn Non cash admin account
14599 Administration Costs Allocated to Other Programs		(2,113,126)		(363,031)		-2,113,126	0	Non cash admin account
	17,700	0	162,170	178,868	17,700	34,574	34,574	auto allocated by System

<u>Salaries & Wages</u>								
14600 Gross Salaries & Wages		1,852,877		501,986		1,852,877	0	
14601 Workers Compensation Paid		0		0		0	0	
14602 Workers Compensation Received	0		0		0	0	0	
14603 Less Sal & Wages Allocated		(1,852,877)		(501,986)		(1,852,877)	0	
14699 Admin Allocated to Salaries & Wages		0		0		0	0	Non cash admin account
	0	0	0	0	0	0	0	
<u>Unclassified</u>								
14700 Expenses Relating to Unclassified		0		0		0	0	
14701 Income Relating to Unclassified	0		0		0		0	
	0	0	0	0	0	0	0	
<u>Town Planning</u>								
14800 Expenses Relating to Town Planning Schemes		0		0		0	0	
14801 Income Relating to Town Planning Schemes	0		0		0		0	
	0	0	0	0	0	0	0	
14 TOTAL OTHER PROPERTY AND SERVICE	41,200	4,998	162,727	110,471	41,200	42,606		

Totals	8,842,583	9,479,793	3,886,301	2,719,426	8,967,641	9,532,076
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Operating (Surplus) / Deficit

637,210

(1,166,875)

574,434

Pd 14/15

2015-16

YTD (Surplus) / Deficit

Projected (Surplus) / Deficit

Plus 8,842,583

FAGs 862,171

FAGs 405,685

FESA 1,500

10,111,919

Surplus (632,126)

SHIRE OF MENZIES CAPITAL TRANSACTIONS

G/L NUMBER	PARTICULARS DESCRIPTION	CURRENT BUDGET		ACTUAL TO 30/09/2015		CURRENT YEAR ACTUALS PROJECTED to The EOY		Difference between Budget and Projected	COMMENTS
		INCOME	EXPEND	INCOME	EXPEND	INCOME	EXPEND		
Capital Grants									
11799	Anzac War Memorial Grant	50,000		0		50,000		0	Possibly 15/16
12222	Bikewest Grants - Dual Use Paths	0		0		0		0	Not awarded
12225	Grant - MRWA Projects - Evanstone Mar	360,009		0		360,009		0	
12228	Grant - Roads to Recovery	659,000		0		659,000		0	
12232	Grant - RRG	390,000		0		390,000		0	
12238	Grant - MRWA Blackspot	147,254		58,902		147,254		0	
12226	Grant - MRWA Direct Grant	148,800		161,700		148,800		0	
12227	Grant - MRWA Subsidies	1,200		0		1,200		0	
12242	WANDRRA Flood Damage Grant	2,568,610		0		2,568,610		0	Timing of MRD payments
		4,324,873	0	220,602	0	4,324,873	0	0	
Capital Expenses									
Land & Buildings									
09192	Installation of Solar Panels New Houses		50,000		0		50,000	0	
09193	Installation Landscaping New Houses		60,000		416		60,000	0	
09194	Installation of Sheds for New Houses		52,653		42,118		52,653	0	
09195	Installation landscaping - Shenton St Units		20,000		8,464		20,000	0	
09197	CEO House Renewal		25,000		1,252		25,000	0	
11150	Construction Project Shire Hall Toilets		69,587		46,016		69,587	0	
11650	Upgrade of Old Church Menzies		50,000		0		50,000	0	
11651	Stone Restoration & Repairs Historic Buildings		120,000		0		120,000	0	
11652	Minor building renewals		10,000		0		10,000	0	
12120	Depot Extension -Asset Upgrade		150,000		0		150,000	0	
13488	TJTI Capital Items Purchased		10,000		0		10,000	0	
14575	Solar Power Units - GYROC Project		50,000		72,965		50,000	0	
14576	Electrical Upgrades to Admin		52,000		0		52,000	0	
14710	Purchase of land lots for town development		20,000		23,061		20,000	0	
							0		739,220
Furniture & Equipment									
04241	New Locking System		10,000		0		10,000	0	
04242	Admin Phone System Upgrade		10,000		0		10,000	0	
04243	Replacement Conference Phone System for Chambers		10,000		0		10,000	0	
09198	dishwashers for the 3 staff houses		3,000		0		3,000	0	
09199	Water Tanks for 4 staff houses		11,500		0		11,500	0	
							0		44,500
Infrastructure Other									
05501	New Pound		10,000		0		10,000	0	
10205	Waste Refuse Site Renewal Project		65,000		0		65,000	0	
11350	Aunty Nelly Water Reclaim Project		120,000		0		120,000	0	
11351	Play Ground Equipme Upgrade Project		30,000		0		30,000	0	
13270	Tourism Signage & events Board		15,000		0		15,000	0	
13280	Town Street Trees Planting & Care Program		50,000		0		50,000	0	
13820	Caravan Park Landscaping Project		30,000		0		30,000	0	
									320,000
Infrastructure Roads									
12101	Road Construction CRSF - jobs		360,009		64,326		337,314	-22,695	
CR0002	\$64,326.44								Evanstone Menzies Rd CRSF
12105	Blackspot funding Construction				0				
CR0015	\$0.00		143,190				143,190	0	Evanstone Menzies Rd BST
CR0014	\$0.00		77,691				77,691	0	Menzies NW Rd BST
								0	
12106	Road Construction Muni - jobs				76,920				
CR0007	\$0.00		350,000				350,000	0	Menzies NW Rd MUNI
CR0007	\$0.00		241,000				241,000	0	Menzies NW Rd MUNI 14/15
CR0008	\$0.00		60,302				60,302	0	TJTI Rd MUNI 14/15
CR0010	\$0.00		203,919				203,919	0	Main Street MUNI
CR0011	\$0.00		31,000				31,000	0	Connie Sue Rd MUNI
CR0016	\$0.00		205,033				205,033	0	Koolymie rd MUNI
CR0003	\$0.00		78,426				78,425	0	Kingsington St MUNI
12109	Road Construction RRG - jobs				272,499				
CR0004	\$0.00		150,000				150,000	0	Evanstone Menzies Rd RRG
CR0005	\$0.00		135,000				135,000	0	Yarr Rd RRG
CR0013	\$0.00		300,000				300,000	0	Menzies NW Rd RRG
12110	Shire House - Crossover Construction		152,012		0		0	-152,012	
12104	Roads to Recovery Construction -jobs				262,492				
CR0001	\$0.00		659,000				659,000	0	Menzies NW Rd R2R
CR0012	\$0.00		50,000				50,000	0	Connie Sue RdR2R
12108	Footpath Construction		93,648		68,199		93,648	0	
12112	Bicycle Path Construction		96,000		4,352		96,000	0	
									3,386,229
Plant & Equipment									
12311	Purchase Vibrating Roller		219,100		0		219,100	0	
12312	Purchase Small Tipper		80,800		0		80,800	0	
12313	Purchase Rubbish Truck		191,500		0		191,500	0	
12314	Purchase Pedestrian Roller		11,500		0		11,500	0	
12315	Purchase Jacking Beam for Holst		29,000		0		29,000	0	
12310	Minor Plant Purchases		4,300		0		4,300	0	
12306	Mtce. Grader Accommodation		90,500		650		90,500	0	
14577	CEOs Vehicle Replacement		70,000		0		70,000	0	
		0	5,186,649	0	963,732	0	5,011,942	-174,707	698,700

OVERVIEW 2015 / 2016

	BUDGET	30/09/2015	PROJECTED to The EOFY
EXPENDITURE			
Total Operating Expenditure	9,479,793	2,719,426	9,532,075
Total Capital Expenditure	5,186,649	983,732	5,011,942
	<u>14,666,442</u>	<u>3,683,158</u>	<u>14,544,017</u>
LESS			
Depreciation	3,270,269	1,324,069	3,271,212
	<u>11,396,173</u>	<u>2,359,089</u>	<u>11,272,805</u>
PLUS			
Transfer to Reserves	90,000 Interest rec	0 interest rec	90,000 Interest rec
	<u>1,581,856</u>		
TOTAL CASH EXPENDITURE	<u>13,068,029</u>	<u>2,359,089</u>	<u>11,362,805</u>
INCOME			
Balance B/F	4,225,446	4,225,446	4,225,446
Total Operating Revenue excluding Rates	1,729,629	849,561	1,811,871
Rates Revenue	2,788,081	2,816,138	2,820,898
Proceeds from Sale of assets	0	0	0
NON operating Capital Revenue	4,324,873	220,602	4,324,873
	<u>13,068,029</u>	<u>8,111,747</u>	<u>13,183,087</u>
PLUS			
Transfer from Reserves	0	0	0
TOTAL CASH EXPENDITURE	<u>13,068,029</u>	<u>8,111,747</u>	<u>13,183,087</u>
(Surplus) /Deficit	<u>0</u>	<u>(5,752,658)</u>	<u>(1,820,282)</u>

SUMMARY

	Reviewed BUDGET	YTD	PREDICTED PA
Operating Expenditu	9,479,793	2,719,426	9,532,075
Capital Expenditure	5,186,649	983,732	5,011,942
SUB	<u>14,666,442</u>	<u>3,683,158</u>	<u>14,544,017</u>
Operating Revenue	(4,517,710)	(3,865,699)	(4,632,788)
Sale of asset	0	0	29,000
Capital Revenue	(4,324,873)	(220,602)	(4,324,873)
SUB	<u>(8,842,583)</u>	<u>(3,886,301)</u>	<u>(8,928,641)</u>
(Surplus) /Deficit	<u>5,823,859</u>	<u>(203,143)</u>	<u>5,615,376</u>
Transfer to Reserves	1,671,856	0	90,000
Transfer: from Reser	0	0	0
Add back DEPN	(3,270,269)	(1,324,069)	(3,271,212)
Surplus B/F	(4,225,446)	(4,225,446)	(4,225,446)
Cash and Cash Equivalents	<u>(Surplus) /Deficit</u>	<u>(5,752,658)</u>	<u>(1,791,282)</u>

12.2 FINANCE AND ADMINISTRATION BUSINESS

12.2.2 LISTING OF PAYMENTS MADE IN SEPTEMBER 2015

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION	Shire of Menzies
APPLICANT:	N/A
FILE REF:	ADM017
DISCLOSURE OF INTEREST:	None
DATE:	15 October 2015
AUTHOR:	Karen Oborn, Contract Finance Officer
SIGNATURE OF AUTHOR:	
SENIOR OFFICER:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF SENIOR OFFICER:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:

12.2.2 Attachment #1 List of payments made to Creditors in September 2015

SUMMARY:

The list of payments made are being submitted to the Ordinary Council Meeting of Council.

BACKGROUND:

Payments have been made by both cheque payment and electronic funds transfer from Council's Municipal bank account and duly authorised as required by Council Policy. These payments have been made under authority delegated to the CEO and are now reported to Council for approval.

COMMENT:

Payments made in September 2015 include cheques numbered 10315 to 10336 and direct transactions totalling \$828,833.65. The list of payments is submitted to each member of the Council on Thursday 24 September 2015.

CONSULTATION: Nil

STATUTORY ENVIRONMENT:

Local Government Act 1995

- Section 2.7(2) – Provides that Council is to oversee the allocation of local government finances and resources and to determine local government policies; and
- Section 3.1 – Provides that the general function of the local government is to provide for the good government of persons in its district.
- Local Government (Financial Management) Regulation 13

POLICY IMPLICATIONS:

Policy 4.7 – Creditors – Preparation for payment

FINANCIAL IMPLICATIONS: Nil

STRATEGIC IMPLICATIONS:

14.3.5 Sustainable Resource Management

Ensure resources are managed effectively

Prepare timely accurate reports on the Shire's activities, budgets, plans and performance

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That pursuant to Regulation 13 of the Local Government (Financial Management) Regulations, 1996 the payment of accounts for the month of September, be noted.

Ordinary Council Meeting Agenda 29 October 2015

SHIRE OF MENZIES					
LIST OF PAYMENTS - SEPTEMBER 2015					
Ref No.	Cheque /EFT No	Date	Name	Invoice Description	Amount
1	1	10/09/2015	Goldfields Settlements	Purchase of 301 & 302 Brown Street Menzies	\$10,187.45
2	EFT686	17/09/2015	WA Local Govt Association	Tax service subscription 1/7/15-30/6/16	\$1,918.03
3	EFT687	17/09/2015	Goldwall Holdings Pty Ltd T/As Hydraulink Fluid Connectors	Various parts	\$263.04
4	EFT688	17/09/2015	Australian Communications & Media Authority	Licence Broadcasting SBS41,WAW42,WOW43,WDW44	\$172.00
5	EFT689	17/09/2015	Air Liquide WA Pty Ltd	Cylinder Rental August 15	\$74.54
6	EFT690	17/09/2015	Australian Taxation Office	Instalment Activity Statement August 2015	\$61,552.00
7	EFT691	17/09/2015	Blackwoods	Adhesive Seal	\$37.29
8	EFT692	17/09/2015	Bunnings	Wetting Agent & Fertiliser	\$1,712.38
9	EFT693	17/09/2015	Coates Hire	Hire of Pump & Pump Hose	\$5,761.42
10	EFT694	17/09/2015	Courier Australia	Freight	\$672.19
11	EFT695	17/09/2015	Cybersecure	Backup Service	\$129.00
12	EFT696	17/09/2015	Daimler Trucks Perth	Filters	\$925.58
13	EFT697	17/09/2015	D & C Geraghty Pty Ltd On Behalf Of Geraghty Pastoral Trust	Water pump & generator hire	\$3,971.00
14	EFT698	17/09/2015	Cr Greg Dwyer	Monthly meeting August 2015	\$4,371.64
15	EFT699	17/09/2015	Eagle Petroleum (W.A) Pty Ltd	Bulk Diesel	\$12,020.09
16	EFT700	17/09/2015	EMC Solar Construction	Supply & installation of 30kW Solar PV System	\$76,869.10
17	EFT701	17/09/2015	Forman Bros	Maintenance & Repairs	\$1,549.90
18	EFT702	17/09/2015	Nick Gahan	Supply & install covering strip to floor /wall join	\$1,611.50
19	EFT703	17/09/2015	Goldline Distributors	Cleaning Products	\$159.61
20	EFT704	17/09/2015	Goldfields Nullarbor Rangelands	Shire contribution to GNRBA for Cactus Work	\$22,000.00
21	EFT705	17/09/2015	Goldfields Institute Of Technology	MEM30205 Certificate 111 In Engineering	\$252.69
22	EFT706	17/09/2015	Goldrush Tours	Menzies to Kalgoorlie Blizzard & Dimer	\$88.40
23	EFT707	17/09/2015	Ibis Style Kalgoorlie	Accommodation & meals 16/8-27/8/15	\$1,985.00
24	EFT708	17/09/2015	Jason Signmakers	Road to Recovery Signs	\$374.00
25	EFT709	17/09/2015	Breakaway C/O Key Factors	Loader Hire 1/8-19/8/15	\$28,627.50
26	EFT710	17/09/2015	Kooda Contracting Pty Ltd	Plant Hire 9/8-31/8/2015	\$26,680.01
27	EFT711	17/09/2015	Kulbardi Hill Consulting	Reprint of Kookynie/Niagara brochures	\$2,156.00
28	EFT712	17/09/2015	Landgate	Mining Tenements Chargeable Schedule No:	\$107.10
29	EFT713	17/09/2015	Marketforce	Readvertise CEO 22 & 26/8/15	\$3,927.76
30	EFT714	17/09/2015	Netlogic Information Technology	Consulting remote 27/8/15 Works PC & Depot	\$735.00
31	EFT715	17/09/2015	Novotel Perth Langley	Accommodation & meals LG week ACEO &	\$2,574.05
32	EFT716	17/09/2015	Office National	Laminator	\$332.24
33	EFT717	17/09/2015	Onsite Rental Group	Hire of Plate compactor 28/8-31/8/15	\$563.07
34	EFT718	17/09/2015	Planwest	Local Planning Strategy & Scheme Amendment Stage 4 final approval & gazettal	\$9,900.00
35	EFT719	17/09/2015	Public Libraries WA Inc	PLWA Membership 2015/2016	\$108.00
36	EFT720	17/09/2015	Reckon	Reckon Accounts Premier 2015	\$775.00
37	EFT721	17/09/2015	Shire of Leonora	Reckon Accounts Premier 2015	\$4,517.12
38	EFT722	17/09/2015	St John Ambulance Menzies	Donation for the installation of extractor fans and	\$6,000.00
39	EFT723	17/09/2015	Truck Centre (WA) PTY.LTD	Various parts	\$893.30
40	EFT724	17/09/2015	Tyreplus Kalgoorlie	Tyres	\$395.00
41	EFT725	17/09/2015	Moore Stephens	Preparation & Lodgement of the July IAS	\$2,145.00
42	EFT726	17/09/2015	WesTrac Pty Ltd	Grader repair & travel	\$7,990.26
43	EFT727	17/09/2015	Greg Clark	Purchase of Lot 301&302 Brown Street From Greg Clark & Christine Newton	\$13,800.00
44	EFT728	17/09/2015	Govt of WA State Library Of WA	Better Beginnings Program	\$115.50
45	EFT729	25/09/2015	Leanne Downie	Sugar free sweet & Fruit salad & cake for council	\$42.77
46	EFT730	25/09/2015	Accommodation	Advertising Menzies Caravan Park	\$199.00
47	EFT731	25/09/2015	Beaurepaires	Tyre repair Materials plug kit	\$40.00
48	EFT732	25/09/2015	BHW Consulting	Dinner for Richard Brookes 3/9/2015	\$160.00
49	EFT733	25/09/2015	Brad Pepper	Grader Hire 5/8-9/9/2015	\$84,561.00
50	EFT734	25/09/2015	Bunnings	Tape cloth, pillar tops, hose, tap & watering cans	\$108.26
51	EFT735	25/09/2015	Cabcharge Australia Limited	Cab Charges 17/8-13/9/2015	\$26.00
52	EFT736	25/09/2015	Courier Australia	freight	\$226.44
53	EFT737	25/09/2015	Christopher Deavin	Shower head for old Post Office	\$37.00
54	EFT738	25/09/2015	Eagle Petroleum (W.A) Pty Ltd	Bulk diesel 7500lts	\$9,974.25
55	EFT739	25/09/2015	Executive Media	Advertising Caravanning Australia Spring 2015	\$950.00
56	EFT740	25/09/2015	Forman Bros	Dump Pit Niagara Dam	\$1,313.40
57	EFT741	25/09/2015	Fostinelli Engineering	Remove & repair tub & readjust ram shut off	\$5,801.40
58	EFT742	25/09/2015	Goldline Distributors	Milk, Biscuits, pies & sausage rolls	\$477.99
59	EFT743	25/09/2015	Heatley's Safety and Industrial	Exchange of boots for Dorothy Bull	\$10.64
60	EFT744	25/09/2015	Menzies Hotel	Gas Bottles 11 Walsh & 89-90 Reid St	\$765.40
61	EFT745	25/09/2015	Cr Ian Tucker	Sept 15 meeting fees	\$872.50
62	EFT746	25/09/2015	Ibis Style Kalgoorlie	Accommodation & meals Dylan Maynard 13/09-	\$1,493.00
63	EFT747	25/09/2015	IT Vision	Investigate & attempt recovery of corrupted Universe database tables due to virus attack	\$2,062.50
64	EFT748	25/09/2015	Cr Jamie Mazza	Sept 15 meeting fees	\$872.50
65	EFT749	25/09/2015	JR & A Hersey	PPE for Depot	\$973.72
66	EFT750	25/09/2015	Breakaway C/O Key Factors	Loader Hire 8/9-23/9/2015	\$52,904.50

SHIRE OF MENZIES
LIST OF PAYMENTS - SEPTEMBER 2015

Ref No.	Cheque /EFT No	Date	Name	Invoice Description	Amount
67	EFT751	25/09/2015	Kooda Contracting Pty Ltd	Plant Hire 1/8-31/8/2015	\$108,564.50
68	EFT752	25/09/2015	Cr Justin Lee	Sept 15 meeting fees	\$872.50
69	EFT753	25/09/2015	Macarthur Minerals	Accommodation & meals for 4 workers	\$6,930.00
70	EFT754	25/09/2015	McGrath Homes	Ablution Building at Hall	\$40,000.00
71	EFT755	25/09/2015	Netlogic Information Technology	Remote consulting	\$4,350.00
72	EFT756	25/09/2015	Oborn Mining And Electrical	Contract- DCEO working remotely - monthly fee	\$11,000.00
73	EFT757	25/09/2015	Office National	Service agreement Ricoh Sept	\$1,006.41
74	EFT758	25/09/2015	Paupiyala Tjarutja Aboriginal Council	Community dog health desexing program	\$4,950.00
75	EFT759	25/09/2015	Quadrio Resources Pty Ltd	Rates refund for assessment A2217 E28/01348 MINING TENEMENT	\$110.57
76	EFT760	25/09/2015	Solomon's Flooring	Supply & install wood effect "Ancient Oak" luxury	\$6,540.00
77	EFT761	25/09/2015	Total Asphalt	Footpath in Menzies townsite (bike path)	\$65,769.00
78	EFT762	25/09/2015	WA Local Govt Superannuation Plan	Pascoe Durtanovich salary sacrifice of \$5,000.00	\$5,000.00
79	EFT763	25/09/2015	WestTrac Pty Ltd	Remove & install/replace drum isolation	\$10,918.95
80	DD342.1	21/09/2015	Westnet	CRC Computers August 2015	\$90.45
81	DD347.1	01/09/2015	WA Local Govt Superannuation Plan	Superannuation contributions	\$3,931.91
82	DD347.2	01/09/2015	WA Local Govt Superannuation Plan	Payroll deductions	\$8,315.04
83	DD347.3	01/09/2015	Australian Super	Superannuation contributions	\$931.11
84	DD347.4	01/09/2015	BT Financial Group Superannuation	Superannuation contributions	\$513.94
85	DD347.5	01/09/2015	Hesta	Superannuation contributions	\$341.17
86	DD347.6	01/09/2015	Australian Ethical	Superannuation contributions	\$260.92
87	DD349.1	17/09/2015	NAB	Direct Debit Credit Card August 2015	\$890.17
88	DD352.1	29/09/2015	Goldfields Toyota	Direct Deposit Vehicle Sub Lease Golden Quest	\$991.90
89	DD352.2	29/09/2015	BOQ Finance	Copier Charges August 2015	\$2,605.81
90	DD358.1	15/09/2015	WA Local Govt Superannuation Plan	Superannuation contributions	\$4,120.32
91	DD358.2	15/09/2015	WA Local Govt Superannuation Plan	Payroll deductions	\$8,333.50
92	DD358.3	15/09/2015	Australian Super	Superannuation contributions	\$1,033.29
93	DD358.4	15/09/2015	BT Financial Group Superannuation	Superannuation contributions	\$517.64
94	DD358.5	15/09/2015	Hesta	Superannuation contributions	\$523.94
95	DD358.6	15/09/2015	Australian Ethical	Superannuation contributions	\$260.91
96	DD372.1	24/09/2015	Australia Post	Stamps	\$470.59
97	DD372.2	24/09/2015	BOQ Finance	Copier charges Sept 2015	\$389.40
98	DD375.1	29/09/2015	WA Local Govt Superannuation Plan	Superannuation contributions	\$3,725.76
99	DD375.2	29/09/2015	WA Local Govt Superannuation Plan	Payroll deductions	\$8,732.83
100	DD375.3	29/09/2015	Australian Super	Superannuation contributions	\$878.21
101	DD375.4	29/09/2015	BT Financial Group Superannuation	Superannuation contributions	\$487.13
102	DD375.5	29/09/2015	Hesta	Superannuation contributions	\$786.87
103	DD375.6	29/09/2015	Australian Ethical	Superannuation contributions	\$260.92
104	10316	17/09/2015	Alphabrace Resources Pty Ltd	Rates refund for assessment A4444 E40/00297 MINING TENEMENT	\$704.59
105	10317	17/09/2015	Cazaly Resources Limited	Rates refund for assessment A2739 P29/01752 MINING TENEMENT	\$319.55
106	10318	17/09/2015	Eclipse Minerals	Rates refund for assessment A2152 P77/03374 MINING TENEMENT	\$345.31
107	10319	17/09/2015	Energy Metals Limited	Rates refund for assessment A2458 E29/00568 MINING TENEMENT	\$836.08
108	10320	17/09/2015	Golden Cliffs Pty Ltd	Rates refund for assessment A3202 E39/01337 MINING TENEMENT	\$878.72
109	10321	17/09/2015	Horizon Power	1 Shenton 27/6-28/8/2015	\$14,995.23
110	10322	17/09/2015	McLeods Barristers & Solicitors	Professional fees Deed Settlement	\$1,024.05
111	10323	17/09/2015	Oakajee Corporation Limited	Rates refund for assessment A4474 E31/00970 MINING TENEMENT	\$52.84
112	10324	17/09/2015	Rio Tinto Exploration Pty Ltd	Rates refund for assessment A3468 m39/00486 MINING TENEMENT	\$54.09
113	10325	17/09/2015	R J Young	Water ending 26/8/15	\$450.00
114	10327	17/09/2015	Water Corporation	Water consumption 1/9-31/10/15	\$76.49
115	10328	23/09/2015	Telstra	3671243388 Aug	\$2,005.79
116	10329	25/09/2015	Cazador Resources Ltd	Rates refund for assessment A4384 E40/00284 MINING TENEMENT	\$1,066.50
117	10330	25/09/2015	Dept Of Transport & Licensing	Registration for 5MN	\$587.85
118	10331	25/09/2015	Trevor James	Rates refund for assessment A5130 P31/02061 MINING TENEMENT	\$130.00
119	10332	25/09/2015	Sammy Resources Pty Ltd	Rates refund for assessment A3543 E36/00655 MINING TENEMENT	\$775.92
120	10333	25/09/2015	Scotia Nickel Pty Ltd	Rates refund for assessment A3769 P29/02025 MINING TENEMENT	\$232.56
121	10334	25/09/2015	Teck Australia Pty Ltd	Rates refund for assessment A3758 E69/02341 MINING TENEMENT	\$59.40
122	10335	25/09/2015	Telstra	3671243388	\$2,115.77
123	10336	25/09/2015	Zeendam Enterprises Pty Ltd	Rates refund for assessment A4596 E31/00996 MINING TENEMENT	\$1,865.22

SHIRE OF MENZIES					
LIST OF PAYMENTS - SEPTEMBER 2015					
Ref No.	Cheque /EFT No	Date	Name	Invoice Description	Amount
				REPORT TOTALS	\$828,833.65

12.2 FINANCE & ADMINISTRATION BUSINESS

12.2.3 TENDERS – OPERATION OF CRC/CARAVAN PARK

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	37 Shenton St, Menzies / Reserve 32312
APPLICANT:	Not applicable
FILE REF:	ADM030; ADM069
DISCLOSURE OF INTEREST:	None
DATE:	16 October 2015
AUTHOR:	Pascoe Durtanovich, Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Item 12.5.7 Ordinary Council Meeting 24 Sept 2015

ATTACHMENTS:

Tender document

SUMMARY:

The purpose of this report is for Council to consider inviting tenders for the outsourcing of the CRC and Caravan Park operations.

BACKGROUND:

The operation of the CRC has been considered by Council on a number of occasions in the past twelve months. At the meeting on 26 March 2015 Council resolved as follows:

That Council:

- 1. Receive the report on the Review of Services for the Lady Shenton and Community Resource Centre; and*
- 2. Form a Committee of Council including interested community members to review the operation of the Community Resource Centre and set strategic direction for events, culture and tourism.*

It is understood that this decision was not acted on.

At the Ordinary Council Meeting held 27 August 2015, Council resolved as follows:

That:

- 1. The Expression of Interest for the operation of the Lady Shenton CRC and the Menzies Caravan Park, from Ms Laura Dwyer, be received; and*
- 2. Prior to further consideration of invitation to tender the Acting Chief Executive Officer prepare a report on the operation / accountability of the CRC aspect of any contract arrangement, costs associated with any building upgrading requirements and caravan park leasing arrangements.*

At the Ordinary Council meeting held 24 September 2015, Council resolved as follows:

That:

1. *The issue of the outsourcing of the CRC and Caravan Park be deferred to the October 2015 Ordinary Council Meeting; and*
2. *The Acting Chief Executive Officer prepare a report for the October meeting with a view to recalling tenders for the outsourcing of the CRC and Caravan Park operations.*

COMMENT:

A tender document has been prepared by Council solicitors and is attached.

Should Council resolve to invite tenders the criteria to be set for selecting the successful tender will be:

Price	20%
Relevant experience	30%
Capacity to deliver the service required	50%

CONSULTATION:

Not applicable

STATUTORY ENVIRONMENT:

Local Government Act, 1995 - Section 3.57

Local Government (Functions and General) Regulations, 1996 – Regulation 11, which states:

Tenders are to be publicly invited according to the requirements of this Division before a local government enters into a contract for another person to supply goods or services if the consideration under the contract is, or is expected to be, more, or worth more, than \$150,000 unless sub regulation (2) states otherwise.

POLICY IMPLICATIONS:

Council does not have a policy in relation to this matter.

FINANCIAL IMPLICATIONS:

Financial implications will be considered when tenders are received.

STRATEGIC IMPLICATIONS:

Strategic Community Plan 2013-2023

Priority 14.2 Maintain a Strong Sense of Community

14.2.4 Connected Community.

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That:

- 1. Tenders be invited for the Operation/Management of the Menzies Caravan Park and Menzies Community Resource Centre in accordance with the attached tender document, identified as attachment 12.2.3; and**
- 2. The criteria/weighting to be used for the selection of the successful tender be:**

Price	20%
Relevant experience	30%
Capacity to deliver the service required	50%

REQUEST FOR TENDERS

NO. _____/2015

**Management of the Menzies Community Resource and
Visitor Centre**

Operation and Lease of the Menzies Caravan Park

**TENDERS ARE TO BE LODGED IN THE TENDER BOX
BY: 3.30 PM, XXX 2015**

READ AND KEEP THIS PART

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 ANNEXURES	
1. Contract for the Management of the Menzies Community Resource and Visitor Centre.	
2. Lease for the Menzies Caravan Park.	
3. Occupation Health and Safety policy, information and requirements.	

PART 1

READ AND KEEP THIS PART

1. SHIRE'S REQUEST

1.1 Summary of Tender Requirements

The Shire of Menzies wishes to outsource the operation and running of the Menzies Community Resource and Visitor Centre and the Menzies Caravan Park.

The Shire is seeking:

- (1) an independent contractor to manage, on its behalf, the Menzies Community Resource and Visitor Centre; and
- (2) a lessee for the operation of the Menzies Caravan Park.

It is expected that the successful tenderer will be offered:

- (1) a management contract for the Community Resource and Visitor Centre for a period of five years, with the Shire having the discretion to extend the Contract for a further term of () years, in accordance with the contract terms and conditions that form part of this Request for Tender; and
- (2) a lease for the Caravan Park for a period of five years, with the Shire having the discretion to extend the Lease for a further term of () years, in accordance with the contract terms and conditions that form part of this Request for Tender.

1.2 Tender documents

This Request for Tender is comprised of the following parts:

- Part 1 Shire's Request; (Read and Keep)
- Part 2 Specifications; (Read and Keep)
- Part 3 Schedules 1-6; (Complete and Return)
- Annexures 1 – 2 (Read and Keep)
- ("the Contract")

1.3 How to Prepare Your Tender

- (1) Carefully read all parts of this document.
- (2) Ensure you understand the Tender Requirements.
- (3) Complete the Offer (Schedule 1) and all other Schedules in all respects and attach any associated attachments.
- (4) Make sure you have signed the Offer and responded to all of the Selection Criteria.
- (5) Lodge your Tender as required by **clause 1.9** before the Deadline.

1.4 Contact Persons

Tenderers should not rely on any information provided by any person(s) other than those listed below. In addition, all queries must be in writing and responses to queries will be addressed in writing. The query and response may be provided to all parties who have indicated an intention to submit a Tender:

Name: Mr Pascoe Durtanovich

Position: Chief Executive Officer

PART 1

READ AND KEEP THIS PART

Telephone: (08) 9024 2041
Facsimile: (08) 9024 2110
Email: ceo@menzies.wa.gov.au

1.5 Definitions

The following are terms used within this document:

Attachments mean any documents or supporting information you attach as part of your Tender;

Caravan Park means the Menzies Caravan Park located at No. 15 Brown Street, Menzies and being more particularly Lot 555 on Deposited Plan 63650 being the whole of the land comprised in Certificate of Title Volume LR3156 Folio 761;

Community Resource and Visitor Centre means the Menzies Community Resource and Visitor Centre located at 37 Shenton Street, Menzies and being more particularly Lot 41 on Deposited Plan 222795 being the whole of the land comprised in Certificate of Title Volume 599 Folio 198;

Contract comprises the documents described in clause 1.2;

Contract Extension means the extension of the Contract by the Shire, for a term of _____ years commencing on _____ and expiring on _____;

CPI means the Consumer Price Index (All Groups - Perth) published from time to time by the Australian Bureau of Statistics;

CRC Building means the building located on Lot 41 on Deposited Plan 222795;

Deadline means the closing time and date specified in this Request for lodgement of your Tender;

Initial Contract Term means the initial term of the Contract, being a term of five years commencing on _____ and expiring on _____;

Lease means the Lease to be entered into by the successful Tenderer and the Shire and annexed to this Request as **Annexure 2**;

Management Contract means the Management Contract to be entered into by the successful Tenderer and the Shire and annexed to this Request as **Annexure 1**;

Offer means your offer/Tender in response to this Request to supply the Requirements to the Shire;

Precinct means the Caravan Park and Community Resource and Visitor Centre;

Request means this Request for Tender document;

Requirements mean the goods and/or services requested by the Shire described in Part 2 Specification;

Selection Criteria means the criteria used by the Shire in evaluating the Tenders;

Shire means the Shire of Menzies;

Shire's Offer means the Shire's offer pursuant to clause 2.4;

Tender means the completed Tenderer's Offer (Part 3), response to the Selection Criteria and any Attachments;

Tender Box means the tender box located in the reception area of the Shire of Menzies offices at 124 Shenton Street, Menzies, Western Australia; and

Tenderer means someone who has or intends to submit an Offer to the Shire.

PART 1

READ AND KEEP THIS PART

1.6 Canvassing of Councillors

If a Tenderer, whether personally or by an agent, canvasses any of the Shire's Councillors with a view to influencing the acceptance of a Tender made by it or any other Tenderer, then regardless of whether the canvassing had or may have had any influence on the acceptance of the Tender, the Shire may, at its discretion, decline to further consider the Tender.

1.7 Site Inspection

The Community Resource and Visitor Centre is owned by the Shire in fee simple and is open to the public. The Caravan Park is located on Crown Land under management order to the Shire. A site inspection of the Community Resource and Visitor Centre and Caravan Park will be available to interested Tenderers by appointment.

1.8 Tender deadline

Each Tender must be received by the Shire by the Deadline. The Deadline for this Request is 3:30pm on XXXXX 2015 (Western Standard Time).

1.9 Format and delivery

Each Tender must:

- (a) be submitted in hard copy only (other formats such as electronic mail tenders and tenders submitted by facsimile will not be accepted);
- (b) be signed and submitted in duplicate, with one copy to be marked '**ORIGINAL**' and the other to be marked '**COPY**', with all Schedules and any attachments attached to both the original and the copy;
- (c) be placed in a sealed envelope;
- (d) clearly endorsed on the front cover with the title:

"Tender /2015: Management of the Menzies Community Resource and Visitor Centre and Operation and Lease of the Menzies Caravan Park";
- (e) have all attachment pages numbered consecutively;
- (f) include a table of contents or an index; and
- (g) be hand delivered to and placed in the Tender Box at:

Shire of Menzies
124 Shenton Road
MENZIES WESTERN AUSTRALIA

received by the Shire no later than the Deadline (see clause 1.8 above).

1.10 Tender Opening

The Tender will be opened at 3.30pm on XXX 2015.

Tenderers and members of the public may attend or be represented at the opening of Tenders. No tendered figures will be announced or provided.

All Tenders will be opened in the Shire's offices. No discussions concerning any Tender will be entered into between any Tenderer and officers of the Shire.

1.11 Tender Validity Period

A Tender shall remain valid and open for acceptance for a minimum period of 3 months from the Deadline, or forty five days from the Council resolution for determining the Tender, whichever is later; unless extended on mutual agreement between the Tenderer and the Shire in writing.

PART 1

READ AND KEEP THIS PART

1.12 Selection of successful Tenderer

The purpose of this Request is to enable prospective Tenderers to formulate their offers to the Shire and to enable the Shire to decide which, if any, of the Tenders that it receives would be most advantageous to the Shire.

The Shire is not bound to accept the most financially attractive Tender and may decline to accept any Tender.

1.13 Rejection of Tenders

A Tender will be rejected without consideration of its merits if:

- (a) it is not delivered at the place and in the method set out in this Request (at **clause 1.9** above); or
- (b) it is not received by the Shire before the Deadline.

A Tender may be rejected if it fails to comply with any other requirement of this Request.

1.14 Evaluation Process

Each Tender that is not rejected under **clause 1.13** above will be evaluated using information provided in that Tender.

Broadly, the evaluation methodology to be used will be that:

- (a) each Tender will be checked for completeness and compliance by reference to the Compliance Criteria (see below at **clause 1.15**). A Tender that does not contain all information requested, such as the completed Offer form and all the Schedules, may be excluded from evaluation;
- (b) each Tender will be assessed against the Selection Criteria (see below at **clause 1.16**) and an evaluation report will be prepared for consideration of the Council;
- (c) the Council, on the basis of the evaluation report and any other relevant information will decide which, if any, of the Tenders it thinks would be most advantageous for the Shire to accept.

The successful Tenderer must enter into the Management Contract within 7 days after receipt of the finalised Management Contract from the Shire.

1.15 Compliance Criteria

These criteria will not be point scored. Each Tender will be assessed on a Yes/No basis as to whether the criterion is satisfactorily met. An assessment of "No" against any criterion may eliminate the Tender from consideration.

Description of Compliance Criteria	Yes/No
Compliance with Deadline	Yes/No
Completed and included Schedule 1	Yes/No
Completed and included Schedule 2	Yes/No
Completed and included Schedule 3	Yes/No
Completed and included Schedule 4	Yes/No
Completed and included Schedule 5	Yes/No
Completed and included Schedule 6	Yes/No
Completed and included Schedule 7	Yes/No

PART 1

READ AND KEEP THIS PART

Completed and included Schedule 8	Yes/No
All other required information included	Yes/No

1.16 Selection Criteria

For the purpose of determining which Tender would be most advantageous for the Shire to accept, the Shire will evaluate each Tender against the following Selection Criteria:

Item	Description of Selection Criteria	Weight
1.	Experience and Capability (See Schedule 3)	25%
2.	Operating Hours (See Schedule 4)	10%
3.	Financials - Rent and Contract Price (See Schedules 5 and 6)	35%
4.	Draft Operational Plan (See Schedule 7)	30%

Before answering the Selection Criteria, Tenderers should note the following:

- (a) all information relevant to your answers should be contained within your Tender in each criterion;
- (b) Tenderers shall assume that the evaluation panel has **no previous knowledge** of your organisation, its activities or experience. General market reputation, public advertising or similar information will not be factors considered in the evaluation process;
- (c) the information provided in the Tender is the only information used to select the chosen supplier. Failure to provide the specified information may result in elimination from the tender evaluation process or a low ranking on the applicable criterion;
- (d) Tenderers shall provide full details for any claims, statements or examples used to address the Selection Criteria; and
- (e) Tenderers shall address each issue outlined within each criterion.

1.17 Request for Tender Documents

This Request has been collated by mechanical means and each Tenderer should check to ensure that the copy given to it includes all pages which are numbered consecutively and that all Schedules referred to are also included.

1.18 Confidentiality of Tender Information

The Shire will treat all information provided in a Tender as confidential and will not use it other than for purposes of, or related to, the Tender evaluation or as otherwise required by law.

Documents and other information relevant to a Tender may be disclosed when required by law, such as under the *Freedom of Information Act 1992*, the *Local Government Act 1995*, the *Local Government (Functions and General) Regulations 1996* or under a Court order.

PART 1

READ AND KEEP THIS PART

1.19 Tenderers to Inform Themselves

By submitting a Tender, a Tenderer shall be deemed to have examined and satisfied itself about:

- (a) the completeness of this Request and any other relevant information available in writing to Tenderers;
- (b) all information relevant to the risks, contingencies and other circumstances in relation to this Request; and
- (c) the correctness and sufficiency of its Tender, including tendered prices which shall be deemed to cover the cost of complying with the due and proper performance and completion of the obligations under any agreement with the Shire.

1.20 Due Diligence

The information provided within this document is to the best of the Shire's understanding, as at the date of this Request document being created.

Tenderers are advised that they must conduct and rely only upon their own interpretation and analysis of the information contained within this document, any other information provided and any other matter discovered by any Tenderer during such due diligence undertaken prior to providing an Offer with respect to this Request.

1.21 Warranties

By submitting a Tender, a Tenderer warrants that:

- (a) all information contained in the Tender is accurate;
- (b) the Tender is in all respects an independent Tender; and
- (c) in the preparation of the Tender, no collusion has taken place between the Tenderer and any other Tenderer or, except to the extent specifically disclosed in the Tender, between the Tenderer and any other interested party.

1.22 Joint Tenders

Where a Tender is lodged in the names of two or more persons or corporations, either by way of a joint venture, partnership or otherwise, irrespective of the relationship between the parties, each person or corporation shall be jointly and severally bound by the terms of the Tender and, if the Tender is accepted, shall be jointly and severally liable under any resulting agreement with the Shire.

1.23 Addenda to Request and Alterations

A Tenderer shall not alter or add to the Request documents unless required or permitted by a term of this Request.

The Shire may, at any time before the Deadline, issue an addendum to this Request and circulate that addendum to all Tenderers.

The Tenderer shall acknowledge receipt of each addendum prior to the Deadline.

1.24 Risk Assessment

The Shire may have access to, and consider for the purpose of the tender evaluation process:

- (a) any risk assessment undertaken by Dun and Bradstreet, or any other credit rating agency; and
- (b) any information produced by a Bank or other financial institution, or by an accountant of a Tenderer.

PART 1**READ AND KEEP THIS PART****1.25 Property and copyright in Request documents**

All intellectual property, including patents, copyright, trademarks, know-how, technical information and confidential information in or attaching to this Request shall remain the property of the Shire. A Tenderer shall not use any of the information in this Request for any purpose other than the preparation of its Tender.

1.26 Ownership of Tenders

With the exception of a Tenderer's existing copyright and other intellectual property rights, all documents and information submitted by a Tenderer as part of or in support of its Tender shall become, on submission, the absolute property of the Shire and will not be returned to the Tenderer at the conclusion of the tender process.

1.27 Identity of the Tenderer

The identity of the Tenderer and the proposed lessee is fundamental to the Shire. The Tenderer shall be the person, persons, corporation or corporations named as the Tenderer in Schedule 1.

1.28 In House Bids

The Shire will not submit an in-house tender in response to this Request.

1.29 Costs of Tender

All costs of and associated with the preparation and submission of a Tender shall be borne entirely by the Tenderer and the Shire shall not be liable in any circumstances to contribute to those costs or otherwise to indemnify the tenderer in respect to the preparation or submission of a Tender or any related activities.

1.30 Tender Variation

In the event that the Shire considers it necessary or desirable to make any minor variations in respect of the subject of the Tender, the Shire may incorporate such minor variation in its Contract with the successful Tenderer (if the tenderer is in agreement) without the requirement to call for new tenders.

In the event that the successful Tenderer is unable or unwilling to enter into such varied Contract, the Shire may enter to such varied Contract with the person who, in the opinion of Council of the Shire, submitted the next most advantageous Tender.

2. TENDER SPECIFICATIONS

2.1 Introduction

The Shire is the registered proprietor of the Community Resource and Visitor Centre and is vested with the care, control and management of the Caravan Park contained within Reserve 32312.

As set out in **clause 1** above, the Tender Requirements relate to:

- (1) the management of the Community Resource and Visitor Centre; and
- (2) the Lease and operation of the Caravan Park.

The successful Tenderer will be required to:

- (1) operate and manage the Community Resource and Visitor Centre in accordance with the Contract;
- (2) enter into the Management Contract, generally in the form annexed as **Annexure 1**;
- (3) operate the Caravan Park and associated activities for up to a maximum of guests in accordance with the Contract; and
- (4) enter into the Lease, generally in the form annexed as **Annexure 2**,

Unless otherwise noted in this Tender the work involves the supply of labour (including supervision) and materials required to complete the work and shall include, but not necessarily be limited to, the work described in **clause 2.2**.

2.2 Shire's Expectations and Scope of Work

The Shire strongly recommends that this Request be read in conjunction with the terms and conditions of the Management Contract and the Lease, as that document sets out the majority of the Shire's requirements and expectations in relation to the operation and management of the Community Resource and Visitor Centre and the lease and operation of the Caravan Park.

Community Resource and Visitor Centre

The Shire expects that the successful Tenderer will operate the Community Resource and Visitor Centre, under the Management Contract in accordance with the terms of the Management Contract.

Management of the Community Resource and Visitor Centre will include, without limitation:

- responsibility for all operations, labour, plant, materials and supervision at the Community Resource and Visitor Centre;
- provision of staff to attend to the day to day operations at the Community Resource and Visitor Centre;
- maintenance of the Community Resource and Visitor Centre;
- management of community and visitor facilities and services including the postal services.

Caravan Park

The Shire expects that the successful Tenderer will operate the Caravan Park, under the Lease. The Shire will not contribute to the capital equipment required to operate the Caravan Park, nor assist in the marketing or operation of the Caravan Park.

In relation to the proposed Lease, some of the essential terms include:

- (a) the initial term of the proposed Lease is for 5 years, with an option of years (at the Shire's discretion);
- (b) a rent free period, for a maximum of weeks may be negotiated;

PART 2

READ AND KEEP THIS PART

- (c) the Lessee to be responsible for all rates, taxes and outgoings in respect of the Caravan Park;
- (d) the Lessee to maintain adequate public liability and workers compensation insurance and to refund the Shire for building insurance premiums;
- (e) rent is to increase in each year of the term of the Lease by the same percentage as the annual increase in the Consumer Price Index with the exception that rent is to be reviewed to market every three years; and
- (f) the Caravan Park must remain operational throughout the term of the Lease.

2.3 Precinct Details

The precinct is located at Shenton Road/Brown Street, Menzies and comprises the Menzies Community Resource Centre and Caravan Park.

The precinct is divided into two lots, one known as Reserve 32312 (comprising the Caravan Park) owned by the State of Western Australia and the other comprising the CRC Building, owned by the Shire in fee simple. The Shire is vested with the care, control and management of Reserve 32312.

It is intended that the successful Tenderer will be granted a Lease of that part of Reserve 32312 comprising the Caravan Park buildings and the immediate surrounds and will enter into a Management Contract for the Management Community Resource and Visitors Centre.

2.4 Café Fit-out

The grant of the Lease includes an option to fit-out a commercial kitchen within the CRC Building to operate a Café.

The Shire offers assistance in the form of towards the costs of fit-out of a commercial kitchen within the CRC Building for the purposes of the operation of a Café (**Shire's Offer**).

The Shire retains the right to approve, reject and/or vary any proposal the successful Tenderer may submit with respect to building signage, building attachments and/or extrusions, and building (kitchen) extraction and air-conditioning systems. The fit-out information provided by the Tenderer must include full details of these items.

The Shire will not permit:

- (a) any external roof or wall mounted equipment for building (kitchen) extraction or air-conditioning systems. All such equipment is to be located at ground level in the service yard provided;
- (b) any external wall mounted service ducts, pipes or conduits for building (kitchen) extraction, air-conditioning systems, or similar such fixtures as identified. All necessary services are to be concealed within the building shell using the cavities, ducts, voids and openings provided.
- (c) any external roof mounted signage;
- (d) any external building attachment which alters the physical appearance of the building.

Further details must be provided by the Tenderer in relation to the above matters, upon written request from the Shire to enable an adequate assessment of proposals.

The Shire's Offer is conditional upon the Successful Tenderer and the Shire entering into a Lease which satisfies the *Commercial Tenancy Act (Retail Shops) Agreements Act 1985* and is to the satisfaction of the Shire.

2.5 Statutory Approval Process

(1) Approvals

The successful Tenderer is required to obtain all other statutory approvals, such as a building licence (if applicable) for the Café fit-out and all health approvals relating to the Café and a

PART 2

READ AND KEEP THIS PART

Licence under the *Caravan Parks and Camping Grounds Act 1995* for operation of the Caravan Park.

(2) Local Government Act

Prior to finalising the Lease with the successful Tenderer the Shire may be required to undertake certain processes in accordance with the provisions of the *Local Government Act*, including the following key provisions and processes:

- (a) section 3.58 deals with the disposition of property, which includes leases; and
- (b) section 3.59 requires the Shire to prepare and publish a Business Plan before it enters into a 'major land transaction'.

2.6 Licensing requirements

Unless expressly stated to the contrary, the successful Tenderer is required to operate the Caravan Park in accordance with any requirements specified in a Licence issued under the *Caravan Parks and Camping Grounds Act*.

2.7 Co-operation with the Shire

The successful Tenderer must at all times fully co-operate with the Shire's employees, agents, officers and contractors to ensure the efficient operation and management of the Community Resource and Visitor Centre.

2.8 Tender Conditional upon CRC Grant

If the CRC Grant ceases for any reason then pursuant to the terms of the Management Contract and Lease, the Shire may by written notice require the Management Contract and Lease to be terminated to remove each party's obligations in relation to the operation and management of the Community Resource and Visitor Centre and Caravan Park.

2.9 Occupational Health & Safety

The successful Tenderer will be required to provide and maintain, so far as is practicable, a working environment for its employees, agents, contractors, the Shire's officers and contractors, and members of the public that is safe and without risk to health.

The successful Tenderer must inform itself of and comply with all Occupational Health and Safety policies, procedures or measures implemented or adopted by the Shire. Copies of the Shire's current policies are annexed to this Tender as **Annexure 3**.

2.10 Statutory Approval Process

Prior to finalising the Contract with the successful Tenderer the Shire may be required to undertake certain processes in accordance with the provisions of the *Local Government Act*.

SCHEDULE 1

TENDERER'S OFFER

FORM OF TENDER

TO: Chief Executive Officer
Shire of Menzies
124 Shenton Street
MENZIES WA 6436

I/We:

1. submit this Tender in response to, and in accordance with the terms of, the Shire of Menzies's 'REQUEST FOR TENDERS NO. /2015;
2. offer to carry out and complete the requirements described in Part 2, on the terms and conditions contained in Part 3 and in accordance with the Contract;
3. agree that this Tender is a formal offer to the Shire of Menzies and will remain valid and open for acceptance for a minimum period of:
 - (a) 3 months from the Deadline; or
 - (b) forty five days from the Council resolution for determining the Tender,whichever is later.

I/We warrant that:

1. all information contained in this Tender is accurate;
2. this Tender is in all respects an independent Tender; and
3. in the preparation of this Tender, no collusion has taken place between the Tenderer and any other Tenderer or, to the extent specifically disclosed in the Tender, between the Tenderer and any other interested party;
4. we/I have received and read Annexures 1-3 and Addenda No(s)....

Name of Tenderer

(full legal name of person or company)

ABN

ACN

Address

Daytime contact numbers:

Signed by, or on
behalf of, the Tenderer

Tender -- Management and Operation of the Menzies Community Resource and Visitor Centre and Lease and Operation of the Menzies Caravan Park

PART 3**COMPLETE AND RETURN**

Name of person signing
on behalf of Tenderer

Position of person signing
on behalf of Tenderer

(BLOCK LETTERS)

Witness Signature

Name of Witness

(BLOCK LETTERS)

Position

Dated

If Tenderer is a Corporation following must be completed

EXECUTED BY

pursuant to Section 127 of the Corporations Act:

Name of Director

Signature of Director

Name of Director/Secretary

Signature of Director/Secretary

If the Tenderer is a partnership all partners must sign this Offer

If the Tenderer is an incorporated body the following must be completed

THE COMMON SEAL of

was hereunto affixed pursuant to the constitution of the Association in the presence of each of the undersigned each of whom hereby declares by the execution of this document that he or she holds the office in the Association indicated under his or her name:

OFFICE HOLDER SIGN

Office Held:
Full Name
Address

OFFICE HOLDER SIGN

Office Held:
Full Name
Address

Tender – Management and Operation of the Menzies Community Resource and Visitor Centre and Lease and Operation of the Menzies Caravan Park

PART 3

COMPLETE AND RETURN

SCHEDULE 2

General & Corporate Information

2.1 Organisation profile and referees

Attach your organisation profile including details of principals (if partnership all names and addresses and trading name if applicable), staffing, principal activities etc.	<input type="checkbox"/> Tick✓if attached
If companies are involved, attach the current ASIC company search extract for each company and include a copy of the latest ASIC annual return for each company.	<input type="checkbox"/> Tick✓if attached
Attach details of your referees. Only give referees for whom you have done work and give examples of the work done for each referee. Label all document(s) supplied, in respect of this requirement, "Organisation profile and referees".	<input type="checkbox"/> Tick✓if attached

2.2 Agents & Trusts

Are you acting as an agent for another party or trustee of a trust?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If Yes, attach details (including name and address, and copy of trust deed and related documents) of the other party or trust as applicable and label such document(s) "Agents & Trusts".	<input type="checkbox"/> Tick✓if attached

2.3 Financial Position

Are you presently able to pay all your debts in full as and when they fall due?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you currently engaged in litigation as a result of which you may be liable for \$50,000 or more?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If you are awarded the Contract, will you be able to fulfil the Requirements from your own resources (including without limitation the fit-out works) or from resources readily available to you and remain able to pay all of your debts in full as and when they fall due?	Yes <input type="checkbox"/> No <input type="checkbox"/>
To demonstrate your financial ability to undertake any resulting contract, attach a financial profile (including a profit and loss statement and latest financial return) for you and each of the other proposed contracting entities together with a list of two financial referees, and label	<input type="checkbox"/> Tick✓if attached

PART 3**COMPLETE AND RETURN**such document(s) "*Financial Position*".**2.4 Conflicts of Interest**

Will any actual or potential conflict of interest in the performance of your obligations under the Contract exist if you are awarded the Contract, or are any such conflicts of interest likely to arise during the Contract?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If Yes, attach details of any actual or potential conflict and the way in which any conflict will be dealt with and label such document(s) " <i>Conflicts of Interest</i> ".	<input type="checkbox"/> Tick✓if attached

SCHEDULE 3

Experience and Capability

The Tenderer is required to demonstrate:

- (1) the necessary experience and skills to manage the Community Resource and Visitor Centre. In this regard, the Tenderer is, as a minimum, required to:
 - (a) demonstrate competency and a proven track record of achieving outcomes for similar facilities;
 - (b) complete the below "Reference Schedule";
 - (c) demonstrate an ability to provide a safe work environment, and a commitment to comply with all Occupational Health and Safety policies, procedures or measures implemented or adopted by the Shire; and
 - (d) complete the below "Tenderer's Safety Record" schedule, and provide details as to the Tenderer's Occupational Health and Safety policies and procedures.
- (2) the necessary experience in the ongoing management of a small to medium accommodation facility (and food and beverage business if applicable) that is subject to seasonal variations and trades predominantly with the general public.

COMPLETE AND RETURN

[illegible]

COMPLETE AND RETURN

[illegible]

SCHEDULE 4

Operating Hours

The Tenderer must supply details of proposed days and hours of operation for the following facilities throughout the winter and summer seasons:

1. Community Resource Centre
2. Postal Services
3. Visitor Centre
4. Caravan Park (Reception)
5. Café (If applicable).

PART 3

COMPLETE AND RETURN

SCHEDULE 5**Rent Information**

Tenderers must complete the below annual rent payment schedule. Before completing the annual rent payment schedule, Tenderers should read the entire Request.

Rent must be paid monthly in advance in equal instalments, in accordance with the provisions of the Lease.

The rent figure is exclusive of GST and all outgoings and consumables, otherwise payable in accordance with the terms of the Lease.

Annual Rent Payment

Description	Amount
Rent per annum (exclusive of GST and all outgoings and consumables which are otherwise payable in accordance with the terms of the Lease)	\$

PART 3

COMPLETE AND RETURN

SCHEDULE 6**Contract Price**

Tenderers must complete the below contract price schedule. Before completing the contract price payment schedule, Tenderers should read the entire Request.

The Shire will pay the contract price by equal monthly instalments payable in arrears on the last day of the month.

The contract price must include all costs associated with the operation and management of the Community Resource and Visitor Centre in accordance with the Contract, including without limitation all labour costs, material costs, profits and overheads.

CONTRACT PRICE SCHEDULE

Description	Contract Price
<p>The Tenderer offers to operate and manage the Community Resource and Visitor Centre in accordance with the Contract for the Initial Contract Term (being from until) for the sum of:</p> <p>("Management Fee")</p> <p>If the Shire extends the Contract for the Contract Extension (being from until) the Management Fee will be increased by CPI for the term of the Contract Extension.</p>	<p>GST ex \$.....</p> <p>GST \$.....</p> <p>Total Sum \$.....</p> <p>.....</p> <p>(total sum must also to be expressed in words)</p>

SCHEDULE 7

Draft Operational Plan

The Tenderer must provide details of their operational plan for the Community Resource and Visitor Centre and the Caravan Park. This plan is to include:

- (a) operating structure;
- (b) proposed governance structure;
- (c) addressing legal requirements of the operation of an Community Resource and Visitor Centre and Caravan Park;
- (d) employment strategy; and
- (e) an assessment of any projected changed terms or conditions for the current users or tenants of the site.

SCHEDULE 8

Café - Fit Out Works and Operation

If a Tenderer wishes to accept the Shire's Offer, the Tenderer must provide:

Fit-out Works

- (a) full and complete details of the fit-out works proposed to be undertaken by the Tenderer;
- (b) sketch plans and 3-D coloured illustrations of the proposed Café fit-out;
- (c) colour and material display boards for Café and kitchen fit-out finishes proposed;
- (d) photographs/illustrations of proposed Café furniture;
- (e) details of proposed plant & equipment to be installed, together with confirmation that all plant & equipment will be new and be of commercial grade and quality;
- (f) an indicative estimate of the capital expenditure required to complete the fit-out;
- (g) an indicative works program showing the timing and staging of the fit-out; and
- (h) details of the proposed fit-out contractor, or builder, intended to undertake the fit-out works.

Operation and Product Range

- (a) details of the proposed food and beverage menu items to be sold from the Café, including indicative prices for the first two years of trading; and
- (b) details of any other incidental items to be sold from the café.

DRAFT

ANNEXURES

Request for Tenders for the Management of the Menzies Community Resource and Visitor Centre and Operation and Lease of the Menzies Caravan Park

READ AND KEEP THIS PART

ANNEXURES

1. Contract for the Management of the Menzies Community Resource and Visitor Centre.
2. Lease for the Menzies Caravan Park.
3. Occupation Health and Safety policy, information and requirements.

ANNEXURE 1

Contract for the Management of the Menzies Community Resource and Visitor Centre

Contract for the Management of Menzies Visitor Centre and Community Resource Centre:

Shire of Menzies

[Insert Individual/Company/Association Details]



McLEODS

Barristers & Solicitors

Stirling Law Chambers | 220-222 Stirling Highway | CLAREMONT WA 6010

Tel: (08) 9383 3133 | Fax: (08) 9383 4935

Email: mcleods@mcleods.com.au

Ref: JL:38079:MENZIES

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Details

Parties

Shire of Menzies

of PO Box 4, Menzies, Western Australia, 6436
(Shire)

[Insert Company/Association Details (ACN)]

, Western Australia
(Contractor)

Background

- A The Shire registered as the proprietor of the Land.
- B The Centre is located on the Land.
- C The Shire has agreed to appoint the Contractor to manage the Centre for the Term, on the terms and conditions of this Contract.

Agreed terms

1. Defined Terms and Interpretation

1.1 Definitions

Unless otherwise required by the context or subject matter the following words have these meanings in this Contract:

Amounts Payable means the outgoings referred to in **clause 6.1** and any other money payable by the Contractor to the Shire under this Contract;

Business Day means a day other than a Saturday, Sunday or public holiday in Perth, Western Australia;

Centre means the Visitor Centre and Community Resource Centre situated on the Land and located for general identification purposes at 37 Shenton Street, Menzies and for the avoidance of doubt includes all fixtures, fittings, plant and equipment provided by the Shire for use in the Centre;

Commencement Date means the date of commencement of the Term specified in **Item 3** of the Schedule;

Community Resource Centre means the Menzies Community Resource Centre and includes post office and

Contract means this document as varied, amended, supplemented, novated or replaced from time to time;

Further Term means each further term specified in **Item 2** of the Schedule;

Good Repair means good and substantial tenantable repair and in clean, good working order and condition;

Grant means the grant the Shire receives from the State Government for the operation of the Community Resource Centre;

Interest Rate means the rate at the time the payment falls due being 2% greater than the Shire's general overdraft rate on borrowings from its bankers on amounts not exceeding \$100,000.00, which rate cannot exceed the rate prescribed by, and imposed in accordance with, section 6.13 of the *Local Government Act 1995*;

KPI's means the Key Performance Indicators annexed hereto as **Annexure 1** as amended from time to time in accordance with this Contract;

Land means Lot 41 on Deposited Plan 222795 and being the whole of the land comprised in Certificate of Title Volume 599 Folio 198;

Management Fee means the annual fee payable by the Shire to the Contractor in consideration of the due performance by the Contractor of its obligations pursuant to this Agreement as specified in **Item 4** of the Schedule;

Notice means each notice, demand, consent or authority given or made to any person under this Contract;

Proposal means the Contractor's completed offer, response to the Selection Criteria and attachments in respect of the Request for Proposal;

Proposal Documents means the Request for Proposal and the Proposal;

Request for Proposal means the request for proposal for the management of the Centre entitled 'Request for Proposal – Management of the Menzies Visitors Centre, Community Resource Centre and Caravan Park' RFT Number,

Schedule means the schedule to this Contract;

Services means the whole of the Visitor Centre and Community Resource Centre services, tasks, work and requisites as set out in this Contract to be supplied by the Contractor;

Shire's Fixtures and Fittings means all fixtures, fittings and equipment installed in or provided to the Centre by the Shire at the Commencement Date or at any time during the Term. An initial list of the Shire's Fixtures and Fittings installed at the Commencement Date and their estimated value is annexed hereto as **Annexure 2**;

Term means the term of the Contract as stipulated in **Item 1** of the Schedule and any Further Term;

Termination means expiry by effluxion of time or sooner determination of the Term or any period of holding over; and

Visitor Centre means the Menzies Visitor Centre.

1.2 Interpretation

In this Contract, unless the context otherwise requires:

- (a) headings, underlines and numbering do not affect the interpretation or construction of this Contract;
- (b) words importing the singular include the plural and vice versa;
- (c) words importing a gender include any gender;
- (d) an expression importing a natural person includes any company, partnership, joint venture, association, corporation or other body corporate;
- (e) references to parts, clauses, parties, annexures, exhibits and schedules are references to parts and clauses of, and parties, annexures, exhibits and schedules to, this Contract;
- (f) a reference to any statute, regulation, proclamation, ordinance, local or town planning scheme, or local law includes all statutes, regulations, proclamations, ordinances, local or town planning schemes, or local laws varying, consolidating or replacing them, and a reference to a statute includes all regulations, proclamations, ordinances and local laws issued under that statute;
- (g) no rule of construction shall apply to the disadvantage of a party on the basis that that party was responsible for the preparation of this Contract or any part of it;
- (h) a reference to any thing (including any real property) or any amount is a reference to the whole and each part of it;
- (i) reference to the parties includes their personal representatives, successors and lawful assigns;
- (j) where a reference to a party includes more than one person the rights and obligations of those persons shall be joint and several; and
- (k) the Schedule and Annexures (if any) form part of this Contract.

2. Order of Precedence

If there is any inconsistency between the terms of this Contract and the Proposal Documents then the terms of this Contract will prevail.

3. Appointment

The Shire appoints the Contractor, and the Contractor accepts the appointment, to manage the Centre for the Term under the terms and conditions provided by this Contract and the Proposal Documents.

4. Management Fee

- (1) In consideration for the Contractor observing and performing the Contractor's obligations under this Contract, the Shire shall pay to the Contractor the Management Fee.
- (2) The Contractor agrees that payment of the fee in paragraph (1) above constitutes full payment for the provision of the Services.
- (3) The Contractor acknowledges and agrees that if it decides to expand the Services of the Centre or employ additional staff for the Centre, it shall not be entitled to an increase in the Management Fee.
- (4) The Contractor acknowledges and agrees that in the event that the Contractor fails to:
 - (a) employ staff that meet the requirements set out at **clause 7.3** of this Contract; or
 - (b) provide the Services to the Shire in accordance with this Contract,the Shire shall be entitled to:
 - (i) withhold payment of the Management Fee until such failure is rectified; and
 - (ii) pay a reduced Management Fee for the period of the failure, such reduction to be determined by the Chief Executive Officer of the Shire acting reasonably.

5. Management Fee Review

N/A

6. Outgoings and Other Payments

6.1 Outgoings

- (1) The Contractor agrees with the Shire to pay to the Shire or to such person as the Shire may from time to time direct punctually all the following outgoings or charges (if applicable), assessed or incurred in respect of the Centre:
 - (a) telephone, electricity, gas and other power and light charges including but not limited to meter rents and the cost of installation of any meter, wiring, internet connections or telephone connections and the Contractor shall ensure that any accounts for all charges and outgoings in respect of telephone, electricity, gas and other power and light charges are taken out and issued in the name of; and
 - (b) any other consumption charge or cost, statutory impost or other obligation incurred or payable by reason of the Contractor's use and occupation of the Centre and any costs incurred in its performance of the Services, as stated in the Contract.
- (2) If the Centre is not separately charged or assessed the Contractor will pay to the Shire a proportionate part of any charges or assessments referred to in **clause 6.1(1)** being the proportion that the Centre bears to the total area of the land or premises included in the charge or assessment.

6.2 Interest

Without affecting the rights, powers and remedies of the Shire under this Contract, to pay to the Shire interest on demand on any Amounts Payable which are unpaid for fourteen (14) days

computed from the due date for payment until payment is made and any interest payable under this paragraph will be charged at the Interest Rate.

6.3 Costs

To pay to the Shire all costs, legal fees, disbursements and payments incurred by or for which the Shire is liable in connection with or incidental to:

- (a) the Amounts Payable or obtaining or attempting to obtain payment of the Amounts Payable under this Contract;
- (b) any breach of an obligation or agreement by the Contractor or its agents, employees or subcontractors;
- (c) any work done at the Contractor's request; and
- (d) any action or proceedings arising out of or incidental to any matters referred to in this clause 6.3 or any matter arising out of this Contract.

7. The Contractor's Obligations

The Contractor agrees:

- (a) to provide the Services to the Shire in accordance with this Contract;
- (b) to perform its obligations under this Contract in a competent and professional manner and to ensure that all staff employed or subcontracted by the Contractor to carry out the Contractor's obligations are of a standard sufficient to satisfy the Contractor's obligations under this clause 7; and
- (c) to comply with all reasonable instructions and directions issued by the Shire.

8. Management of Centre

8.1 Generally

The Contractor agrees to be responsible for the day-to-day operations of the Visitor Centre and the Community Resource Centre and to supervise and manage the Centre in accordance with this Contract.

8.2 Key Performance Indicators

- (1) The Contractor acknowledges that the Shire has an interest in ensuring that high quality Community Resources and Services are available to residents of Menzies.
- (2) The Contractor must comply with and implement the KPI's in relation to the operation of the Visitor Centre and Community Resource Centre.
- (3) Unless otherwise agreed by the parties in writing, the Shire and the Contractor must meet every six months, at a mutually convenient time, to review and discuss the operation of the Centre in terms of the KPI's.
- (4) The approved KPI's for the Term will be the KPI's annexed hereto as **Annexure 1**, with any changes to the KPI's agreed by the Shire and the Contractor in writing.

- (5) If at any time the Shire considers that the Contractor is not complying with the KPI's, the Shire may issue the Contractor a notice requiring the Contractor to attend a meeting with the Chief Executive Officer of the Shire within 10 days of receipt of such notice (or such other period of time as is agreed to by the parties) to discuss the Contractor's performance in relation to the KPI's and ways in which the Contractor's performance may be improved. If, following the meeting, the Shire still considers that the Contractor is not complying with the KPI's the Shire may terminate this Contract upon three months' written notice to the Contractor and the provisions of clause 13 will apply.

8.3 Management and Supervision of Staff

The Contractor agrees to:

- (a) be fully responsible for the appointment, supervision, training and remuneration of staff for the Centre;
- (b) employ postal staff who have appropriate postal and freight qualifications, accreditations, registrations, licences and experience to effectively carry out the functions as assigned to them;
- (c) ensure that all tasks are undertaken by suitably trained or qualified employees; and
- (d) maintain approved records of staff and make such records available to the Shire upon request. Staff records must include details of staff rosters, together with all necessary qualifications, training, and other details relevant to the performance of the Services.

8.4 Establishment of Bank Accounts and Collection of Income

The Contractor agrees:

- (a) to establish and maintain a separate bank account for the Centre;
- (b) that it shall be strictly responsible for the security and banking of all income received; and
- (c) that it shall be responsible for all bank fees, charges and taxes and other requirements associated with the maintenance of any such accounts and all costs associated with the security, insurance and transportation of all monies.

8.5 Recording of Income and Expenditure

The Contractor agrees:

- (a) to accurately and transparently record all income and expenditure associated with the operation of the Centre and this Contract;
- (b) an appropriately qualified person must maintain and prepare all financial records associated with the Centre;
- (c) to ensure that all financial reports for the Centre are prepared in accordance with accepted accounting standards, reconciled and reflect a true statement of the financial performance of this Contract and the Centre;
- (d) that all records associated with the Centre are to be made available to the Shire upon written request;
- (e) to be responsible for all costs associated with the maintenance of financial reports including the annual audit; and

- (f) that the Shire may conduct an independent financial audit on the Centre. The cost of such audit will be borne by the Shire, unless unacceptable errors in the financial recording and reporting are proven to exist in which case the Contractor will be responsible for audit costs.

8.6 Financial Reports

The Contractor agrees to:

- (a) maintain an appropriate system of accounting based on double entry bookkeeping principles made up of a minimum of a cash book, a ledger, an asset register and journals on an accrual basis of accounting in conformity with Australian Accounting Standards and generally accepted good financial management principles and practices;
- (b) prepare and provide to the Shire in an agreed format financial reports and statements for the Centre on request;
- (c) prepare in a manner and form agreed between the Contractor and the Shire, financial statements and annual returns for the Centre to the end of the Contract;
- (d) ensure that the financial statements and annual returns are audited by a suitably qualified auditor. The identity of the auditor is to be agreed between the Shire and the Contractor; and
- (e) provide audited financial statements and annual returns (**Audited Accounts**) for the Centre and provide copies of the Audited Accounts to the Shire, no later than 31 October in each year of the Term.

8.7 Insurance Obligations

(1) The Contractor must effect and maintain with reputable insurers:

- (a) adequate public liability insurance, in the name of the Contractor and noting the Shire's interest in the Centre, for a sum not less than twenty million dollars (\$20,000,000) in respect of any one claim;
- (b) a policy of employers' indemnity insurance, including workers' compensation insurance in respect of all employees (including part-time and casual employees) of the Contractor employed in or in connection with the Centre;
- (c) a policy of personal accident insurance, including insurance in respect of all volunteers of the Contractor employed in, or in connection with the Centre;
- (d) professional indemnity insurance to cover the performance of its obligations under this Contract, to the amount of not less than ten million dollars (\$10,000,000);
- (e) fidelity guarantee insurance for a sum not less than twenty five thousand dollars (\$25,000);
- (f) comprehensive plant & equipment insurance policy with a cover equivalent to the value of the Contractor's plant & equipment to be used in the performance of the Contractor's obligations under this Contract;
- (g) contents insurance covering the contents of the Centre's buildings, for their full insurable value, against all usual risks including, without limiting the generality of the foregoing, loss or damage by fire, fusion, explosion, smoke, lightning, flood, storm, tempest, rain, water, water damage, leakage, earthquake, riot, civil commotion, malicious damage, impact by vehicles, aircraft, and articles dropped therefrom and similar such risks; and

- (h) all usual insurances in relation to the conduct of the Centre and the employees, contractors, volunteers and agents engaged in any way by the Centre.
- (2) In respect of the insurances required by paragraph (1) of this clause, the Contractor must:
 - (a) on demand supply to the Shire details of the insurances and give to the Shire copies of the certificates of currency in relation to those insurances;
 - (b) promptly pay all premiums and produce to the Shire each policy or certificate of currency and each receipt for premiums or certificate of currency issued by the insurers; and
 - (c) notify the Shire immediately-
 - (i) when an event occurs which gives rise or might give rise to a claim under or which could prejudice a policy of insurance; or
 - (ii) when a policy of insurance is cancelled.
- (3) The Shire will effect and maintain building insurance covering the Centre's buildings, for their full insurable value, against all usual risks including, without limiting the generality of the foregoing, loss or damage by fire, fusion, explosion, smoke, lightning, flood, storm, tempest, rain, water, water damage, leakage, earthquake, riot, civil commotion, malicious damage, impact by vehicles, aircraft, and articles dropped therefrom and similar such risks.
- (4) If the Contractor fails to comply with its obligations under this clause, the Shire or its representative may:
 - (a) in the case of a failure by the Contractor to comply with its obligations under clause 8.7, effect or maintain the required insurance policies, as the case may be, and pay the premiums thereof, the cost of which must be paid on demand by the Contractor to the Shire or may be deducted by the Shire from any moneys due or becoming due to the Contractor under this Contract, at the option of the Shire; or
 - (b) immediately terminate this Contract and the provisions of clause 13 will apply..

8.8 Indemnity

The Contractor must indemnify and keep indemnified the Shire from and against all claims, actions, demands, loss, damages, costs and expenses incurred by the Shire in respect of anything done or omitted to be done in the exercise of the powers conferred on the Contractor by this Contract or in the carrying out of the duties and functions of the Contractor under this Contract, including but not limited to any claim, action, demand, loss, damages or costs brought against the Shire.

8.9 Maintenance & Servicing

- (1) The Contractor must ensure that the Centre and all fixtures, fittings, plant and equipment within the Centre are serviced and maintained, at its cost, in accordance with the recommended manufacturer's, supplier's and installer's instructions, until the expiry or termination of this Contract.
- (2) The Contractor acknowledges that the Shire's Fixtures and Fittings remain the property of the Shire and must be returned to the Shire at the expiry or termination of this Contract in the same condition as provided to the Contractor at the commencement of this Contract, fair wear and tear excepted.
- (3) The Contractor must maintain the Centre in accordance with the Shire's reasonable requirements.

- (4) Notwithstanding any other provision of this Contract, failure of plant or equipment due to non-compliance with instructions and warranty specifications will result in the Contractor bearing the full cost of repairs.

8.10 Cleaning of Centre

The Contractor must keep the Centre is kept clean, neat, tidy and in a litter free state at all times in accordance with the Schedule attach as **Annexure 3**.

8.11 Repair Damage

- (1) Unless such damage is the Shire's responsibility pursuant to the terms of this Contract, the Contractor must promptly repair at its own expense to the satisfaction of the Shire, any damage to the Centre, regardless of how the damage is caused and replace any of the Shire's Fixtures and Fittings which are or which become damaged.
- (2) If any damage is not repaired or replaced by the Contractor in accordance with its obligations under **clause 8.11(1)**, within 14 days of written notice from the Shire that such repair or replacement is required, the Shire may carry out the repairs or replacements and the cost will be borne by the Contractor.
- (3) For the avoidance of doubt, the Contractor shall be responsible to carry out at its cost repairs as a result of fair and reasonable wear and tear to the following items:
 - (a) blocked toilets provided that such repair is due to minor blockages;
 - (b) doors off hinges;
 - (c) leaking taps;
 - (d) broken light fittings;
 - (e) sticking doors;
 - (f) broken locks;
 - (g) broken glass; and
 - (h) any other repairs that may be required to maintain the Centre in good working order and condition, unless such repair or maintenance is the Shire's responsibility under **clause 8.12**.
- (4) Notwithstanding any other provisions of this Contract, the Contractor must make good any loss or damage to any property of the Shire caused by the negligence or default of the Contractor or any of its agents, employees and subcontractors.

8.12 Programmed Maintenance

- (1) The Maintenance Schedules will be reviewed annually in February in each year of the Contract Term.
- (2) On 31 January in each year of the Contract Term, the Contractor must submit to the Shire the proposed Maintenance Schedules (which will include any proposal for upgrades, repairs or major maintenance or the like for the Building) for the next financial year for the Gallery for the Shire's approval. The proposed Maintenance Schedules must be fully itemised and be in a form generally acceptable to the Shire.

- (3) The Shire (and where applicable its Council) will review the proposed Maintenance Schedules, and advise the Contractor in writing if the proposed Maintenance Schedules are approved.
- (4) The Shire covenants and agrees to act reasonably, and not to unreasonably fail to approve or withhold approval to the proposed Maintenance Schedules.
- (5) If the Shire does not approve the proposed Maintenance Schedules it will, within 14 days of advising the Contractor of its decision not to approve the proposed Maintenance Schedules (or part thereof), provide to the Contractor written reasons for the decision not to approve the proposed Maintenance Schedules, and will provide the Contractor with a reasonable opportunity to submit further proposed Maintenance Schedules.
- (6) The maintenance performance of the Contractor will be monitored as a performance indicator in respect to the overall performance of this Contract.
- (7) The Contractor must report on the achievement of all maintenance required in Annexure 3, within its quarterly reports.

8.13 Pest Control

The Contractor must keep the Centre free of any vermin and the cost of extermination will be borne by the Contractor.

8.14 Maintain Surroundings

The Contractor may not remove any trees, shrubs or hedges without first consulting with and obtaining the approval of the Shire, except where necessary for urgent safety reasons.

8.15 Security of Centre

The Contractor must ensure the Centre, including all fixtures and fittings, are appropriately secured at all times.

8.16 Report Defects

The Contractor must immediately report to the Shire in writing:

- (a) any structural report or defect, or any major maintenance required in respect of the Centre; and
- (b) all notices, orders and summonses received by the Contractor and which affect the Centre.

8.17 Permit Shire to Inspect and Repair

The Contractor agrees to permit the Shire and its agents with or without workmen and others, and with or without plant and equipment at all reasonable times to enter upon the Centre and all parts thereof to view the condition thereof and to take inventories of the Shire's fixtures therein and to effect such repairs, maintenance and amendments as shall be required by the Shire.

8.18 Acknowledgement of State of Repair of Centre

The Contractor acknowledges that it has inspected the structure of the Centre internally and externally prior to the execution of this Contract and enters into the Contract with full knowledge of the structural state and state of repair of the Centre.

8.19 Permitted Use

The Contractor must not use, or permit to be used the Centre for the following uses under the Contract:

- (a) for any purpose other than the provision of Services as agreed under the Contract without the prior written approval of the Shire or its representative; or
- (b) for any illegal, immoral, objectionable, noxious, noisy or offensive purpose nor for any nuisance or inconvenience to the Shire or any other person.

8.20 Operating Hours

- (1) The Contractor must provide supervised access to the Centre by the general public for at least the minimum hours specified in Item 4 of the Schedule, unless otherwise agreed by the Shire in writing.
- (2) The Centre may be closed on Public Holidays and days specified in Item 5 of the Schedule, unless otherwise agreed by the Shire in writing.

8.21 Compliance with Laws

The Contractor agrees to comply with and ensure that its employees, subcontractors and agents comply with and observe the provisions of all acts, statutes, local laws, regulations and local or town planning scheme which relate to the Centre and/or the operation of the Centre by the Contractor.

8.22 Occupation Safety & Health Obligations

- (1) The Contractor agrees to provide and maintain, so far as is practicable, a working environment for its employees and members of the public that is safe and without risk to health.
- (2) The Contractor must comply with, and ensure that its agents, employees and subcontractors comply with any acts, regulations, local laws, codes of practice and Australian Standards which are in any way applicable to the performance of the Services and occupational safety & health.

8.23 Quarterly Meetings

- (1) Unless otherwise agreed by the parties in writing, the Shire and the Contractor must meet on a quarterly basis, at a mutually convenient time, to review and discuss the operation of the Centre in terms of the agreed KPI's. Meetings may be held over the phone, or in person as convenient.
- (2) The parties must meet immediately following the 21st of each third month, to permit discussion of the previous reports required pursuant to clause 8.22, and thereafter three months following such meeting.

8.24 Quarterly Reports

By the 21st of each month following the last quarter of the financial period, the Contractor must provide to the Shire comprehensive written reports concerning the operation of the Centre during the preceding quarter. The quarterly reports must be in a form reasonably required by the Shire and include:

- (a) income and expenditure statements for each of the Centre for the relevant period;
- (b) a statement of variations between the Operating Budgets and Activity Plan and the actual results achieved for the year to date with explanations of variances;

- (c) a statement of the capital expenditure items and maintenance items in respect to the Centre for the relevant period. All repairs and maintenance items that have been carried out during the period must be outlined and any repairs or maintenance that are recommended by the Centre for the relevant period;
- (d) a statement of marketing expenses, programmes and initiatives for the Centre for the relevant period and year to date;
- (e) a report on incidents in the Centre for the relevant period for which claims are or may be made against the Shire or the Contractor, and other relevant details concerning insurances;
- (f) advice on prevailing market conditions and the settling of fees and charges for the relevant period;
- (g) customer feedback received for the Centre for the relevant period;
- (h) any negligent damage caused to the Centre or the assets of the Cemyre must be reported, including any damage caused by the Contractor its agents, employees and subcontractors for the relevant period;
- (i) reporting in relation to the KPI's established in Annexure 1 as part of the Contract;
- (j) reporting on items listed in Annexure 2; and
- (k) any information on the Centre and this Contract reasonably required, and requested in writing, by the Shire.

8.25 Quarterly Reports for Audit and Finance Committee

- (1) The quarterly reports received from the Contractor by the 21st of each month following the last quarter of the financial period must be submitted to the Audit and Finance Committee of Council, facilitated by the Shire.
- (2) The Shire will advise the Contractor in writing of the:
 - (a) meeting date of the Audit and Finance Committee; and
 - (b) whether the Contractor will be required to attend the Audit and Finance Committee's meeting.

8.26 Annual Reports

The Contractor must provide a comprehensive annual report, by 30 April of each year of the Contract Term, concerning the operation of the Centre during that year. The annual reports must be in a form reasonably required by the Shire and include:

- (a) income and expenditure statements for the Centre for the relevant period;
- (b) a statement of variations between the Operating Budgets and the actual results achieved for the year to date with explanations of variances;
- (c) a statement of the capital expenditure items and maintenance items in respect to the Centre for the relevant period. All repairs and maintenance items that have been carried out during the period must be outlined and any repairs or maintenance that are recommended by the Centre for the relevant period;

- (d) a statement of marketing expenses, programmes and initiatives for the Centre for the relevant period and year to date;
- (e) a report on incidents in the Centre for the relevant period for which claims are or may be made against the Shire or the Contractor, and other relevant details concerning insurances;
- (f) advice on prevailing market conditions and the settling of fees and charges for the relevant period;
- (g) customer feedback received and actions to resolve for the Centre for the relevant period;
- (h) any negligent damage caused to the Centre or the assets of the Centre must be reported, including any damage caused by the Contractor its agents, employees and subcontractors for the relevant period;
- (i) reporting in relation to the KPI's established in Annexure 1 as part of the Contract;
- (j) reporting on items listed in Annexure 3; and
- (k) any information on the Centre and this Contract reasonably required, and requested in writing, by the Shire.

8.27 Accident Reports, Records and Investigations

Any incident involving emergency services or resulting in any Centre being closed for more than 1 hour should be communicated to Council immediately or as soon as is possible with regard to Contractor and staff safety.

8.28 Signs and Sponsorship

The Contractor must not enter into any signage or sponsorship arrangements or display any signs or advertisements at the Centre without the written consent of the Shire, which consent the Shire may withhold in its absolute discretion.

8.29 Privacy

Any confidential or privileged information is to be concealed from unauthorised persons at all times, unless the Shire consents otherwise in writing.

8.30 Maintain Shire's Reputation

- (1) The Contractor and its agents, employees and subcontractors must not say or do anything which brings the Shire into disrepute or damages the reputation of the Shire.
- (2) The Contractor and its agents, employees and subcontractors must not make any public statements:
 - (a) which may be detrimental to the Centre or the interests of the Shire; or
 - (b) about any aspect of this Contract.
- (3) The parties acknowledge that this subclause will not prevent the Contractor from making any statements of a promotional or marketing nature in respect of the Centre.

8.31 Comply with directions from the Shire

The Contractor must comply, as soon as practicable, with any written direction given by the Shire concerning the supply of the Services.

9. The Contractor's Representative

The Contractor must:

- (a) appoint a competent person to be responsible for the day to day performance of the Services and the supervision of all persons employed or engaged in carrying out the Services (Contractor's Representative);
- (b) provide to the Shire prior to the commencement of this Contract the name, address and telephone number of the Contractor's Representative;
- (c) notify the Shire immediately should a new the Contractor's Representative be appointed; and
- (d) ensure that the Contractor's Representative is available and able to be contacted by the Shire during the hours when the Centre is open.

10. Shire's Obligations

10.1 Major Maintenance and Structural Repair

- (1) The Shire will attempt to rectify any major maintenance or structural defect or problem within a reasonable amount of time, having consulted with its Council if applicable.
- (2) Following notice of such major maintenance or structural defect or problem by the Contractor, the Shire and the Contractor will liaise to determine the priority and urgency of such defect or problem and the steps required to remedy such defect or problem.

10.2 Capital Works and Renovations

- (1) The Shire may carry out capital works at the Centre.
- (2) The extent and timing of the proposed capital works will be outlined to the Contractor in writing.
- (3) Except in the case of urgent works the Shire shall give a minimum of two months notice of such works.

10.3 Indemnity

The Shire will indemnify (and keep indemnified), the Contractor from and against all claims, actions, demands, loss, damages, costs and expenses incurred by the Contractor in respect to anything done or omitted to be done in good faith in the exercise of the powers conferred on the Shire by this Contract or in the carrying out of the duties and functions of the Shire under this Contract.

10.4 Residence

- (1) The Shire agrees to provide to the Contractor free of charge the residence situated at [REDACTED], fully-furnished (Residence) for the purposes of accommodation for the Centre and Caravan Park Manager employed by the Contractor for the Centre.

- (2) The Contractor agrees with the Shire that the Residence shall not be used for any purpose other than for accommodation for any Manager employed by the Contractor for the Centre and Caravan Park.
- (3) Subject to **clause 10.4(6)**, the Contractor agrees with the Shire to pay to the Shire or to such person as the Shire may from time to time direct punctually all the following outgoings or charges, assessed or incurred in respect of the Residence (if applicable):
 - (a) telephone, electricity, gas and other power and light charges including but not limited to meter rent and the cost of installation of any meter, wiring, internet connection or telephone connection and the Contractor shall ensure that any accounts for all charges and outgoings in respect of telephone, electricity, gas and other power and light charges are taken out and issued in the name of the Contractor; and
 - (b) any other consumption charge or cost, statutory impost or other obligation incurred or payable by reason of the Contractor's use and occupation of the Residence.
- (4) If the Residence is not separately charged or assessed the Contractor will pay to the Shire a proportionate part of any charges or assessments referred to in **clause 10.4(3)** being the proportion that the Residence bears to the total area of the land or premises included in the charge or assessment.
- (6) The Shire will effect and maintain building and contents insurance covering the Residence's buildings and contents thereof, for their full insurable value, against all usual risks including, without limiting the generality of the foregoing, loss or damage by fire, fusion, explosion, smoke, lightning, flood, storm, tempest, rain, water, water damage, leakage, earthquake, riot, civil commotion, malicious damage, impact by vehicles, aircraft, and articles dropped therefrom and similar such risks.
- (7) The Contractor must make good any loss or damage to the Residence caused by the negligence or default of the Contractor or any of its agents, employees or subcontractors.

10.5 Purchase of new equipment

In the event that any of the Shire's equipment within the Centre is not in good working order, the Shire must purchase replacement equipment within a reasonable time of being notified by the Contractor that the equipment is not in good working order, provided that the equipment is on the list of the Shire's Fixtures and Fittings annexed hereto as **Annexure 2**.

11. Subcontracting and assignment

11.1 Prior written consent required for Subcontracting

- (1) The Contractor must not subcontract the whole or any portion of its rights and obligations under this Contract, except with the prior written consent of the Shire which consent may be given subject to such conditions as the Shire considers appropriate.
- (2) With any application for the consent of the Shire to any subcontracting, the Contractor must provide any information required by the Shire, including, but not limited to, evidence that a proposed subcontractor will be capable of performing any obligations of the Contractor under this Contract.
- (3) Unless otherwise agreed in writing by the Shire, no subcontracting of any rights or obligations of the Contractor under this Contract will relieve the Contractor from any liability under this Contract or at law in respect of the performance or purported performance of this Contract and the Contractor will be responsible for the acts and omissions of any subcontractor, as if they were the

acts or omissions of the Contractor.

11.2 Prior written consent required for assignment

The Contractor must not assign the whole or any portion of this Contract, except with the prior written consent of the Shire which may be given subject to such conditions as the Shire considers appropriate.

12. Damage or destruction

If at any time during the Term, the Centre or any part of the Centre is totally or partially destroyed so as to require major rebuilding, or the Centre is declared unfit or unsafe by a competent authority, then either party may within two (2) months of the destruction or damage or declaration, terminate the Term with immediate effect by giving written notice to the other party.

13. Obligations upon Termination of Services

- (1) Prior to the end of the Term or earlier termination of the Services for the Centre, the Contractor must restore the Centre and all fixtures, fittings and plant belonging to the Shire to a condition consistent with the observance and performance by the Contractor of its covenants under this Contract.
- (2) If another contractor, including the Shire itself, is appointed to manage the Centre at the end of this Contract, the Contractor must:
 - (a) do everything reasonably necessary and within its power to assist with the transfer of the delivery of the Services;
 - (b) without delay hand over all plant, equipment and records including financial, staff and records in respect of the Centre, to the Contractor's successor without cost; and
 - (c) surrender to the Shire all keys and security access devices and combinations for locks providing an access to or within the Centre held by the Contractor in respect of the Centre.
- (3) Any action on the part of the Contractor before the end of this Contract which has the effect of delaying, obstructing, damaging, misleading or harassing the operation of any such successor shall constitute a breach of this Contract.

14. Option to renew

14.1 Exercise of Option

If the Contractor at least one month, but not earlier than 6 months, prior to the date for commencement of the Further Term gives the Shire a Notice to grant the Further Term as specified in Item 2 of the Schedule and -

- (a) all consents and approvals required by the terms of this Contract or at law have been obtained;
- (b) there is no subsisting default by the Contractor at the date of service of the Notice in -
 - (i) the payment of Amounts Payable; or
 - (ii) the performance or observance of any of the Contractor's obligations under this Contract; and

- (c) the Shire agrees to the grant,

the Shire may, in its sole discretion, appoint the Contractor to manage the Centre for the Further Term on the same terms and conditions other than this **clause 13** in respect of any Further Term previously taken or the subject of the present exercise and on such other terms and conditions as the Shire may consider appropriate.

15. Default & Termination

15.1 Default Notice

- (1) If the Contractor breaches any of its obligations under this Contract for any reason or refuses or neglects to carry out or give effect to any order, instruction, direction or determination which the Shire is empowered to give or make under this Contract and which is given or made in writing to The Contractor the Shire may, without limiting any other power of the Shire under this Contract or otherwise, give notice to The Contractor requiring it to remedy the default within 28 days after service of the notice.
- (2) If the Contractor fails to remedy the default in accordance with the notice issued by the Shire pursuant to **clause 15.1(1)** the Shire, without prejudice to any other rights that it may have under this Contract or at common law against The Contractor, may in its sole discretion:
 - (a) arrange for the default to be remedied and any costs or charges incurred by the Shire in remedying the default as determined by the Shire, must be paid on demand by The Contractor to the Shire; and/or
 - (b) terminate this Contract, in which case the provisions of **clause 15.2** will be applicable.

15.2 Termination of Contract by the Shire

- (1) If this Contract is terminated by the Shire under **clause 15.1** or otherwise repudiated by the Contractor the Shire may:
 - (a) itself or by engaging or employing any other person complete the performance of the Services, or such part of the performance of the Services as the Shire considers it desirable to complete which, so far as is practicable, must be carried out in accordance with this Contract, provided that the Shire is not required to use the least expensive means of completing the performance of the Services; and
 - (b) take possession of and permit other persons to use such of the Contractor's equipment and information as it considers necessary for the completion of the performance of the Services, or such part of the performance of the Services as the Shire considers it desirable to complete.
- (2) If this Contract is terminated by the Shire under this clause or otherwise repudiated by the Contractor, the Contractor must pay to the Shire the amount of the loss and expenses incurred by the Shire due to, or in connection with (including, without limitation, indirect losses, consequential losses and all legal costs on a full indemnity basis), the termination or repudiation.

15.3 Shire's Determination

- (1) The amounts payable by the Contractor to the Shire under **clause 15.2(2)** will be determined by the Shire's Chief Executive Officer, acting reasonably.
- (2) The Shire's Chief Executive Officer will give notice of his or her determination under this clause to The Contractor. Subject to this clause, any amounts payable must be paid within 14 days of the receipt of notice of the Shire's Chief Executive Officer's determination.

15.4 Insolvency

The Shire may terminate this Contract immediately and clauses 15.2 and 15.3 will operate, to the extent that they are applicable, as if the termination had been made by the Shire under clause 15.1, if The Contractor, takes or institutes, or has taken or instituted against it, any action or proceeding having as its object the administration, receivership, liquidation, winding up, appointment of a controller, cessation of trading or deregistration of the corporation.

16. Right to terminate upon notice

- (1) Notwithstanding any other provision of this Contract, the parties agree that the Shire may immediately terminate this Contract in the event that the CRC Grant is discontinued or cancelled for any reason.
- (2) If this Contract is terminated in accordance with this clause, clause 13 will apply.

17. Disputes

17.1 Referral of Dispute: Phase 1

Except as otherwise provided any dispute arising out of this Contract is to be referred in the first instance in writing to the Shire's representative as nominated in writing by the Shire from time to time (Shire's Representative) who shall convene a meeting within 10 days of receipt of such notice or such other period of time as is agreed to by the Shire's Representative and The Contractor's Representative for the purpose of resolving the dispute (Original Meeting).

17.2 Referral of Dispute: Phase 2

In the event the dispute is not resolved in accordance with clause 17.1 then the dispute shall be referred in writing to the Shire's Chief Executive Officer who shall convene a meeting within 10 days of the Original Meeting or such other date as is agreed to by the parties between the Shire's Chief Executive Officer and a director of The Contractor for the purpose of resolving the dispute.

17.3 Appointment of Arbitrator: Phase 3

In the event the dispute is not resolved in accordance with clause 17.2 then the dispute shall be determined by a single arbitrator under the provisions of the *Commercial Arbitration Act 1985* (as amended from time to time) and The Contractor and the Shire may each be represented by a legal practitioner.

17.4 Payment of Amounts Payable to Date of Award

The Contractor must pay the Amounts Payable without deduction to the date of the award of the arbitrator or the date of an agreement between the parties whichever event is the earlier, and if any money paid by The Contractor is not required to be paid within the terms of the award of the arbitrator or by agreement between the parties then such monies must be refunded.

18. GST

18.1 Definitions

In this clause:

- (a) **GST, Input Tax Credit, and Taxable Supply** have the meaning they bear in *A New Tax System (Goods and Services Tax) Act 1999* (GST Act); and

- (b) **GST Rate** means a percentage equal to the rate of GST imposed on a Taxable Supply by the GST Act.

18.2 Liability

- (1) The parties acknowledge that GST is payable in respect of each Taxable Supply made under this Contract.
- (2) All amounts payable under any provision of this Contract are expressed in amounts that include the GST payable, unless specifically stated otherwise.
- (3) In respect of each Taxable Supply made under this Contract the provider of the Taxable Supply must pay any GST required to be paid for that Taxable Supply.

19. Relationship

- (1) This Contract constitutes a relationship of principal (on the part of the Shire) and independent contractor (on the part of The Contractor) and no agency, employment, partnership or joint venture is hereby constituted.
- (2) The Contractor must not hold itself or its employees or agents out to be employees or agents of the Shire.
- (3) The Contractor is responsible for its own staff and carries out the Services at its own risk.

20. Notice

- (1) Any communication under or in connection with this Deed:
 - (a) must be in writing;
 - (b) must be addressed in the manner specified in Item 6 of the Schedule;
 - (c) must be signed by the party making the communication or on its behalf by the solicitor for, or by any attorney, director, secretary, chief executive officer or authorised agent or officer of, the party;
 - (d) must be delivered or posted by prepaid post to the address, or sent by fax to the number, of the addressee, in accordance with paragraph (b) of this clause; and
 - (e) will be deemed to be given or made:
 - (i) if by personal delivery, when delivered;
 - (ii) if by leaving the Notice at an address specified in paragraph (b) of this clause, when left at that address unless the time of leaving the Notice is not on a Business Day or after 5 pm on a Business Day, in which case it will be deemed to be given or made on the next following Business Day;
 - (iii) if by post, on the second Business Day following the date of posting of the Notice to an address specified in paragraph (b) of this clause; and
 - (iv) if by facsimile, when despatched by facsimile to a number specified in paragraph (b) of this clause unless the time of dispatch is not on a Business Day or after 5 pm on a Business Day, in which case it will be deemed to be given or made on the next following Business Day.

- (2) A notice sent by facsimile transmission shall be deemed to have been received by the addressee on the date of its transmission.

21. Variation

A variation to this Contract must be in writing and signed by the parties.

22. Further Assurances

Each party must execute and deliver all such documents, instruments and writings and must do and must procure to be done all such acts and things as may be necessary or desirable to implement and give full effect to the provisions and purpose of this Contract.

23. Severance

If any part of this Contract is, or becomes, void or unenforceable that part is or will be, severed from this Contract to the intent that all parts that are not, or do not become, void or unenforceable remain in full force and effect and are unaffected by that severance.

24. Waiver

The parties mutually covenant and agree that:

- (a) no right under this Contract is waived or deemed to be waived except by notice in writing signed by the party waiving the right;
- (b) a waiver by one party under paragraph (a) of this clause does not prejudice its rights in respect of any subsequent breach of this Contract by the other party; and
- (c) a party does not waive its rights under this Contract because it grants an extension or forbearance to the other party.

25. Applicable Law

This document shall be governed by and construed and interpreted according to the law in force in the State of Western Australia from time to time and the parties hereby submit to the exclusive jurisdiction of the courts of that State including the appellate courts thereof.

26. Costs

The Shire shall meet the costs of:

- (a) all duty, fines and penalties payable under the *Duties Act 2008* and other statutory duties or taxes payable on or in connection with this Contract; and
- (b) the Shire's legal costs of and incidental to the instructions for the preparation, execution and stamping of this Contract.

Schedule

Item 1 Term

5 years commencing on _____ and expiring on _____.

Item 2 Further Terms

x years commencing on _____ and expiring on _____.

Item 3 Commencement Date

_____.

Item 4 Management Fee

_____ (\$_____) inclusive of GST per month payable monthly in advance, with the first payment due on the Commencement Date.

Item 5 Minimum Hours

Trading Hours	Community Resource Centre	Postal Services	Visitor Centre
Monday to Friday			
Saturday			
Sunday			

Item 6 Notices

Contractor:

Address: _____, Western Australia, 6065

Fax No: (08) _____

Attention: _____

Shire:

Address: PO Box _____, Western Australia

Fax No: (08) _____

Attention: Chief Executive Officer

Signing page

EXECUTED by the parties as a Deed

2015

Annexure 1 – Key Performance Indicators

- (1) Delivery of all activities in accordance with the requirements set out in the Activity Plan attached as **Annexure 4**.

Annexure 2 – Shire’s Fixtures and Fittings

Assets/Inventory _____ 2015		Page 1
Owner: SHIRE COUNCIL		
Organisation:		
Address:		
Asset description Include manufacturer and model	Asset serial number if known	Location

Annexure 3 – Maintenance Schedule

Visitor Centre and Community Resource Centre	
Task	Frequency
Centre Cleaning	Twice weekly
Toilets	Daily
Window Cleaning	Monthly
Display Shelving	Twice weekly
Fire Extinguisher check	Shire
Cyclone Preparation	Biannually
External lighting	Shire
Major structural upgrade, outside of basic refurbishment	As advised by Council

Annexure 4 – Activity Plan

ANNEXURE 2

Lease for Menzies Caravan Park

Lease of Menzies Caravan Park, Reserve 32312

Shire of Menzies

[Insert Individual/Company/Association Details]



McLEODS

Barristers & Solicitors

Stirling Law Chambers | 220-222 Stirling Highway | CLAREMONT WA 6010

Tel: (08) 9383 3133 | Fax: (08) 9383 4935

Email: mcleods@mcleods.com.au

Ref: JL:38079:MENZIES

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Details

Parties

Shire of Menzies

of PO Box 4, Menzies, Western Australia, 6436
(Lessor)

[Insert Individual/Company/Association Details (ACN)]

, Western Australia
(Lessee)

Background

- A The Lessor has the care, control and management of the Land pursuant to the Management Order.
- B Under the Management Order, the Lessor has the power to lease the Land for any term not exceeding 21 years, subject to the approval of the Minister for Lands being first obtained.
- C The Lessee has requested that the Lessor grant it a lease of the Land comprising the Menzies Caravan Park, more particularly described in Item 1 of the Schedule (Premises), and the Lessor has agreed subject to the parties entering into this lease agreement.

Agreed terms

1. Defined terms and interpretation

1.1 Defined terms

In this Lease, unless otherwise required by the context or subject matter:

Alterations means any of the acts referred to in clauses 11.1(1)(b) and 11.1(1)(c);

Amounts Payable means the Rent and any other money payable by the Lessee under this Lease;

Authorised Person means:

- (a) an agent, employee, licensee or invitee of the Lessor; and
- (b) any person visiting the Premises with the express or implied consent of any person mentioned in paragraph (a);

Basic Consideration means all consideration (whether in money or otherwise) to be paid or provided by the Lessee for any supply or use of the Premises and any goods, services or other things provided by the Lessor under this Lease (other than tax payable pursuant to this clause);

CEO means the Chief Executive Officer for the time being of the Lessor or any person appointed by the Chief Executive Officer to perform any of her or his functions under this Lease;

Commencement Date means the date of commencement of the Term specified in Item 4 of the Schedule;

CPI means the Consumer Price Index (All Groups) Perth number published from time to time by the Australian Bureau of Statistics;

Encumbrance means a mortgage, charge, lien, pledge, easement, restrictive covenant, writ, warrant or caveat and the claim stated in the caveat or anything described as an encumbrance on the Certificate of Title for the Land;

Further Term means the further term specified in Item 3 of the Schedule;

Good Repair means good and substantial tenantable repair and in clean, good working order and condition;

GST has the meaning that it bears in the GST Act;

GST Act means *A New Tax System (Goods and Services Tax) Act 1999 (Cth)* and any legislation substituted for, replacing or amending that Act;

GST Adjustment Rate means the amount of any increase in the rate of tax imposed by the GST Law;

GST Law has the meaning that it bears in section 195-1 of the GST Act;

GST Rate means 10%, or such other figure equal to the rate of tax imposed by the GST Law;

Interest Rate means the rate at the time the payment falls due being 2% greater than the Lessor's general overdraft rate on borrowings from its bankers on amounts not exceeding \$100,000.00;

Land means the land described at Item 1 of the Schedule;

Lease means this deed as supplemented, amended or varied from time to time;

Lessee's Agents includes:

- (a) the sublessees, employees, agents, contractors, invitees and licensees of the Lessee; and
- (b) any person on the Premises by the authority of a person specified in paragraph (a).

Lessee's Covenants means the covenants, agreements and obligations set out or implied in this Lease or imposed by law to be performed and observed by the Lessee;

Lessor's Covenants means the covenants, agreements and obligations set out or implied in this Lease, or imposed by law to be performed and observed by the Lessor;

Minister for Lands means the Minister for Lands in her or his capacity as the body corporate continued under section 7 of the *Land Administration Act 1997*;

Management Order means the Management Order made under section 46 of the *Land Administration Act 1997* under which the Land was vested in the Lessor;

Management Plan means the camping ground management plan adopted by the Lessor and the Lessee in accordance with requirements of clause 16 and attached to this Lease as **Annexure 3**;

Notice means each notice, demand, consent or authority given or made to any person under this Lease;

Party means the Lessor or the Lessee according to the context;

Permitted Purpose means the purpose set out in Item 6 of the Schedule;

Premises means the premises described in Item 1 of the Schedule;

Rent means the rent specified in Item 5 of the Schedule as varied from time to time under this Lease;

Rent Period means each period from the Commencement Date or a Rent Review Date to the next Rent Review Date or Termination;

Rent Review Date means a date identified in Item 8 of the Schedule;

Schedule means the Schedule to this Lease;

Shire's Fixtures and Fittings means all fixtures, fittings and equipment installed in or provided to the Centre by the Shire at the Commencement Date or at any time during the Term. An initial list of the Shire's Fixtures and Fittings installed at the Commencement Date and their estimated value is annexed hereto as Annexure 2;

Term means the term of years specified in Item 2 of the Schedule and any Further Term; and

Termination means expiry by effluxion of time or sooner determination of the Term or any period of holding over.

1.2 Interpretation

In this Lease, unless expressed to the contrary:

- (a) words importing:
 - (i) the singular includes the plural and vice versa; and
 - (ii) a gender or genders include each other gender;
- (b) if a word or phrase is assigned a particular meaning, other grammatical forms of that word or phrase have a corresponding meaning;
- (c) a reference to:
 - (i) a natural person includes a body corporate or local government;
 - (ii) a body corporate or local government includes a natural person;
 - (iii) a professional body includes a successor to or substitute for that body;
 - (iv) a Party includes its legal personal representatives, successors and assigns and if a Party comprises two or more persons, the legal personal representatives, successors and assigns of each of those persons;
 - (v) a statute, includes an ordinance, code, regulation, award, town planning scheme, regulation, local law, by-law, requisition, order or other statutory instruments made under any of them and a reference to any of them, whether or not by name, includes any amendments to, re-enactments of or replacements of any of them from time to time in force;
 - (vi) a right includes a benefit, remedy, discretion, authority or power;

- (vii) an obligation includes a warranty or representation and a reference to a failure to observe or perform an obligation includes a breach of warranty or representation;
- (viii) this Lease or provisions of this Lease or any other deed, agreement, instrument or contract includes a reference to:
 - (A) both express and implied provisions; and
 - (B) that other deed, agreement, instrument or contract as varied, supplemented, replaced or amended;
- (ix) writing includes any mode of representing or reproducing words in tangible and permanently visible form and includes facsimile transmissions;
- (x) any thing (including, without limitation, any amount) is a reference to the whole or any part of it and a reference to a group of things or persons is a reference to any one or more of them; and
- (xi) a subparagraph, paragraph, subclause, clause, Item, Schedule or Annexure is a reference to, respectively, a subparagraph, paragraph, subclause, clause, Item, Schedule or Annexure of this Lease;
- (d) the covenants and obligations on the part of the Lessee not to do or omit to do any act or thing include:
 - (i) covenants not to permit that act or thing to be done or omitted to be done by the Lessee's Agents; and
 - (ii) a covenant to take all reasonable steps to ensure that that act or thing is not done or omitted to be done;
- (e) the meaning of general words or phrases is not limited by specific examples introduced by 'including', 'for example' or similar expressions; and
- (f) if a Party comprises two or more persons, the covenants and agreements on their part bind them and must be observed and performed by them jointly and each of them severally, and may be enforced against any one or more of them.

1.3 Headings

Except in the Schedule, headings do not affect the interpretation of this Lease.

2. Minister for Lands' consent

This Lease is subject to and conditional on the prior approval of the Minister for Lands under the *Land Administration Act 1997*.

3. Grant of Lease

Subject to **clause 2**, the Lessor leases to the Lessee the Premises for the Term subject to:

- (a) all Encumbrances;
- (b) the payment of the Amounts Payable; and
- (c) the performance and observance of the Lessee's Covenants.

4. Quiet enjoyment

Except as provided in the Lease, subject to the performance and observance of the Lessee's Covenants the Lessee may quietly hold and enjoy the Premises during the Term without any interruption or disturbance from the Lessor or persons lawfully claiming through or under the Lessor.

5. Rent and other payments

The Lessee covenants with the Lessor:

5.1 Rent

To pay to the Lessor the Rent in the manner set out at **Item 5** of the Schedule on and from the Commencement Date clear of any deductions.

5.2 Interest

Without affecting the rights, power and remedies of the Lessor under this Lease, to pay to the Lessor interest on demand on any Amounts Payable which are unpaid for 7 days computed from the due date for payment until payment is made and any interest payable under this paragraph will be charged at the Interest Rate.

5.3 Costs

(1) To pay to the Lessor on demand:

- (a) all duty, fines and penalties payable under the *Duties Act 2008* and other statutory duties or taxes payable on or in connection with this Lease;
- (b) all registration fees in connection with this Lease; and
- (c) all legal costs of and incidental to the instructions for the preparation, execution and stamping of this Lease and all copies.

(2) To pay to the Lessor all costs, legal fees, disbursements and payments incurred by or for which the Lessor is liable in connection with or incidental to:

- (a) the Amounts Payable or obtaining or attempting to obtain payment of the Amounts Payable under this Lease;
- (b) any breach of covenant by the Lessee or the Lessee's Agents;
- (c) the preparation and service of a notice under section 81 of the *Property Law Act 1969* requiring the Lessee to remedy a breach even though forfeiture for the breach may be avoided in a manner other than by relief granted by a Court;
- (d) any work done at the Lessee's request; and
- (e) any action or proceedings arising out of or incidental to any matters referred to in this clause 5.3 or any matter arising out of this Lease.

5.4 Payment of Money

Amounts Payable to the Lessor under this Lease must be paid to the Lessor at the address of the Lessor referred to in this Lease or as otherwise directed by the Lessor by Notice from time to time.

6. Rent Review

- (1) The Rent will be reviewed on and from each Rent Review Date to determine the Rent to be paid by the Lessee until the next Rent Review Date.
- (2) The review will be either based on CPI or on market review. The basis for each review is as identified for each Rent Review Date in Item 8 of the Schedule.
- (3) A Rent review based on CPI will increase the amount of Rent payable during the immediately preceding period by the percentage of any increase in CPI having regard to the quarterly CPI published immediately prior to the later of the Commencement Date or the last Rent Review Date as the case may be and the quarterly CPI published immediately prior to the relevant Rent Review Date. If there is a decrease in CPI having regard to the relevant CPI publications the Rent payable from the relevant Rent Review Date will be the same as the Rent payable during the immediately preceding period. Should the CPI be discontinued or suspended at any time or its method of computation substantially altered, the parties shall endeavour to agree upon the substitution of the CPI with an equivalent index, or failing agreement by the parties, the substitution shall be made by a Valuer appointed in accordance with paragraph (4) below.
- (4) A Rent review based on market review will establish the current rent for the Premises (which will not be less than the Rent payable in the period immediately preceding the Rent Review Date) by agreement between the parties and failing agreement; will be determined in accordance with the following provisions.
 - (a) The Lessor shall notify the Lessee of the amount that it reasonably considers is the current market rent for the Premises.
 - (b) If the Lessee does not dispute the amount notified, that amount becomes the Rent.
 - (c) If the Lessee disputes the current market rent as notified by the Lessor, it must notify the Lessor of that dispute (**Dispute Notice**) within 14 days after receiving the Lessee's notification. The Lessee must comply with this time limit to dispute the notified amount.
 - (d) If the Lessee gives a Dispute Notice, the current market then the current market rent for the Premises will be determined at the expense of the Lessee by a valuer (**Valuer**) licensed under the *Land Valuers Licensing Act 1978*, to be appointed, at the request of either Party, by the President for the time being of the Australian Property Institute (Western Australian Division) (or if such body no longer exists, such other body which is then substantially performing the functions performed at the Commencement Date by that Institute).
 - (e) The Valuer will act as an expert and not as an arbitrator and his or her decision will be final and binding on the Parties. The Parties will be entitled to make submissions to the Valuer.
 - (f) In this clause, "current market rent" means the rent obtainable for the Premises in a free and open market if the Premises were unoccupied and offered for rental for the use for which the Premises are permitted pursuant to this Lease and on the same terms and conditions contained in this Lease, BUT will not include:
 - (i) any improvements made or effected to the Premises by the Lessee; and
 - (ii) any rent free periods, discounts or other rental concessions.
- (5) Notwithstanding the provisions in this clause the Rent payable from any Rent Review will not be less than the Rent Fee payable in the period immediately preceding such Licence Fee Review Date.

- (6) The Lessor may institute a rent review notwithstanding the Rent Review Date has passed and the Lessor did not institute a licence fee review on or prior to that Rent Review Date, and in which case the Rent agreed or determined shall date back to and be payable from the Rent Review Date for which such review is made.

7. Insurance

7.1 Public Liability Insurance

The Lessee must effect and maintain with insurers approved by the Lessor noting the Lessor and the Lessee for their respective rights and interests in the Premises for the time being adequate public liability insurance for a sum not less than the sum set out at Item 7 of the Schedule in respect of any one claim or such greater amount as the Lessor may from time to time reasonably require.

7.2 Workers Compensation and Accident Insurance

The Lessee must effect and maintain a policy of employers' indemnity insurance including workers' compensation insurance in respect of all employees of the Lessee employed in, about or from the Premises.

7.3 Details and receipts

In respect of the insurances required by clauses 7.1 and 7.2 the Lessee must:

- (a) on demand supply to the Lessor details of the insurances and give to the Lessor copies of the certificates of currency in relation to those insurances;
- (b) promptly pay all premiums and produce to the Lessor each policy or certificate of currency and each receipt for premiums or certificate of currency issued by the insurers; and
- (c) notify the Lessor immediately:
 - (i) when an event occurs which gives rise or might give rise to a claim under or which could prejudice a policy of insurance; or
 - (ii) when a policy of insurance is cancelled.

7.4 Not to Invalidate

The Lessee must not do or omit to do any act or thing or bring or keep anything on the Premises which might:

- (a) make any insurance effected under this clause on the Premises, or any adjoining premises, void or voidable; or
- (b) cause the rate of a premium to be increased for the Premises or any adjoining premises (except insofar as an approved development may lead to an increased premium).

7.5 Report

Each Party must report to the other promptly in writing, and in addition verbally in an emergency:

- (a) any damage to the Premises of which they are aware; and
- (b) any circumstances of which they are aware and which are likely to be a danger or cause any damage or danger to the Premises or to any person in or on the Premises.

7.6 Lessor as attorney

The Lessee irrevocably appoints the Lessor as the Lessee's attorney during the Term:

- (a) in respect to all matters and questions which may arise in relation to any insurances required by clause 7.1;
- (b) with full power to demand, sue for and recover and receive from any insurance company or society or person liable to pay the insurance money as are payable for the risks covered by the insurances required by clause 7.1;
- (c) to give good and effectual receipts and discharges for the insurance; and
- (d) to settle, adjust, arbitrate and compromise all claims and demands and generally to exercise all powers of absolute owner.

8. Indemnity

8.1 Responsibility of Lessee

The Lessee is responsible and liable for all acts or omissions of the Lessee's Agents on the Premises and for any breach by them of any covenants or terms in this Lease required to be performed or complied with by the Lessee.

8.2 Indemnity

- (1) The Lessee indemnifies, and shall keep indemnified, the Lessor and the Minister for Lands from and against all actions, claims, costs, proceedings, suits and demands whatsoever which may at any time be incurred or suffered by the Lessor and /or the Minister for Lands, or brought, maintained or made against the Lessor, in respect of:

- (a) any loss whatsoever (including loss of use);
- (b) injury or damage of, or to, any kind of property or thing; and
- (c) the death of, or injury suffered by, any person,

caused by, contributed to, or arising out of, or in connection with, whether directly or indirectly:

- (d) the use or occupation of the Premises by the Lessee or the Lessee's Agents;
- (e) any work carried out by or on behalf of the Lessee on the Premises;
- (f) the Lessee's activities, operations or business on, or other use of any kind of, the Premises;
- (g) any default by the Lessee in the due and punctual performance, observance and compliance with any of the Lessee's covenants or obligations under this Lease; or
- (h) an act or omission of the Lessee.

8.3 Obligations Continuing

The obligations of the Lessee under this clause:

- (a) are unaffected by the obligation of the Lessee to take out insurance, and the obligations of the Lessee to indemnify are paramount, however if insurance money is received by the

Lessor for any of the obligations set out in this clause then the Lessee's obligations under clause 8.2 will be reduced by the extent of such payment; and

- (b) continue after the expiration or earlier determination of this Lease in respect of any act, deed, matter or thing occurring or arising as a result of an event which occurs before the expiration or earlier determination of this Lease.

8.4 No indemnity for Lessor's negligence

The parties agree that nothing in this clause shall require the Lessee to indemnify the Lessor, its officers, servants, or agents against any loss, damage, expense, action or claim arising out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

8.5 Release

(1) The Lessee:

- (a) agrees to occupy and use the Premises at the risk of the Lessee; and
- (b) releases to the full extent permitted by law, the Lessor from:
 - (i) any liability which may arise in respect of any accident or damage to property, the death of any person, injury to any person, or illness suffered by any person, occurring on the Premises or arising from the Lessee's use or occupation of the Premises by; and
 - (ii) loss of or damage to the Premises or personal property of the Lessee;

except to the extent that such loss or damage arises out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

- (2) The release by the Lessee continues after the expiration or earlier determination of this Lease in respect of any act, deed, matter or thing occurring or arising as a result of an event which occurs before the expiration or earlier determination of this Lease.

9. Limit of Lessor's liability

9.1 No liability for loss on Premises

The Lessor will not be liable for loss, damage or injury to any person or property in or about the Premises however occurring, except to the extent that such loss or damage arises out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

9.2 Limit on liability for breach of Lessor's covenants

The Lessor will not be liable for any failure to perform and observe any of the Lessor's Covenants due to any cause beyond the Lessor's control.

10. Maintenance, repair and cleaning

10.1 Maintenance

- (1) Subject to clause 10.4, the Lessee will maintain at its own expense the Premises including but not limited to any structural parts, plate glass, electrical installations, gas and water pipes and fittings, toilets, sanitary appliances, drains, septic tanks, leach drains, paths, paving, park or garden furniture, retaining walls, fences and reticulation in Good Repair.

(2) In discharging the obligations imposed on the Lessee under this subclause, the Lessee shall where:

- (a) undertaking any maintenance or repair of a structural nature; or
- (b) maintaining, replacing, repairing or cleaning:
 - (i) any electrical fittings and fixtures;
 - (ii) any plumbing;
 - (iii) any air-conditioning (which includes without limitation refrigeration, heating and mechanical ventilation);
 - (iv) any gas fittings and fixtures,

in or on the Premises, use only licensed trades persons; or such trades persons as may be approved by the Lessor and notified to the Lessee, which approval shall not be unreasonably withheld. The parties acknowledge and agree that this obligation will not apply to minor maintenance, replacement or cleaning requirements where specialist skills are not required, such as the replacement of light bulbs.

10.2 Repair

Subject to **clause 10.4**, the Lessee must promptly repair at its own expense to the satisfaction of the Lessor any damage to the Premises including damage of a structural nature, regardless of how it is caused.

10.3 No obligation on Lessor to repair or maintain

- (1) Subject to **clause 10.4**, the Lessee is wholly and solely responsible for the maintenance and repair of all buildings and improvements comprising the Premises, regardless of the cause of the need to repair or maintain, and regardless of the type of repair or maintenance required. The Lessor has no obligation whatsoever to repair or maintain any buildings or improvements comprising the Premises.
- (2) Any further development proposed on the Premises during the Term shall be the responsibility of and carried out by (and at the cost of) the Lessee, subject to the Lessee having obtained the prior consent of the Lessor, and all necessary statutory approvals.

10.4 Structural repair of ablution block

Notwithstanding any other provision of this Lease, the Lessor agrees to be responsible for the structural maintenance and repair of the ablution block constructed on the Premises at its cost.

10.5 Maintain surroundings

The Lessee must regularly inspect and maintain in good condition any part of the Premises which surrounds any buildings including but not limited to any flora, gardens lawns, shrubs, hedges and trees.

10.6 Pest control

The Lessee must keep the Premises free of any vermin or any other recognised pests and the cost of extermination will be borne by the Lessee.

10.7 Comply with all reasonable conditions

The Lessee must comply with all reasonable conditions that may be imposed by the Lessor from time to time in relation to the Lessee's maintenance of the Premises.

10.8 Acknowledgement of state of repair of Premises

- (1) Following the final inspection to be undertaken prior to the Commencement Date, the Lessee accepts the Premises and the Land in its present condition relying upon its own enquiries and investigations.
- (2) The Lessor does not expressly or impliedly warrant that the Premises are now or will remain suitable or adequate for all or any of the purposes of the Lessee or for the business which the Lessee is authorised to conduct thereon and to the extent permitted by law, all warranties (if any) as to suitability and adequacy of the Premises implied by law are hereby expressly negated.

11. Alterations

11.1 Restriction

- (1) The Lessee must not without prior written consent:
 - (a)
 - (i) from the Lessor;
 - (ii) from any other person from whom consent is required under this Lease;
 - (iii) required under statute in force from time to time, including but not limited to the planning approval of the Lessee under a town planning scheme of the Lessee;
 - (b) make or allow to be made any alteration, addition or improvements to or demolish any part of the Premises; or
 - (c) remove alter or add to any fixtures, fittings or facilities in or on the Premises;

11.2 Consent

- (1) If the Lessor and any other person whose consent is required under this Lease or at law consents to any matter referred to in clause 11.1 the Lessor may:
 - (a) consent subject to conditions; and
 - (i) require that work be carried out in accordance with plans and specifications approved by the Lessor or any other person giving consent; and
 - (ii) require that any alteration be carried out to the satisfaction of the Lessor under the supervision of an engineer or other consultant; and
 - (b) if the Lessor consents to any matter referred to in clause 11.1:
 - (i) the Lessor gives no warranty that the Lessor will issue any consents, approvals, authorities, permits or policies under any statute for such matters; and
 - (ii) the Lessee must apply for and obtain all such consent approvals, authorities, permits or policies as are required at law before undertaking any alterations, additions, improvements or demolitions.

11.3 Cost of Works

All works undertaken under this clause will be carried out at the Lessee's expense.

11.4 Conditions

If any of the consents given by the Lessor or other persons whose consent is required under this Lease or at law require other works to be done by the Lessee as a condition of giving consent, then the Lessee must at the option of the Lessor either:

- (a) carry out those other works at the Lessee's expense; or
 - (b) permit the Lessor to carry out those other works at the Lessee's expense,
- in accordance with the Lessor's requirements.

12. Use

12.1 Restrictions on use

The Lessee must not and must not suffer or permit a person to:

- (a)
 - (i) use the Premises or any part of it for any purpose other than for Permitted Purpose; or
 - (ii) use the Premises for any purpose which is not permitted under any town planning scheme or any law relating to health;
- (b) do or carry out on the Premises any harmful, offensive or illegal act, matter or thing;
- (c) do or carry out on the Premises any thing which causes a nuisance, damage or disturbance to the Lessor or to owners or occupiers of adjoining properties;
- (d) store any dangerous compound or substance on or in the Premises;
- (e) do any act or thing which might result in excessive stress or harm to any part of the Premises; or
- (f) display from or affix any signs, notices or advertisements on the Premises without the prior written consent of the Lessor, which consent shall not be unreasonably withheld or delayed.

12.2 Disorderly Behaviour

The Lessee agrees to use its best endeavours to prevent disorderly behaviour and indecent language in the Premises at all times during the day and night.

12.3 No Warranty

The Lessor gives no warranty:

- (a) as to the use to which the Premises may be put; or
- (b) that the Lessor will issue any consents, approvals, authorities, permits or licences required by the Lessee under any statute for its use of the Premises.

12.4 Premises Subject to Restriction

The Lessee accepts the Premises for the Term subject to any existing prohibition or restriction on the use of the Premises.

12.5 Indemnity for Costs

The Lessee indemnifies the Lessor against any claims or demands for all costs, on a solicitor client basis, incurred by the Lessor by reason of any claim in relation to any matters set out in this clause.

13. Lessor's right of entry

13.1 Entry on Reasonable Notice

The Lessee must permit entry by the Lessor or any Authorised Person onto the Premises without notice in the case of an emergency, and otherwise upon reasonable notice:

- (a)
 - (i) at all reasonable times;
 - (ii) with or without workmen and others; and
 - (iii) with or without plant, equipment, machinery and materials;
- (b) for each of the following purposes:
 - (i) to inspect the state of repair of the Premises and to ensure compliance with the terms of this Lease;
 - (ii) to carry out any survey or works which the Lessor considers necessary, however the Lessor will not be liable to the Lessee for any compensation for such survey or works provided they are carried out in a manner which causes as little inconvenience as is reasonably possible to the Lessee;
 - (iii) to comply with the Lessor's Covenants or to comply with any notice or order of any authority in respect of the Premises for which the Lessor is liable; and
 - (iv) to do all matters or things to rectify any breach by the Lessee of any term of this Lease but the Lessor is under no obligation to rectify any breach and any rectification under this clause is without prejudice to the Lessor's other rights, remedies or powers under this Lease.

13.2 Costs of Rectifying Breach

All costs and expenses incurred by the Lessor as a result of any breach referred to at clause 13.1(b)(iv) together with any interest payable on such sums will be a debt due to the Lessor and payable to the Lessor by the Lessee on demand.

14. Statutory obligations and notices

14.1 Comply with Statutes

The Lessee must:

- (a) comply promptly with all statutes and local laws from time to time in force relating to the Premises, including without limitation the *Local Government Act 1995*, *Caravan Parks and Camping Ground Act 1995* and *Health Act 1911* and related regulations;

- (b) apply for, obtain and maintain in force all consents, approvals, authorities, licences and permits required under any statute for the use of the Premises specified at **clause 12**; and
- (c) comply promptly with all orders, notices, requisitions or directions of any competent authority relating to the Premises or to the business the Lessee carries on at the Premises.

14.2 Indemnity if Lessee Fails to Comply

The Lessee indemnifies the Lessor against:

- (a) failing to perform, discharge or execute any of the items referred to in **clause 14.1**; and
- (b) any claims, demands, costs or other payments of or incidental to any of the items referred to in **clause 14.1**.

except to the extent that any claim, demand, costs or other payments is caused or contributed to by the negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

15. Special Covenants relating to Caravan Park and Camping Ground

15.1 Maintenance Obligations

- (1) The Lessee covenants and agrees, at all times in respect of the Premises, to maintain, repair and replace (where deemed necessary by the Lessor acting reasonably):
 - (a) all lawns and gardens adequately and properly watered, fertilised tended and cared for;
 - (b) all fences in good order and repair and in a safe and functional condition;
 - (c) all parking areas, pathways, steps and ramps safely and properly surfaced and illuminated and free and clear of hazards;
 - (d) all direction and information signs, speed limit and other notices in all necessary positions clearly marked and in good order;
 - (e) all pumps, pressure units and equipment used in connection with or ancillary to any sewerage apparatus or any bore or other water supply source in sound and functional order; and
 - (f) as frequently as necessary in the interests of health and hygiene but in any event no less frequently than required from time to time by the Lessor's Health Surveyor rubbish and litter collection from all parts of the Premises and the removal of all such rubbish and litter from the Premises to such authorised rubbish deposit site as the Lessor shall authorise.
- (2) The Lessee covenants and agrees to provide and maintain adequate and satisfactory receptacles for rubbish on the Premises.
- (3) The Lessee covenants and agrees to dispose of hot ashes and coals on the Premises as directed by the Lessor from time to time in accordance with those directions.

15.2 Reside in close Proximity to Premises

The Lessee covenants and agrees to reside on the Premises or in close proximity to the Premises throughout the Term and to personally supervise the management, conduct and use of the Premises and not without the prior written consent of the Lessor to appoint any other person to act

as manager thereof provided that the Lessor shall not arbitrarily withhold its consent to such an appointment in the case of a responsible and respectable person the proof of which to the satisfaction of the Lessee and provided further that if during any time that such appointee resides on the Premises or in close proximity to the Premises and continues to manage the same to the satisfaction of the Lessor (as to which the Lessor shall be the sole arbiter) then the Lessee shall not be obliged to reside thereon or in close proximity of the Premises.

15.3 Keep Caravan Park open to the Public

- (1) Subject to weather conditions, the Lessee covenants and agrees to keep the Premises open to members of the public for camping purposes on every day of the year and to operate a camping ground on the Premises in accordance with the best practices applicable thereto including maintaining adequate staff levels and standards, to provide to the customers thereof all services usually provided in camping ground of good repute and to use its best endeavours to extend and increase the business and custom thereof and to enhance the goodwill thereof.
- (2) The Lessee covenants and agrees to permit free and unimpeded pedestrian and vehicular access by the public at all times across and through the access way and the gates of the Premises and to permit parking by the public on the parking areas of the Premises.

15.4 Keep Records

- (1) The Lessee agrees to keep proper accounts for the Premises, and provide to the Lessor on an annual basis (and also upon written demand) full and accurate records of the number of attendees utilising the camping group.

16. Management Plan for Camping Ground

- (1) The Lessee acknowledges that the Lessor is in the process of preparing a management plan for the Premises (**Management Plan**).
- (2) Once the Management Plan has been adopted by the Council of the Lessor, the Lessor must provide a copy of the Management Plan to the Lessee for review and adoption.
- (3) The Lessee must review the Management Plan and notify the Lessor within 21 days of receipt of the Management Plan whether the Lessee agrees to adopt the Management Plan. If the Lessee fails to notify the Lessee within the time specified or refuses to adopt the Management Plan, then the parties covenant and agree that this Lease may be terminated by either party upon one month's written notice to the other party and the provisions of clauses 22 and 23 will then apply.
- (4) If the Lessee adopts the Management Plan, the Lessee from the date of such adoption must comply with and implement the terms of the Management Plan.
- (5) Subject to paragraph (6) below, following adoption of the Management Plan the Lessor may amend or vary the Management Plan, from time to time, for the purpose of the good management and order of the camping ground and surrounding land. The Lessor may not amend or vary the Management Plan in such a way, as to be inconsistent with the rights of the Lessee expressed or implied in this Lease.
- (6) The parties agree that any variation or amendment to the Management Plan is not effective and binding on the Lessee, until such time as the Lessee has been provided written notice of such variation or amendment.

17. Report to Lessor

The Lessee must immediately report to the Lessor:

- (a) any act of vandalism or any incident which occurs on or near the Premises which involves or is likely to involve a breach of the peace or become the subject of a report or complaint to the police and of which the Lessee is aware or should be aware;
- (b) any occurrence or circumstances in or near the Premises of which it becomes aware, which might reasonably be expected to cause, in or on the Premises, pollution of the environment; and
- (c) all notices, orders and summonses received by the Lessee and which affect the Premises and immediately deliver them to the Lessor.

18. Default and Termination

18.1 Events of Default

A default occurs if:

- (a) any Amounts Payable remain unpaid for 7 days after becoming due whether or not a demand or Notice has been given to the Lessee;
- (b) the Lessee is in breach of any of the Lessee's Covenants (other than the covenant to pay the Amounts Payable) for 14 days after a Notice has been given to the Lessee to rectify the breach or to pay compensation in money;
- (c) an order is made or a resolution effectively passed for the winding up of the Lessee unless the winding up is for the purpose of amalgamation or reconstruction;
- (d) a controller, as defined by the Corporations Act (Cth) 2001, is appointed in respect of the property of the Lessee under this Lease;
- (e) a mortgagee takes possession of the property of the Lessee under this Lease;
- (f) any execution or similar process is made against the Lessee's property on the Premises;
- (g) the Premises are vacated by the Lessee prior to Termination;
- (h) a person other than the Lessee or a permitted sub-lessee or assignee is in occupation or possession of the Premises or in receipt of rents or profits; or
- (i) any application is made or notice given or any other procedure started by which the registration of the Lessee is to be cancelled or dissolved under the Corporations Act (Cth) 2001.

18.2 Forfeiture

On the occurrence of any of the events of default specified in clause 18.1 the Lessor may:

- (a) without notice or demand at any time enter the Premises and on re-entry the Term will immediately determine;
- (b) by notice to the Lessee determine this Lease and from the date of giving such notice this Lease will be absolutely determined; and
- (c) by notice to the Lessee elect to convert the unexpired portion of the Term into a tenancy from month to month when this Lease will be determined as from the giving of the notice and until the tenancy is determined the Lessee will hold the Premises from the Lessor as a tenant from month to month under clause 20,

but without affecting the right of action or other remedy which the Lessor has in respect of any other breach by the Lessee of the Lessee's Covenants or releasing the Lessee from liability in respect of the Lessee's Covenants.

18.3 Lessor may remedy breach

If the Lessee:

- (a) fails or neglects to pay the Amounts Payable by the Lessee under this Lease; or
- (b) does or fails to do anything which constitutes a breach of the Lessee's Covenants,

then, after the Lessor has given to the Lessee notice of the breach and the Lessee has failed to rectify the breach within a reasonable time, the Lessor may without affecting any right, remedy or power arising from that default pay the money due or do or cease the doing of the breach as if it were the Lessee and the Lessee must pay to the Lessor on demand the Lessor's cost and expenses of remedying each breach or default.

18.4 Acceptance of Amount Payable By Lessor

Demand for or acceptance of the Amounts Payable by the Lessor after an event of default has occurred will not affect the exercise by the Lessor of the rights and powers conferred on the Lessor by the terms of the Lease or at law and will not operate as an election by the Lessor to exercise or not to exercise any right or power.

18.5 Essential Terms

Each of the Lessee's Covenants in clauses 5 (Rent and Other Payments), 7 (Insurance), 8 (Indemnity), 10 (Maintenance, Repair and Cleaning), 12 (Use), 24 (Assignment, Subletting and Charging), 15 (Special Covenants Relating to Camping Ground), 16 (Management Plan for Camping Ground), 28 (Goods and Services Tax), is an essential term of this Lease but this clause 18.5 does not mean or imply that there are no other essential terms in this Lease.

18.6 Breach of Essential Terms

If the Lessee breaches an essential term of this Lease then, in addition to any other remedy or entitlement of the Lessor:

- (a) the Lessee must compensate the Lessor for the loss or damage suffered by reason of the breach of that essential term;
- (b) the Lessor will be entitled to recover damages against the Lessee in respect of the breach of an essential term; and
- (c) the Lessee covenants with the Lessor that if the Term is determined:
 - (i) for breach of an essential term or the acceptance by the Lessor of a repudiation of this Lease by the Lessee; or
 - (ii) following the failure by the Lessee to comply with any notice given to the Lessee to remedy any default,

the Lessee must pay to the Lessor on demand the total of the Amounts Payable under this Lease which would have been payable by the Lessee for the unexpired balance of the Term as if the Term had expired by effluxion of time together with the losses incurred or reasonably expected to be incurred by the Lessor as a result of the early determination including but not limited to the costs of re-letting or attempting to re-let the Premises;

- (d) the Lessee agrees that the covenant set out in this clause 18.6(c) will survive termination or any deemed surrender at law of the estate granted by this Lease;
- (e) the Lessee may deduct from the amounts referred to at clause 18.6(c) the Rent and other money which the Lessor reasonably expects to obtain by re-letting the Premises between the date of Termination and the date on which the Term would have expired by effluxion of time; and
- (f) the Lessor must take reasonable steps to mitigate its losses and endeavour to re-let the Premises at a reasonable rent and on reasonable terms but the Lessor is not required to offer or accept rent or terms which are the same or similar to the rent or terms contained or implied in this Lease.

18.7 Termination upon notice

- (1) Notwithstanding any other provision of this Lease, the parties agree that the Lessor may terminate this Lease in the event that the Grant for the operation of the Community Resource Centre is discontinued or cancelled for any reason, by providing the Lessee with 28 days written notice.
- (2) If this Contract is terminated in accordance with this clause, clauses 21, 22 and 23 will apply.

19. Option to renew

If the Lessee at least three months, but not earlier than six months, prior to the date for commencement of the Further Term gives the Lessor a Notice to grant the Further Term and:

- (a) all consents and approvals required by the terms of this Lease or at law have been obtained; and
- (b) there is no subsisting default by the Lessee at the date of service of the Notice in:
 - (i) the payment of Amounts Payable; or
 - (ii) the performance or observance of the Lessee's Covenants,

the Lessor shall grant to the Lessee a lease for the Further Term at the Rent and on terms and conditions similar to this Lease other than this **clause 19** in respect of any Further Term previously taken or the subject of the present exercise and on such other terms and conditions as the Lessor may consider appropriate.

20. Holding over

If the Lessee remains in possession of the Premises after the expiry of the Term with the consent of the Lessor, the Lessee will be a monthly tenant of the Lessor at a rent equivalent to one twelfth of the Rent for the period immediately preceding expiry of the Term and otherwise on the same terms and conditions of this Lease provided that all consents required under this Lease or at law have been obtained to the Lessee being in possession of the Premises as a monthly tenant.

21. Restore premises

Prior to Termination, the Lessee at the Lessee's expense must restore the Premises to a condition consistent with the observance and performance by the Lessee of the Lessee's Covenants under this Lease fair wear and tear excepted.

22. Yield up the premises

22.1 Peacefully surrender

On Termination the Lessee must:

- (a) peacefully surrender and yield up to the Lessor the Premises in a condition consistent with the observance and performance of the Lessee's Covenants under this Lease;
- (b) surrender to the Lessor all keys and security access devices and combination for locks providing an access to or within the Premises held by the Lessee whether or not provided by the Lessor.

22.2 Clause 22.1 to survive termination

The Lessee's obligation under **clause 22.1** will survive termination.

23. Removal of property from Premises

23.1 Remove property prior to termination

Prior to Termination, unless otherwise mutually agreed between the parties, the Lessee must remove from the Premises all property of the Lessee which is not a fixture other than air-conditioning plant and fire equipment, security alarms and security systems and other fixtures and fittings which in the opinion of the Lessor form an integral part of the Premises and promptly make good, to the satisfaction of the Lessor, any damage caused by the removal.

23.2 Lessor can remove property on re-entry

On re-entry the Lessor will have the right to remove from the Premises any property of the Lessee and the Lessee indemnifies the Lessor against all damage caused by the removal of and the cost of storing that property.

24. Assignment, sub-letting and charging

24.1 No assignment or sub-letting without consent

The Lessee must not assign the leasehold estate in the Premises nor sub-let, part with possession, or dispose of the Premises or any part of the Premises without the prior written consent of the Lessor and any other person whose consent is required under this Lease or at law

24.2 Lessor's Consent to Assignment and Subletting

Provided all parties whose consent is required, under this Lease or at law, to an assignment or sub-letting, give their consent and any assignment or sublease is for a purpose consistent with the use of the Premises permitted by this Lease then the Lessor may not unreasonably withhold its consent to the assignment or Sub-letting of the leasehold estate created by this Lease if:

- (a) the proposed assignee or sublessee is a respectable and responsible person of good financial standing;
- (b) all Amounts Payable due and payable have been paid and there is no existing unremedied breach, whether notified to the Lessee or not, of any of the Lessee's Covenants;
- (c) the Lessee procures the execution by -
 - (i) the proposed assignee of a deed of assignment; or

- (ii) the proposed sublessee of a deed of sublease,
to which the Lessor is a party and which deed is prepared and completed by the Lessor's solicitors; and
- (d) the assignment contains a covenant by the assignee or sublessee with the Lessor to pay all Amounts Payable and to perform and observe all the Lessee's Covenants.

24.3 Consents of Assignee Supplementary

The covenants and agreements on the part of any assignee will be supplementary to the Lessee's Covenants and will not release the assigning lessee from the Lessee's Covenants.

24.4 Property Law Act 1969

Sections 80 and 82 of the *Property Law Act* 1969 are excluded.

24.5 Costs for assignment and sub-letting

If the Lessee wishes to assign or sub-let the leasehold estate created by this Lease the Lessee must pay all reasonable professional and other costs, charges and expenses, incurred by the Lessor or other person whose consent is required under this Lease, of and incidental to:

- (a) the enquiries made by or on behalf of the Lessor as to the respectability, responsibility and financial standing of each proposed assignee or sublessee;
- (b) any consents required under this Lease or at law; and
- (c) all other matters relating to the proposed assignment or sub-letting,

whether or not the assignment or sub-letting proceeds.

24.6 No mortgage or charge

The Lessee must not mortgage or charge the Premises.

25. Damage or Destruction of Premises

If the Premises or any part of the Premises are totally or partially destroyed so as to require major rebuilding either party may within 2 months of the destruction or the damage terminate the Term with immediate effect by giving Notice to the other party.

26. Notice

26.1 Form of delivery

A Notice to a Party must be in writing and may be given or made:

- (a) by delivery to the Party personally; or
- (b) by addressing it to the Party and leaving it at or posting it by registered post to the address of the Party appearing in this Lease or any other address nominated by a Party by Notice to the other.

26.2 Service of notice

A Notice to a Party is deemed to be given or made:

- (a) if by personal delivery, when delivered;
- (b) if by leaving the Notice at an address specified in **clause 26.1(b)**, at the time of leaving the Notice, provided the Notice is left during normal business hours; and
- (c) if by post to an address specified in **clause 26.1(b)**, on the second business day following the date of posting of the Notice.

26.3 Signing of notice

A Notice to a Party may be signed:

- (a) if given by an individual, by the person giving the Notice;
- (b) if given by a corporation, by a director, secretary or manager of that corporation;
- (c) if given by a local government, by the CEO;
- (d) if given by an association incorporated under the *Associations Incorporation Act 1987*, by any person authorised to do so by the board or committee of management of the association; or
- (e) by a solicitor or other agent of the individual, corporation, local government or association giving the Notice.

27. Disputes

27.1 Appointment of arbitrator

Except as otherwise provided any dispute arising out of this Lease is to be determined by a single arbitrator under the provisions of the *Commercial Arbitration Act 1985* and the Lessor and the Lessee may each be represented by a legal practitioner.

27.2 Payment of amounts payable to date of award

The Lessee must pay the Amounts Payable without deduction to the date of the award of the Arbitrator or the date of an agreement between the Parties whichever event is the earlier, and if any money paid by the Lessee is not required to be paid within the terms of the award of the Arbitrator or by agreement between the Lessor and the Lessee then the Lessor will refund to the Lessee the monies paid.

28. Goods and Services Tax

(a) Lessee must Pay

If GST is payable on the Basic Consideration or any part thereof or if the Lessor is liable to pay GST in connection with the sublease of the Premises or any goods, services or other Taxable Supply supplied under this Lease then, as from the date of any such introduction or application:

- (i) the Lessor may increase the Basic Consideration or the relevant part thereof by an amount which is equal to the GST Rate; and
- (ii) the Lessee shall pay the increased Basic Consideration on the due date for payment by the Sublessee of the Basic Consideration.

(b) Increase in GST

If, at any time, the GST Rate is increased, the Lessor may, in addition to the GST Rate, increase the Basic Consideration by the GST Adjustment Rate and such amount shall be payable in accordance with this clause.

(c) GST invoice

Where the Basic Consideration is to be increased to account for GST pursuant to this clause the Lessor shall in the month in which the Basic Consideration is to be paid, issue a Tax Invoice which enables the Lessee to submit a claim for a credit or refund of GST.

29. Caveat

29.1 No absolute caveat

The Lessee nor any person on behalf of the Lessee will, without the prior written consent of the Lessor, lodge any absolute caveat at Landgate against the Certificate of Title for the Land, to protect the interests of the Lessee under this Lease.

29.2 CEO & Lessor as attorney

In consideration of the Lessor having granted this Lease to the Lessee, the Lessee irrevocably appoints the Lessor and the CEO of the Lessor jointly and severally:

- (a) for the Term of this Lease;
- (b) for any holding over under this Lease; and
- (c) for a period of 6 months after Termination,

to be the agent and attorney of the Lessee in its name and on its behalf to sign and lodge at Landgate:

- (d) a withdrawal of any absolute caveat lodged by or on behalf of the Lessee;
- (e) a withdrawal of any caveat lodged by or on behalf of the Lessee and not withdrawn on Termination; and
- (f) a surrender of the estate granted by this Lease,

and the costs of withdrawing any caveat or surrendering this Lease (including the Lessor's solicitor's costs and registration fees) will be borne by the Lessee.

29.3 Ratification

The Lessee undertakes to ratify all the acts performed by or caused to be performed by the Lessor, its agent or attorney under **clause 29.2**.

29.4 Indemnity

The Lessee indemnifies the Lessor against:

- (a) any loss arising directly from any act done under **clause 29**; and
- (b) all costs and expenses incurred in connection with the performance of any act by the attorney on behalf of the Lessee under **clause 29**.

30. Acts by agents

All acts and things which the Lessor is required to do under this Lease may be done by the Lessor, the CEO, an officer or the agent, solicitor, contractor or employee of the Lessor.

31. Severance

If any part of this Lease is or becomes void or unenforceable, that part is or will be severed from this Lease to the intent that all parts that are not or do not become void or unenforceable remain in full force and effect and are unaffected by that severance.

32. Variation

This Lease may be varied only by deed executed by the parties subject to such consents as are required by this Lease or at law.

33. Moratorium

The provisions of a statute which would but for this clause extend or postpone the date of payment of money, reduce the rate of interest or abrogate, nullify, postpone or otherwise affect the terms of this Lease do not, to the fullest extent permitted by law, apply to limit the terms of this Lease.

34. Further assurance

The Parties must execute and do all acts and things necessary or desirable to implement and give full effect to the terms of this Lease.

35. Waiver

35.1 No general waiver

Failure to exercise or delay in exercising any right, power or privilege in this Lease by a Party does not operate as a waiver of that right, power or privilege.

35.2 Partial exercise of right power or privilege

A single or partial exercise of any right, power or privilege does not preclude any other or further exercise of that right, power or privilege or the exercise of any other right, power or privilege.

36. Statutory powers

The powers conferred on the Lessor by or under any statutes for the time being in force are, except to the extent that they are inconsistent with the terms and provisions expressed in this Lease, in addition to the powers conferred on the Lessor in this Lease.

37. Governing law

This Lease is governed by and is to be interpreted in accordance with the laws of Western Australia and, where applicable, the laws of the Commonwealth of Australia.

Schedule

Item 1 Land and Premises

Land

Reserve 32312, being more particularly Lot 555 on Deposited Plan 63650 being the whole of the land comprised within Crown Land Title Volume LR3156 Folio 761.

Premises

The Menzies Caravan Park, as shown on the sketch annexed to this Lease as Annexure 1, and includes all carpets and floor coverings, window treatments (including but not limited to curtains and blinds) and other fixtures and fittings belonging to the Lessor therein and all additions or modifications and replacements for the time being, comprising approximately [X] square metres.

Item 2 Term

5 years commencing on _____ and expiring on _____.

Item 3 Further Term

X years commencing on _____ and expiring on _____.

Item 4 Commencement Date

_____.

Item 5 Rent

[To be inserted following valuation process] dollars (\$XXX) per annum exclusive of GST [being calculated upon the basis of \$XXX m² exclusive of GST], payable in advance in equal monthly instalments commencing on the Commencement Date.

Item 6 Permitted purpose

Public caravan park and camping ground.

Item 7 Public liability insurance

Twenty million dollars (\$20,000,000.00).

Item 8 Rent Review Dates

CPI Variation Dates

Each anniversary of the Commencement Date except the dates which are a Market Review Date.

Market Review Date

Not applicable.

Item 9 Notices

Contractor:

Address: Western Australia, 6065

Fax No: (08)

Attention:

Shire:

Address: PO Box 4, Menzies, Western Australia

Fax No: (08) 9024 2041

Attention: Chief Executive Officer

Signing page

EXECUTED

2015

Annexure 1 – Sketch of Premises

Annexure 2 – Lessor's Fixtures and Fittings

[Shire to provide list of Shire's fixtures and fittings for insertion here]

Assets/Inventory _____ 2015		Page 1
Owner: SHIRE COUNCIL		
Organisation:		
Address:		
Asset description Include manufacturer and model	Asset serial number if known	Location

Annexure 3 - Management Plan

The Management Plan will be inserted into this Lease, once the Management Plan has been adopted by the Lessor and the Lessee in accordance with requirements of **clause 16**.

ANNEXURE 3

Occupation Health and Safety policy, information and requirements.

12.2 FINANCE & ADMINISTRATION BUSINESS

12.2.4 DRAFT BLUEPRINT	GOLDFIELDS-ESPERANCE	REGIONAL	INVESTMENT
SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015		
LOCATION:	Not applicable		
APPLICANT:	Not applicable		
FILE REF:	ADM118		
DISCLOSURE OF INTEREST:	None		
DATE:	19 October 2015		
AUTHOR:	P Durtanovich – Acting Chief Executive Officer		
SIGNATURE OF AUTHOR:			
PREVIOUS MEETING REFERENCE:	None		

ATTACHMENTS:

A copy of the draft document has been provided to Councillors under separate cover.

SUMMARY:

The Minister has approved the public advertising of the Draft Goldfields–Esperance Regional Investment Blueprint.

The Goldfields-Esperance Development Commission is now seeking comment on the draft blueprint from regional stakeholders, including local government.

This report recommends the draft Blueprint be supported.

BACKGROUND:

Development of the Blueprint has occurred over the past two years, it has been developed by the Goldfields-Esperance Development Commission with regional stakeholders.

As noted in the Executive Summary, the Blueprint provides the evidence necessary to support decision making and investment in the region, identifies priorities and opportunities for the Region's development and establishes a framework for implementation of strategies and actions. The Blueprint sets a framework for the future of the Goldfields-Esperance region.

It is a roadmap for social and economic change out to 2050 and shifts focus from “where we are going” to “where we want to be”.

COMMENT:

The Blueprint identifies the Region's advantages and challengers. It also identifies the approach to development and six regional priorities. This is documented as follows:

Approach to
Development

Regional Priority

Market Access Infrastructure and Services

Market access infrastructure, comprising both physical access through efficient transport infrastructure as well as digital access,

Enabling
Infrastructure
and Services

supports regional and international trade and tourism

Population Services and Facilities

Vibrant, healthy, safe, cohesive and educated communities that showcase the best of the region's arts, culture, recreation and lifestyle are underpinned by quality and accessible local and regional services and facilities

Primary
Industry
Development
and Value Add

Food Production and Agriculture Services

Excellence in agricultural products and services leveraging off existing grazing, harvesting, fishing and other agricultural enterprises

Energy and Industrial Technology

Alternative energy and industrial technology and equipment manufacture, design, use and development takes advantage of locally-based mining and agriculture sector needs, and abundant access to natural energy sources

Industry
Diversification

Innovation and Knowledge Economy

A diverse economy characterised by knowledge-intensive industries, small business creation, an education and training system linked with business, research and the adoption of advanced information technologies

Tourism and Visitation

Tourism and visitation leverages off road and rail traffic as well as cruise ship capable port infrastructure and airports to support more visitation to the region's natural, cultural and heritage tourism assets and unique local events

The Blueprint establishes a range of outcomes targeted for each of the six regional priorities identified. Progress made will be monitored and measured against targets to be developed during the implementation planning of the Blueprint.

The Blueprint does not disadvantage the Shire of Menzies in any way, in fact it establishes a pathway for the continuation and growth of the Shire's key industries, including mining, agriculture and tourism.

It is recommended that the Blueprint be supported.

CONSULTATION:

The Regional Blueprint was developed in consultation with regional stakeholders. It is now advertised for public comment, with an 8 week consultation period, closing 11 November 2015.

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

The Shire of Menzies does not have policies directly related to the Blueprint.

FINANCIAL IMPLICATIONS:

Nil

STRATEGIC IMPLICATIONS:

The Shire of Menzies Strategic Community Plan 2013-2023, Priority 14.1 Sustainable Local Economy aligns with the Regional Blueprint.

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That the Draft Goldfields-Esperance Regional Investment Blueprint be received and the Goldfields-Esperance Development Commission be advised that the Shire of Menzies supports the Blueprint and has no further comment to make at this stage.

Draft
Goldfields-Esperance
Regional Investment -
BLUEPRINT -



ACKNOWLEDGING

The Goldfields-Esperance Development Commission would like to acknowledge RPS Australia and the Department of Regional Development for their assistance to develop this Regional Investment Blueprint and thank our regional stakeholders, who provided input into the document.

PREPARED FOR

GOLDFIELDS-ESPERANCE
DEVELOPMENT COMMISSION

Draft for Public Consultation

Foreword

Planning for the future of an area as vast and diverse as the Goldfields-Esperance region is a huge task. We can only imagine what we will be experiencing as a region by 2050. We can nonetheless plan for the possible technological and other changes that will drive innovation and advance opportunities, enhancing our connections with each other and the rest of the globe.

We know that our region will continue to play a significant role in the development of Western Australia and the nation. This builds on our great past and current achievements, be this constructing the longest water pipeline in the world, developing Australia's first commercial wind farm or the \$20 billion gross revenue generated by our economy. These incredible achievements are just a taste of what the Goldfields-Esperance region can accomplish when we work together.

As Western Australia's largest region, Goldfields-Esperance has established access to significant markets, a myriad of globally focused industries exporting across the world and spectacular natural resources and alternative energy possibilities. These all position us for a prosperous and sustainable future.

Goldfields-Esperance is a multi-cultural, inclusive region of welcoming, independent people with significant opportunities, yet to be tapped.

We reside on an ancient land, home to globally recognised biodiversity treasures such as the magnificent Great Western Woodlands, as well as rich, red deserts and the bright, white sandy beaches and aqua Southern Ocean. In a world of increasing urbanisation, our abundant natural assets, wilderness areas and vast expanse of land are a rare commodity. A unique marketing position to attract people and investment from across the continents.

This Regional Investment Blueprint details the economic and social context of our region, highlighting our strengths and identifying areas where we have capacity to grow and improve. It sets priorities to guide where we head and strategies to respond to emerging global trends and local issues, such as the digital age, a growing and ageing population and urbanisation, to shape a prosperous economy and equity of opportunity for everyone.

Our mining and agricultural sectors will continue to be the driving force of our economic base up to and beyond 2050 - delivering substantial financial, social and economic outcomes. However, the diversity of our economy will be key to riding out the 'boom and bust' nature of the industries that we rely on most.

This Blueprint establishes a pathway for regional stakeholders to enable, value add and diversify to meet new and emerging opportunities, addressing local challenges and delivering prosperity to all our people.

The Blueprint has been developed by the Goldfields-Esperance Development Commission with regional stakeholders. We thank them all for their input and continued ownership. The priorities within this document reflect the confidence and commitment of the people throughout the region to embrace a shared vision and create a future where:

"In 2050, the Goldfields-Esperance region enjoys exceptional lifestyle opportunities and a prosperous, diverse economy built upon our skills, natural resources and rich cultural heritage."



Tony Crook

Chair

**Goldfields-Esperance Development
Commission**



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Executive Summary



The world in 2050 will be transformed by technology, shifting geopolitical power, ageing populations and environmental change. This transformation will present both challenges and opportunities for the future growth and prosperity of Australia's regions. This includes the Goldfields-Esperance region of Western Australia.

A Vast Land Steeped in History

The Goldfields-Esperance region is vast, the largest in Western Australia, covering an area three times the size of Victoria. Its expansive geography extends 1,400km from the south-west corner near Hopetoun to the north-west boundary near the Pilbara and Northern Territory borders. The region is a biodiversity hotspot with world-renowned flora and fauna, and diverse landscapes.

Aboriginal people have inhabited the Goldfields-Esperance region for tens of thousands of years; the Aboriginal population in the Goldfields estimated to have numbered about 20,000 prior to European settlement in the 1870s.

The discovery of gold in the late 1800s put the region on the map with towns like Coolgardie and Kalgoorlie becoming known around the globe. Gold and nickel mining continue to drive the regional economy today, with agricultural exports also contributing to regional prosperity. The region's residents and visitors enjoy a variety of options from 19th Century architecture in the City of Kalgoorlie-Boulder to friendly outback towns along the southern Western Australian Coast recognised for their natural beauty.



Figure 1 Goldfields-Esperance Region



An Aspirational Vision for the Future

The Goldfields-Esperance Regional Investment Blueprint (the Blueprint) builds upon this past and looks to the future.

By 2050, the Goldfields-Esperance region will be recognised globally as a leading knowledge based economy, with strong connections across the globe. This will help to support an economically diverse and resilient economy characterised by inclusiveness and sustainability.

Based on this aspiration, the Blueprint establishes the following vision for 2050:

“In 2050, the Goldfields-Esperance region enjoys exceptional lifestyle opportunities and a prosperous, diverse economy built upon our skills, natural resources and rich cultural heritage”

By 2050 the region is recognised as...



Knowledge based

Greater business sophistication, innovation, education including advanced technical and scientific partnership supports the creation and growth of local businesses which export their services and products across the nation and internationally



Inclusive

The region's residents and businesses have been at the forefront of initiatives that ensured equal opportunity for all, with enhanced opportunities allowing residents to reach their potential as an integral part of the region's development, valuing and strengthening the region's culture and society



Globally connected

World class affordable logistics for existing and emerging industry, digital infrastructure and technology have expanded global trade of services, creative industries and professional expertise



Sustainable and renewable

The region's unique natural advantages are valued, innovative energy sources are employed and expertise in waste management is leveraged



Economically diverse and resilient

Growth in core industries complemented by supporting and emerging industries and a capable, innovative small business sector has increased population and attracts new residents to live and/or study in the region



World renowned

The region is globally recognised for its major industries, products, services, tourism assets and business expertise, including early adoption of new and emerging technology; it is recognised as an attractive destination to live, work, visit and invest

The Story of the Goldfields-Esperance region

This Blueprint provides the evidence necessary to support decision making **and investment in the region, identifies the priorities and opportunities for the region's development and establishes a framework for the implementation of strategies and actions.**

Importantly, the Blueprint sets a framework **for the future of the Goldfields-Esperance region.** It tells of a region where lifestyle and employment opportunities attract new residents; where the region's heritage and cultural diversity is celebrated; and where the abundant natural resources are leveraged to **provide a solid foundation for a diversified and prosperous economy.**

Home to 61,400 people in 2014, the **Goldfields-Esperance region has been characterised by a cyclical population profile.** Falls between 1997 and 2005 gave way to strong growth in resident numbers in recent years.

While housing the future population in suitable and affordable accommodation is **a key challenge for Goldfields-Esperance communities,** it is also an opportunity.

Low availability of affordable accommodation to rent or buy during boom times can be

stark in communities such as Esperance and Kalgoorlie-Boulder, particularly for lower income households. This is also an issue for Aboriginal communities in Menzies, Laverton, Leonora and the Ngaanyatjarra Lands where housing provided by Government accounts for large shares of the housing stock.

Housing demand is also influenced by a diverse population. The Goldfields, particularly Kalgoorlie-Boulder, attracts young families and experiences a younger and culturally diverse demographic whilst the coastal amenity of the Esperance sub-region, attracts families and an older population. This diversity supports a highly engaged community with high levels of participation in social, sporting and cultural activities across the region.

The population of the Goldfields-Esperance region is supported by an economy that earns \$20 billion a year in gross revenue. With 29,100 jobs and over 4,000 businesses, the region is a major contributor to the State's mineral and agricultural exports. Northern communities comprise a high level of Fly-In-Fly-Out (FIFO) workers associated with mining operations as well as smaller residential communities. There are some large differences between the FIFO and resident populations; mining incomes are relatively high in comparison with those of other workers. Local employment for resident

communities is generally based on a mix of retail, government, tourism, agriculture and mining, plus other sectors.

The vast size of the region, coupled with small population bases in many communities, impacts how key services like health and education are delivered. Utilising new and emerging technologies will be critical to the future prosperity of the people who call the region home. This will require strong and sustained investment by Government and the private sector in telecommunications infrastructure, services and capabilities. Improvements in mobile phone coverage, broadband accessibility and performance and technological take up by business and **households are needed to help the Goldfields-Esperance region realise its full economic potential.**



Advantages and Challenges

The development of Goldfields-Esperance will be driven by leveraging the region's advantages and strengths, while addressing the challenges and constraints to growth. Key advantages and challenges identified in the Blueprint include.

ADVANTAGES

 <p>PRIMARY INDUSTRY INNOVATION</p> <p>The established presence of major activity focussed around mining and agriculture supports high levels of innovation and expenditure on downstream and upstream supply chains.</p>	 <p>ISOLATION</p> <p>Isolation is an enduring attribute of the region which has been fundamental to population migration decisions and business ventures, with numerous industries benefiting from isolation, such as tourism.</p>
 <p>NATURAL RESOURCES & ASSETS</p> <p>A range of regional advantages come from the region's unique and vast array of natural assets spanning mineral wealth, natural energy sources, world-renowned natural landscapes, biodiversity and coastal assets.</p>	 <p>CULTURE & HERITAGE</p> <p>The region's rich history, culture and heritage is founded on a legacy of thousands of years of Aboriginal culture, early European settlement initially based on mining and pastoral industries.</p>
 <p>STRATEGIC LOCATION</p> <p>The region is the connecting gateway between the eastern states, Perth and the rest of Western Australia, with key road, rail and coastline links which provide local business with access to customers and markets outside of Goldfields-Esperance.</p>	 <p>LOGISTICS INFRASTRUCTURE & ACCESS</p> <p>The region enjoys strong access to markets and is a globally recognised export hub, with physical access through ports and airports, as well as global business relationships and networks including trading partners, clients and labour.</p>

CHALLENGES

 <p>EQUITY OF OPPORTUNITY</p> <p>The diverse communities in the region have varying levels of service quality and access, with differences between education, employment, health and well-being outcomes for Aboriginal and non-Aboriginal residents depending on location.</p>	 <p>PRIMARY PRODUCTION COSTS</p> <p>The region's core industries are challenged by a number of barriers which impact on further expansion, including increasing general operating costs, access to sustainable and affordable energy sources and access to water.</p>
 <p>ISOLATION</p> <p>Isolation, hand in hand with population critical mass, adds some costs to households and businesses and impacts on the viability of improving service and infrastructure provision.</p>	 <p>POPULATION RETENTION & ATTRACTION</p> <p>A relatively high proportion of young adults and teenagers leave the Goldfields-Esperance region seeking employment, education and training or adventure elsewhere while aged residents leave the region to access required health services.</p>
 <p>BOOM & BUST CYCLE</p> <p>The region is heavily linked to global commodity prices and this means that the local economy can be subject to 'boom and bust' cycles with implications on the sustainability of towns, whereby populations fluctuate and unemployment rises and falls considerably.</p>	 <p>SKILLS REQUIREMENT</p> <p>The relatively lower education participation, retention and achievement outcomes, and the need for more employment higher education and training pathways in the region are constraints on industry development.</p>
 <p>LAND USE CONFLICTS</p> <p>Access to land in many areas is constrained by competing interests and lease arrangements, with constraints for urban, pastoral and agricultural expansion.</p>	 <p>DIGITAL READINESS</p> <p>The region is characterised by low levels of technological readiness, possibly due to low levels of local employment in some technology-related industries, comparatively poor mobile coverage and low utilisation of digital technologies.</p>

Regional Priorities

Central to the Blueprint is the recognition that a "business as usual" approach to growth and development in the future will not see the Goldfields-Esperance realise its true potential. While the region's natural resources will continue to make a significant contribution to the prosperity of Goldfields-Esperance communities, opportunities to diversify the regional economy must be identified, explored and captured.

This goal underpins the identification in the Blueprint of a series of six (6) regional priorities.

These Priorities span a spectrum of approaches to economic and social development – from investment in enabling infrastructure and services to facilitate growth and prosperity, to the attraction of new businesses and industries to diversify the Goldfields-Esperance economy. Strategies and stakeholders have been identified to realise positive outcomes within each of the priority areas.

Implementing the Blueprint

Successful transformation of the Goldfields-Esperance region through the implementation and delivery of the Blueprint will require a comprehensive set of practical actions, initiatives and projects. The Blueprint must be implemented through a partnership approach involving all stakeholders in the region. This approach will focus on building community-led coalitions, using local expertise, knowledge and investment funding within and outside the region to achieve the vision and regional priorities outlined in this Blueprint.

This implementation will be guided by a series of values, which will provide important context for different approaches to economic and community development. These include innovation, leadership, stakeholder ownership, ongoing improvement, informed decision making and proactivity.

The Blueprint establishes a range of outcomes targeted for each of the six regional priorities identified. The progress made towards achieving these outcomes will be monitored and measured against targets to be developed during the implementation planning of the Blueprint.

This approach will ensure the Blueprint remains a "living document" in the long-term. It will remain flexible and responsive to changes both globally and locally, ensuring that the vision for the future of the Goldfields-Esperance region remains.

Approach to Development	Regional Priority
Enabling Infrastructure and Services	<p>Market Access Infrastructure and Services</p> <p>Market access infrastructure, comprising both physical access through efficient transport infrastructure as well as digital access, supports regional and international trade and tourism</p> <p>Population Services and Facilities</p> <p>Vibrant, healthy, safe, cohesive and educated communities that showcase the best of the region's arts, culture, recreation and lifestyle are underpinned by quality and accessible local and regional services and facilities</p>
Primary Industry Development and Value Add	<p>Food Production and Agriculture Services</p> <p>Excellence in agricultural products and services leveraging off existing grazing, harvesting, fishing and other agricultural enterprises</p> <p>Energy and Industrial Technology</p> <p>Alternative energy and industrial technology and equipment manufacture, design, use and development takes advantage of locally-based mining and agriculture sector needs, and abundant access to natural energy sources</p>
Industry Diversification	<p>Innovation and Knowledge Economy</p> <p>A diverse economy characterised by knowledge-intensive industries, small business creation, an education and training system linked with business, research and the adoption of advanced information technologies</p> <p>Tourism and Visitation</p> <p>Tourism and visitation leverages off road and rail traffic as well as cruise ship capable port infrastructure and airports to support more visitation to the region's natural, cultural and heritage tourism assets and unique local events</p>

2.0 Introduction



The Goldfields-Esperance region has been an integral and influential region in the development of Western Australia. Its rich cultural history founded on the region's Aboriginal people, early European exploration which sparked mining, agricultural and pastoral activities, permanently shaped the development of the State and the nation over the past 120 years.

2.1 A Region of Importance and Opportunity

Today the region's \$20 billion revenue, underpinned by globally recognised innovative mining and agricultural sectors, continues to support employment and government revenue across Australia. However, our region is not without challenges.

The Goldfields-Esperance region is vast; sparsely populated, with diverse communities stretching from the expansive southern coast, through the inland hub of Kalgoorlie-Boulder, the mining and pastoral communities in the northern Goldfields, to the Ngaanyatjarra Lands situated in the Central Desert bordering Northern Territory and South Australia. The region has many spectacular natural assets and areas of rich biodiversity and wilderness including the world's largest intact arid woodland – the Great Western Woodlands. Combined with the 'boom and bust' cycle of the mining sector, fluctuating populations and varied community service levels, isolation poses challenges and opportunities to the future development of our region.

Nonetheless, as our region has showed in the past, with adversity comes opportunity. The Blueprint is an important step in recognising that this unique part of the world has so much more to offer. It challenges stakeholders to work together towards common goals and realise the full potential of our region and communities.

2.2 Planning for Transformational Change

The roadmap for regional development

In 2010, the government review Structuring Regional Development for the Future (the Duncan Review) recognised that ensuring future economic and community development aspirations in regional Western Australia requires the development of strategic

plans to guide collective and coordinated action across the State¹. This presented the opportunity for Western Australia's nine regions to strategically plan for long term change through the development and implementation of regional investment blueprints. The blueprints are importantly developed in the region, by the region, for the region's future.

The Goldfields-Esperance Regional Investment Blueprint (the Blueprint) is a roadmap for the future social and economic growth and prosperity out to 2050 and beyond. Through the identification of local opportunities, challenges and priorities, it provides a credible and guiding framework that will foster economic opportunities and build communities, ensuring the integration of government, industry and community sector planning.

Shifting the focus from
'where are we heading' to
'where do we want to be'

Notably, central to the Blueprint is recognition that Goldfields-Esperance needs more than business as usual planning. The Blueprint is therefore an aspirational plan which drives new sources of growth and development to support vibrant and liveable regional centres and communities and sustainable economic environments. It is this shift in focus from 'where we are heading', to 'where we want to be' which underpins this forward-looking strategy.

Blueprint aims and objectives

By highlighting the development challenges, potential and priorities of the region, the Blueprint aims to:

- Drive the economic potential of the region;
- Build diverse, accessible and inclusive communities;
- Provide a shared vision of sustainable growth and development in the region underpinned by a robust evidence base and analysis;
- Provide commitment and consistency to the regional development effort;
- Guide the strategic allocation of government and private sector investment; and

- Improve the regulatory, social and physical environment where public and private investment can be utilised and leveraged with confidence.

The Blueprint seeks to achieve these aims through a collaborative approach to the region's development. It is intended that residents, community groups, business, service providers and government agencies will use the Blueprint as a source of information on programs, initiatives, resources and opportunities to assist in forming partnerships to realise preferred future outcomes for the Goldfields-Esperance region. This combined public and private sector focus helps to engender the required collective action to coordinate infrastructure development and service delivery to address challenges and opportunities.

It is important to note that this Blueprint cannot provide a single or definitive pathway for economic development and growth in the region. Whilst it presents the region's significant economic opportunities and proposes priority outcomes for the region, it cannot precisely predict the economic future of the region and recognises that other initiatives are important for detailed investment planning.

2.3 Developing the Blueprint

Stakeholder engagement and collaboration

The 35 year timeframe to 2050 will necessitate a long term commitment by stakeholders to the aspirations and vision of the Blueprint. In light of this, the Blueprint is the outcome of engagement and analytical understanding of the region. It has been prepared by the Goldfields-Esperance Development Commission (Commission) and incorporates the knowledge of local government, key State and Commonwealth Government agencies, the non-government, community and not-for-profit sectors, captured through workshops, one-on-one discussions and surveys undertaken over a two year period to develop the Blueprint.

Importantly, stakeholder engagement is recognised as an ongoing process as part of the development and implementation phases of the Blueprint. The Blueprint will be implemented through a partnership approach, which builds coalitions and leverages expertise to ensure optimal outcomes are achieved.



Figure 2 Stakeholder Engagement

Blueprint structure

The Blueprint has been structured through a logical process of understanding:

- Local drivers and characteristics (where we are and what are the regional and global Influences);
- Capacity for growth (what are our opportunities and barriers);
- Region vision and goals (where we want to be and why); and
- Priorities and strategies (How we can get there).

Central to the Blueprint is the establishment of a vision and supporting goals. These are based on rigorous analysis of demographic, economic, social and environmental data and stakeholder and community engagement. This vision challenges stakeholders to collectively support a preferred future for the Goldfields-Esperance region; one which fully capitalises on its strengths and comparative advantages, maximising beneficial outcomes from emerging and global trends, whilst improving social and environmental outcomes.

Additionally, the Blueprint provides clear priorities and outcomes as a mechanism for coordinating effort and investment. The priorities detail medium and long term preferred outcomes for economic and social development.

A key element of the Blueprint is implementation. Successful transformation of the Goldfields-Esperance region, through the delivery of the Blueprint priorities, will require a comprehensive set of practical actions, initiatives and projects which build on the high level strategies identified for each priority. Managing the coordinated delivery of these actions, monitoring and measuring their impact on the region and their contribution to the realisation of the Blueprint's vision, requires a detailed implementation-focused delivery framework. Similarly, ensuring the Blueprint remains a living, flexible and responsive planning tool requires ongoing feedback, review and renewal throughout the implementation of the plan.

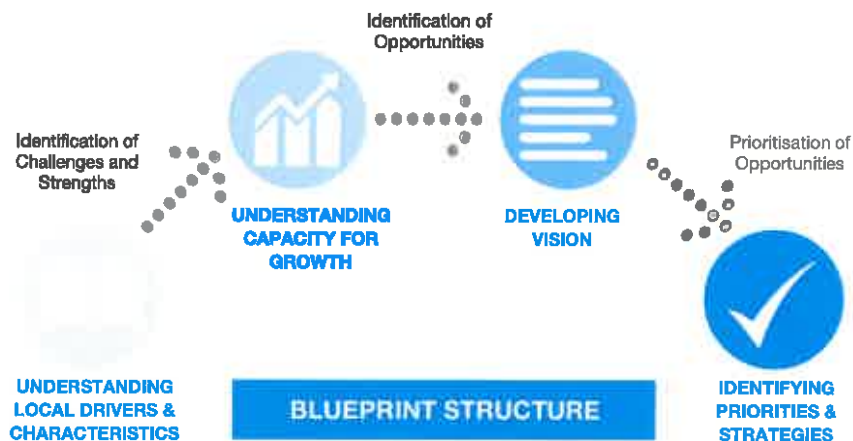


Figure 3 Blueprint Structure



Figure 4 State Planning Strategy Regional Centres

Aligning policy objectives

The Blueprint is an overarching and guiding strategy for the Goldfields-Esperance region which has been informed by a range of policies, strategies, plans and frameworks relevant to the region and across the State. The Blueprint forms part of the State Planning Framework and is aligned with the State Planning Strategy and Goldfields-Esperance Regional Planning and Infrastructure Framework.

The State Planning Strategy is the lead strategic planning document for the Western Australian Government. It highlights principles, strategic goals and strategic directions that are important to land-use planning and the development of Western Australia. A vision of sustained growth and prosperity underpins the Strategy which is framed around diversity, liveability, connectedness and collaboration.

The Goldfields-Esperance Regional Planning and Infrastructure Framework sets out a range of strategic planning goals and infrastructure requirements to sustain our steadily growing region. The Framework additionally identifies an economic development vision whereby the Goldfields-Esperance region will have a robust, diverse and sustainable regional economy to service the needs of its industry and commerce effectively. Key themes supported by the Framework include:

- A diverse region offering diverse ecosystems, landscapes, enterprises, people and cultures;
- A liveable region that is the place of choice for the brightest and best;
- A collaborative region enabling alignments that progress the region's sustained prosperity; and
- A globally connected region that interacts effectively with business and communities across the rest of the world.

Additionally, the Blueprint relies on, links to and builds upon other strategic priorities put in place by federal, state and local partners. A summary of the following key plans and strategies of relevance is appended to the Blueprint:

- Council of Australian Governments (COAG) Themes of Economic Importance;
- Regional Freight Transport Network Plan;
- State Aviation Strategy;
- Goldfields-Esperance Strategic Development Plan 2011-2021;
- Goldfields-Esperance Workforce Development Plan 2013-2016;
- Regional Development Australia – Goldfields-Esperance Strategic Plan 2011-2014 and Regional Plan 2013-2016;
- Esperance Region – Economic Development Strategy;
- Planning our Future - A Growth Plan for Esperance and the South-East Region; and
- Numerous local strategies and plans, in particular growth plans, community strategic plans and State-wide project plans.

A review of all the plans and strategies relevant to the development of the Goldfields-Esperance region revealed that there are some clear common themes. These themes and objectives have informed the development of a vision for our region and set of regional development goals.

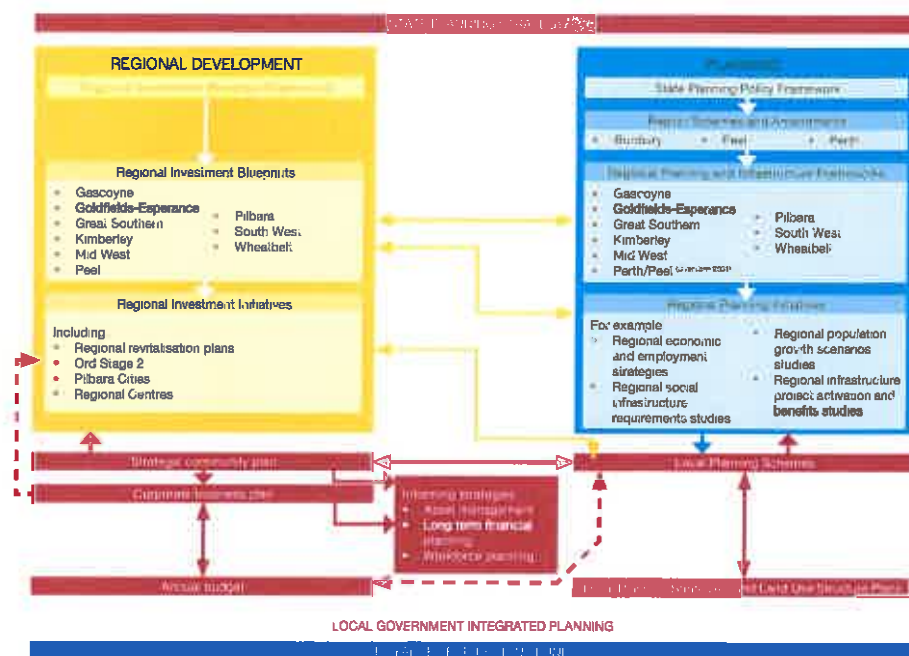


Figure 5 State Planning and Development Framework



Figure 6 Strategic Themes

3.0 Local and Regional Characteristics



Economic and social development is achieved by building upon the attributes that define the region including environmental, historic, cultural, demographic and community attributes. The Goldfields-Esperance region is exceptionally diverse and the largest of the nine regional areas in Western Australia; a region unlike any other, with renowned landscapes, history and natural resource wealth, as well as vibrant communities spread across one third of the State. Priorities, strategies and opportunities within the Blueprint recognise the region's unique character and build upon its local strengths and natural assets.

3.1 Regional Overview

A vast and diverse landscape

Goldfields-Esperance is over three times the size of Victoria and the largest region in Western Australia

The Goldfields-Esperance region of Western Australia encompasses a land area of 771,276 km², over three times the size of the State of Victoria and just under a third of Western Australia's total land mass.

It is bounded geographically by the Little Sandy Desert and Gibson Desert to the north, the Wheatbelt region to the west, the Great Australian Bight to the south, and the South Australian and Northern Territory borders to the east. Its diverse landscape ranges from red deserts rich in minerals, the natural beauty of the Great Western Woodlands, to the white sandy beaches and blue seas of the south.

The region is relatively isolated from major urban centres and capital cities. Its expansive geography extends 1,400km from the south-west near Hopetoun to the north-west boundary with the Pilbara and Northern Territory and South Australian borders, with communities more than 600km from Perth.

Steeped in rich history

The Goldfields-Esperance region has a rich cultural history founded on the region's Aboriginal people, and early European exploration which sparked mining, agricultural

and pastoral activities.

Aboriginal people have inhabited the Goldfields-Esperance region for tens of thousands of years; the Aboriginal population in the Goldfields prior to European settlement in the 1870s was estimated to have been approximately 20,000². Aboriginal cultural heritage in the region encompasses archaeological, historical, ceremonial and mythological sites as well as living cultural practices; some remote communities experiencing first contact with European settlement during the 20th century.

Although the region was visited many times by Dutch, French and English explorers, the Aboriginal population lived predominantly undisturbed in this area until around 1870 when European settlers first developed pastoral activities in Ravensthorpe and Esperance³.

It was not until the discovery of gold in the 1890s that the Goldfields-Esperance region experienced a dramatic increase in population. Coolgardie, Leonora and Kalgoorlie developed rapidly after gold was discovered. The far-reaching excitement of these discoveries drew prospectors and families from all over the world, with the population in Western Australia rapidly

expanding from 49,800 in 1891 to 184,100 by 1901⁴. Interstate and international migration to the Goldfields-Esperance region was the catalyst for this growth.

Early farming enterprises in the region were not widely successful. Growing wheat was a particular challenge due to an adverse climate and poor soils. In 1950, the Esperance Downs Research Station conducted the first experiments to add trace elements to the local soils. The results of these experiments provided a degree of optimism as the region entered a new phase of its history to see the development of a significant agricultural industry.

In addition to the steady growth of the agriculture sector and further development of gold mining, the discovery of nickel at Leinster, Kambalda and Mount Windarra, near Laverton, along with development of a fishing industry in the 1960s and 1970s helped to grow the region's population from 27,100 in 1966 to around 61,300 in 2014⁵.

The Goldfields-Esperance region subsequently grew over the years on the back of these key industries and has become the State's largest producer of gold and nickel and a significant exporter of grain.



Figure 7 Goldfields-Esperance Region

Golden times - the gold-rush era

The region's gold-rush began with the first discovery of gold in the 1890s. News of the gold find spread as fast as the region's wildfires and soon prospectors were arriving to seek their fortune and set up towns in the dusty landscapes of the Goldfields and Murchison regions. They came slowly at first, but as the finds grew so too did the population. Lonely clusters of tents and rough bough sheds were soon transformed into booming Western Australian gold-rush towns. Grand hotels lined the main streets and bustling town centres soon boasted their own stock exchanges, banks, butchers, bakers, schools and churches.

Many characters were lured to the Goldfields in search of their fortune, perhaps none more famous than the late President of the United States, Herbert Hoover. In 1897 the British mining-engineering firm of Bewick, Moreing & Co. invited him to undertake mine

management and exploration work in the Goldfields. It was a long journey by way of France, Italy, Egypt, and India before arriving in Albany Western Australia where he spent two weeks in quarantine, small pox having been discovered on board the ship. Then after three hundred odd miles inland by a recently constructed single gauge railroad, he was at Coolgardie. By the time Hoover left Western Australia in December 1898, he was one of the ablest and best-known mining engineers in the colony. An ardent exponent of American mining methods, he helped to establish single-hand drilling, disciplined management, and high standards of efficiency in the aftermath of a boom.

Another famous engineer who transformed the region was CY O'Connor. As the region's population grew, so too did the pressure of the region's urban infrastructure. The Goldfields water pipeline was O'Connor's vision to solve the severe lack of water hampering development in the Goldfields. O'Connor achieved what many believed was impossible – to pump water from Mundaring Weir, east of Perth, to the towns of the Goldfields, 600 kilometres away. When completed in 1903, the Goldfields pipeline was the longest such pipeline in the world.

Although many people skeptical of O'Connor's bold project, the pipeline was a significant step in advancing Western Australia. It supplied essential water to the Goldfields and enabled settlement and development of Coolgardie, Kalgoorlie, Boulder, and many towns and thousands of farms, creating new communities throughout the Wheatbelt. Today the pipeline supports rural populations, mining and agriculture across a wide area of Western Australia. CY O'Connor is remembered by an annual National Trust lecture series and the Golden Pipeline Heritage Trail.

Many of the original townships remain and although the populations are smaller, the character buildings and museums provide a fascinating glimpse into the colourful spirit of the gold-rush era.



3.2 Regional Settlements

The region's diverse towns and communities

A number of historical factors have contributed to the highly dispersed and diverse nature of the Goldfields-Esperance population.

The region's south is characterised by a mixture of coastal and inland communities spread between Ravensthorpe in the west to the border town of Eucla more than 1,000km by road to the east. Esperance is the main town and hub in the south. Esperance contains regional port infrastructure that plays an indispensable role in supporting the region's mining and agricultural industries.

The south is characterised by a mixed economy of agriculture, fisheries, tourism and mining. The areas surrounding Ravensthorpe and Esperance are major agriculture sector employers, producing wheat, barley and

canola. Other local economic drivers include mining operations near Hopetoun and Ravensthorpe, commercial fishing and a strong tourism industry which benefits from an abundance of natural attractions and the Eyre Highway linking Western Australia and South Australia via the Nullarbor Plain. To the north of Esperance is the Shire of Dundas and the town of Norseman, which claims Australia's longest continuously running gold mine operation at The Norseman Gold Mine.

The Goldfields region, north of Norseman, has a highly dispersed population influenced by the development of mining operations. Kalgoorlie-Boulder and the towns of Coolgardie, Kambalda, Menzies, Leonora, Laverton and Leinster service local mining and pastoral operations. The region is also home to a number of remote Aboriginal communities and natural attractions.

Kalgoorlie-Boulder, Australia's largest outback city, is the regional hub; renowned for its 19th century architecture, broad streets and vibrant

cultural sector. It hosts an established mining services sector and is also a regional cultural, sport and entertainment centre with a wide range of retail shops and services.

The region's north-east, includes the town of Menzies, Leonora, Leinster and Laverton, each with its own distinct characteristics and mixed economies including a developing tourism industry. Further to the north-east, the Shire of Ngaanyatjaraku, known as the Ngaanyatjarra Lands (or the Lands), is characterised by widely dispersed Aboriginal communities. This sparsely populated sub-region is home to many remote communities which lie close to the Northern Territory and South Australian borders. The largest town is Warburton, located 900km by road from Kalgoorlie-Boulder and 300km from the Northern Territory border. Mining exploration is a major activity in the region as well as tourism and art supported by the Outback Way or Great Central Road which connects Queensland to Western Australia through central Australia.



Figure 8 Local Attributes and Characteristics

Shire of Coolgardie

The Shire of Coolgardie is the gateway to the Goldfields when travelling from Perth. It includes the towns of Kambalda, Coolgardie, Widgiemooltha and the Aboriginal community of Kurrawang.

Both Coolgardie and Kambalda played a significant part in Australia's history. Coolgardie was the birthplace of the great gold-rush of 1892 and Kambalda is the birthplace of Australia's nickel industry – its large deposits being mined since the 1960's.

Today the Shire continues to thrive as a mining community. It is the largest producer of minerals in the region, with significant gold and nickel mining operations supporting globally significant regional exports.

The Shire is home to a wealth of outback attractions, including nature reserves, ghost towns, beautiful rock formations and the Golden Quest Discovery Trail, Holland Track and the Golden Pipeline drive trail. Regular land-sailing events conducted on the Shire's expansive salt lakes are also a unique highlight of the recreational activities available.

The Shire is also home to the Mungari Industrial Area zoned for the use by heavy and strategic downstream processing opportunities in the Goldfields-Esperance region. The future development of this industrial area is a key priority for the region and Shire.

Shire of Dundas

Norseman, the major town for the Shire of Dundas, marks the beginning of the Eyre Highway, linking Western Australia with the eastern states of Australia, and is a major transit and stopover point for travellers. The Shire also includes the town of Eucla, as well as smaller communities, including Balladonia, Caiguna, Cocklebidy, Madura and Mundrabilla, which are dotted along the Nullarbor Plain.

Popular legend has it that prospector Laurie Sinclair tethered his horse "Hardy Norseman" only to find that it had uncovered a gold nugget overnight. Sinclair subsequently named the gold-reef he discovered 'Norseman'. The Shire's vibrant mining history continues today, with gold mines still operating around Norseman and known reserves of gypsum, tantalum and nickel under consideration.

As a major gateway to Western Australia and the Goldfields-Esperance region, the Shire is home to the Great Western Woodlands and supports the region's tourism industry popular for its natural lakes, caves and cliff faces along the Australian Bight and isolated

wilderness areas, ideal for bird watching. Other Industries in the Shire include fishing around Eucla on the South Australian border and pastoral operations along Eyre Highway.

Shire of Esperance

The Shire of Esperance is the second largest local government area by population in the region. The Shire is well known for its coastal and island scenery which contributes to population growth and seasonal tourism.

The vast majority of the Shire's 14,500 residents live in the town of Esperance, which provides services to communities across the southern sub-region⁷. Esperance has been identified as a regional centre by the State Government and therefore numerous investments are supporting the revitalisation of community infrastructure to sustain further population growth. Other communities in the Shire include Condingup, Gibson, Salmon Gums and Grass Patch.

The Shire's European history dates back to 1627, when a Dutch vessel passed its coast. The town itself however, was named by French explorers who were the first to make landfall in 1792, naming the area after their ship the 'Esperance.'

Supported by a wide variety of industry, from agriculture to fishing, professional and personal services, tourism, and the Esperance Port, the Shire is the most economically diverse local government authority in the region. Esperance Port is key infrastructure for the region's industries and is the deepest port in Southern Australia, exporting nickel concentrates, grain and handling bulk imports. Esperance's seasonal tourism is based on natural attractions such as Cape Le Grand National Park, the redeveloped Esperance waterfront and coastal amenity. Expanding tourism is a key priority for the Shire, in addition to increasing port throughput and agricultural production.

City of Kalgoorlie-Boulder

With more than 31,000 people, the City of Kalgoorlie-Boulder is Western Australia's largest outback local authority by population⁸. Although first established as a gold mining hub, Kalgoorlie-Boulder is transitioning into a more diverse economy⁹. Retail, tourism, government services and industrial manufacturing supports the substantial mining operations such as the Super Pit and renowned mining services Sector which operates across the Goldfields-Esperance region.

The City also has a significant and thriving education sector through the Goldfields Institute of Technology, Curtin University's

Western Australian School of Mines and other training providers. The University of Western Australia and Notre Dame University jointly operate the Rural Clinical School with sites in Kalgoorlie-Boulder and Esperance.

Kalgoorlie-Boulder's legacy as the economic and political centre of Western Australia in the late 19th century is still seen today through its heritage buildings, sites and museums. Its popular heritage and accessibility has supported a growing tourism sector over the past two decades. Trips from Perth via road links, the passenger rail (the TransWA Prospector) and major regional airport (for business visitors) are popular. Additionally, Kalgoorlie-Boulder serves as a stopover destination for vehicles and trains traversing the Nullarbor.

As the largest urban centre in the region, strategically located within an expansive freight network, the City is positioned to develop industries that service not just the region, but the State and nation, whilst building on its vibrant lifestyle attributes.

Shire of Laverton

Situated on the edge of the Great Victorian Desert 360km northeast of Kalgoorlie by road, the Shire is the western gateway to the Ngaanyatjarra Lands and home to approximately 1,300 residents.

The Shire started as a sandalwood harvesting area, dating back to the 1870's. However, in 1886 gold was discovered in Laverton and it subsequently became a significant mining region. In 1969 came a sensational discovery as a small obscure Adelaide stock reported a rich nickel find at Windarra just north of the town of Laverton. Shares in Poseidon soared from \$1 to \$280 within 5 months.

The Poseidon boom was the most spectacular in Australian sharemarket history, as an army of speculators pushed penny stocks through the roof.

The Shire is still home to Australia's largest nickel mine at Murrin Murrin, top gold producing mines at Sunrise Dam and Granny Smith and numerous exploration and small mining operations, including extraction of rare earths. During 2013/14 it was the region's third most valuable exporter of minerals, with combined gold and nickel production of over \$1.7 billion¹⁰.

Whilst the Shire's population has fluctuated over the past 100 years as mines opened and closed, it still boasts a long established pastoral industry. The Shire hosts a large number of Fly-in-Fly-Out (FIFO) workers, with an estimated FIFO workforce in excess of 1,000 people, accommodated at mining villages outside of the main town site¹¹.

In addition to facilitating mining opportunities, tourism is a focus industry, with the Shire attracting tourists from the Outback Way (Australia's longest shortcut) and Golden Quest Discovery Trail. Other outback gateways from Laverton include the Anne Beadell Highway to Coober Pedy in South Australia and the David Carnegie Road leading travellers to Western Australia's north.

There are a number of Aboriginal communities located within the Shire of Laverton including Cosmo Newberry located on the edge of the Great Victoria Desert, on the Outback Way, Mount Margaret and Mulga Queen.

Shire of Leonora

Leonora, 235km north of Kalgoorlie, is the service centre for the Shire's mining, exploration, tourism and pastoral industries. Leonora has a relatively young resident population of approximately 800 people and numerous mining villages supporting up to 1,000 workers¹². Leonora has a long history dating back to 1898 due to its central position between the Gwalia Mines and the Four Mile leases.

Today Leonora is home to numerous services and recreational facilities and hosts a range of popular events such as the annual Leonora Cup race meeting and the Golden Gift, Australia's richest mile running race. In addition to popular regional events that attract visitors and locals alike, its location on the Golden Quest Trail and proximity to the **Outback Way, supports a seasonal flow of tourists.**

The Shire is also home to the historic town of Gwalia and the much younger town of Leinster, 135 km north of Leonora, established in 1976 to support the local nickel industry. Leinster grew with a residential population of approximately 700 people as well as up to 700 Fly-In-Fly-Out (FIFO) personnel until late 2013 when mining operations were suspended, losing 300 jobs and leaving its future uncertain. Overall, the Shire is a major minerals producer, with production valued at \$1.54 billion during 2013/14.

Given the Shire's central location, Leonora **has been identified as an education, vocational training, health and transport hub for the Northern Goldfields.**

Shire of Menzies

In the early 1900s, Menzies was founded upon gold discoveries; with many of Western Australia's wealthiest gold deposits discovered in the area, its population grew to over 5,000 people. These days the Shire of Menzies, located just north of Kalgoorlie-Boulder, supports a resident population of

approximately 400 people across the town of Menzies and the Aboriginal community of Tjuntjuntjara.

Tourism is the Shire's major industry. Menzies is 51 kilometres from the iconic Antony Gormley sculptures on Lake Ballard. This permanent installation has captured the imagination of people from around Australia and the world, leading to increased visitor numbers since the installation was launched in 2003. The extensive promotion of the Golden Quest Trail, a 965 kilometre self-drive **adventure through the Goldfields, has also boosted the profile of Menzies. Focus has shifted to capturing more tourism within the township, as many tourists currently camp at facilities near natural tourism attractions.**

The Shire is also rich in mineral deposits such as iron ore, gold, uranium, mineral sands and nickel. Various operations both large and small are under consideration within the 125,000 square kilometres of Shire territory.

Shire of Ngaanyatjaraku and the Ngaanyatjarra Council

The Shire of Ngaanyatjaraku is located in the heart of the Ngaanyatjarra Lands and provides Local Government services and infrastructure development for the remote communities within its boundaries. The Ngaanyatjarra Lands, commonly referred to as The Lands, is an indigenous protected area, home to Ngaanyatjarra, Pintupi and Pitjanjatjara people ('yarnangu')⁸⁰.

The Ngaanyatjarra Council is an incorporated Aboriginal controlled organisation of elected members representing the interests of all people living in the Ngaanyatjarra Lands. These organisations work together to deliver services and support the communities. In 2005, the Ngaanyatjarra area was given Native Title – the largest ever Native Title claim in Australia. It took nearly 20 years to settle the claim and a considerable amount of work by the Ngaanyatjarra people to secure this for the region.

Situated in the vast Central Desert, the Ngaanyatjarra Lands is one of the most remote areas of Australia, encompassed by the Gibson Desert to the north and the Great Victoria Desert to the South.

The town of Warburton is the largest of the 12 communities of the Ngaanyatjarra Lands and is home to numerous cultural art exhibits, education, health care, heritage and youth support services. Warburton is located approximately 1,000km from both Kalgoorlie and Alice Springs. The Ngaanyatjarra Lands attract visitors from across the globe, seeking a unique cultural and extended outback driving experience.

Large mining operations are under consideration in the Ngaanyatjarra Lands, including potential in the Musgrave area to the east of Warburton. The Musgrave area is one of the last areas of Australia to be explored for mining resources and may be a **significant area of opportunity to support local employment opportunities in the future.**

Shire of Ravensthorpe

The Shire of Ravensthorpe In the Goldfields-Esperance region's southwest, between the city of Albany and the town of Esperance and about 530km southeast of Perth, is vastly different to the region's northern communities. Approximately two thirds of the Shire is comprised of natural bushland including the Fitzgerald River and Frank Hann National Parks. Ancient mountain ranges, rocky hills, river valleys, vast sand plains, estuaries and large inlets provide the area with a wealth of natural beauty, rich in geology and native **flora and fauna. Ravensthorpe also enjoys a temperate Mediterranean climate with sunny winter days and cool summer nights.**

Agriculture boomed in the 1950s and 1960s when new land blocks were released and despite recessions and drought, the industry has stabilised the Shire's economy ever since. Particularly grains but also livestock, are key export commodities for the Shire. This industry supports a range of agricultural businesses and services in Ravensthorpe and Esperance. There is also a notable nickel mining presence which supported over \$700 million in mineral exports during 2013/14¹⁹.

Tourism is an important component of economic activity in the Shire. Tourist numbers are seasonal; particularly prevalent during the summer months along the coastal areas between Hopetoun and Starvation Bay and the national parks.

Due to the cyclical nature of the mining industry and the amalgamation of smaller farms into large holdings, the Shire's **population has fluctuated over the years.** Today the towns of Ravensthorpe, Hopetoun and Fitzgerald and surrounding areas have a population of 2,300 residents. A core focus **for the Shire is the diversification of the agricultural base to support stable or growing population.**

Cyclical population growth

Goldfields-Esperance has experienced fluctuating population levels over the last two decades as mining sector employment needs changed

The population in the Goldfields-Esperance region has grown in recent times from around 54,500 in 1994 to 61,300 in 2014¹⁴. However population growth across the region has been varied, with many of the region’s communities heavily linked to the fortunes of the cyclical mining sector.

The only communities which experienced a steady increase in population over this period were the southern communities of Esperance and Ravensthorpe and the inland general services, mining and retail hub of Kalgoorlie-Boulder. The nickel and gold mining towns of Coolgardie, Kambalda, Norseman, Laverton and Leinster have all experienced fluctuating population levels over the last two decades as employment opportunities came and went.

The region has a high population turnover, especially the communities in the Northern Goldfields. Regional areas such as the Shire of Leonora have experienced an average annual turnover of approximately one-in-six residents over the last five years compared to the average across all of Western Australia’s local government areas of one-in-ten¹⁶.

Goldfields-Esperance also hosts a substantial non-residential population made up generally of industry fly-in fly-out (FIFO) workers. FIFO worker populations are prevalent across regional and mining communities around the world, however improved infrastructure has seen the number of FIFO workers increase significantly in recent decades. FIFO workforce needs vary across the region and include mining exploration, extraction, processing and services as well as logistics, construction, professional services and specialist health services.

The significant proportion of the FIFO worker population has been used to support project construction or contract based workforce needs and therefore determining the level of FIFO population is difficult. The 2011 Census of Population and Housing however provides a snapshot of the FIFO workforce in the region. Approximately 5,300 respondents claimed to work within the Goldfields-Esperance region but reside elsewhere, with 3,800 of these respondents residing in Perth¹⁸.

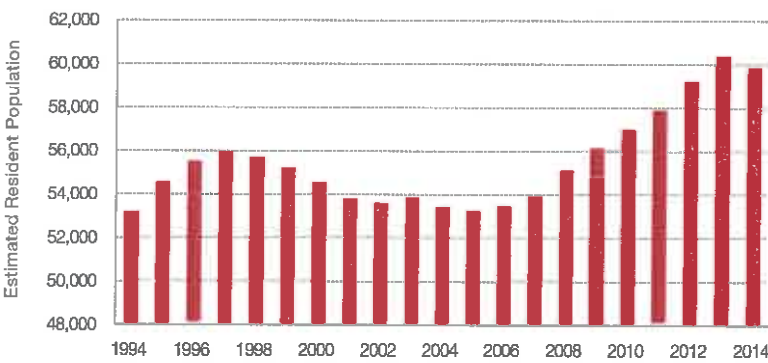


Figure 9 Historical population, Goldfields-Esperance, 1994-2014¹⁵

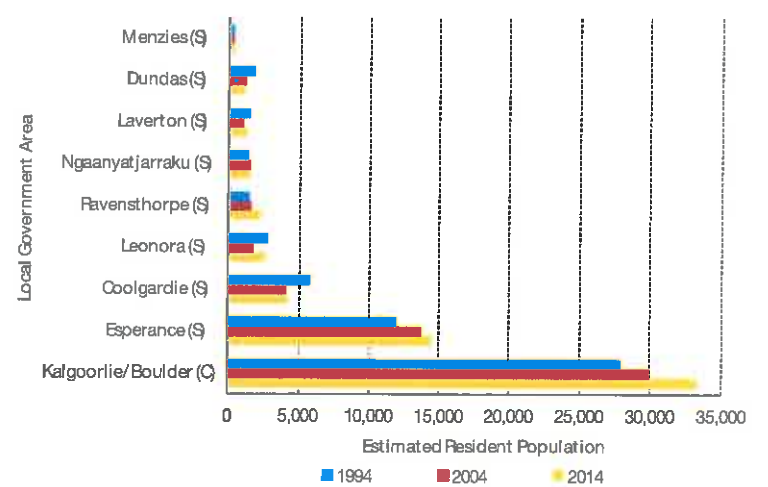


Figure 10 Historic population by LGA, Goldfields-Esperance¹⁷

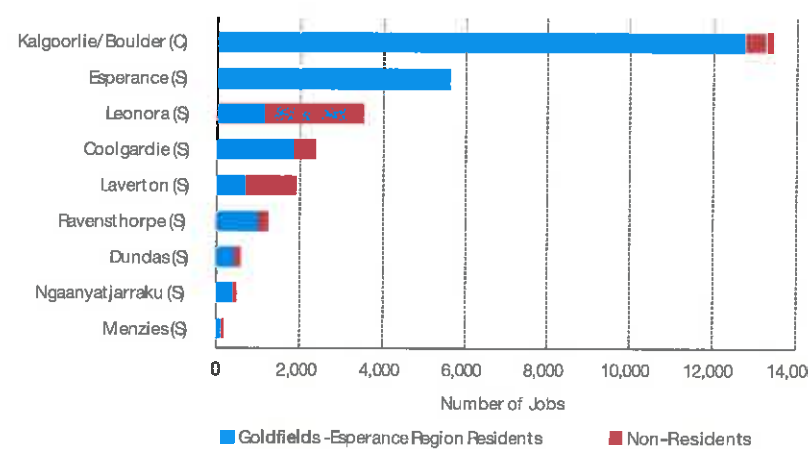


Figure 11 Indicative Resident and FIFO/DIDO Workforce, Goldfields-Esperance¹⁹

The majority of the FIFO workforce in the region was associated with jobs connected with mining operations within the Shire of Leonora, especially at Leinster.

3,900 residents travel to work outside of the Goldfields-Esperance region

The region's amenity and airport infrastructure, supports a notable number of workers who reside in the Goldfields-Esperance region but travel to jobs across the State. As of 2011, approximately 3,900 workers residing in the region, predominantly in the Shire of Esperance and City of Kalgoorlie-Boulder, worked outside of the Goldfields-Esperance region. Many of these workers travelled to Perth and the Pilbara for mining and construction sector jobs, though there was also a significant number of professional and community service workers with jobs based in Perth. For a region that is geographically removed from Perth, this is a substantial attribute and suggests that many residents are attracted to the region's amenity and lifestyle and will manage work commitments around this.

Housing – a challenge and an opportunity

Goldfields-Esperance housing is characterised by diverse housing options, from low cost (less than \$100,000) housing in small regional communities to more expensive housing in high amenity locations and near large mining operations. Notably, underlying prices vary considerably across the region, reflecting different price drivers of each community. House prices are generally highest in Esperance and Kalgoorlie-Boulder (with median prices of \$365,000 and \$335,000²¹). When local incomes and purchasing power are taken into consideration, the affordability of Esperance was regarded as very poor, though it has improved marginally in recent years, with Kalgoorlie-Boulder more affordable due to higher median household incomes. Private rental affordability and availability has also become a significant issue for the community across major Goldfields-Esperance centres.

Generally housing market conditions in the region are inherently linked to the fortunes of the mining sector. Affordability, the availability of housing and the development of new housing, therefore mirrors global commodity prices more so than many other regional areas in Australia.

Workers accommodation also plays an important role in meeting the housing needs of the Goldfields-Esperance community. Communities in the region's north in particular

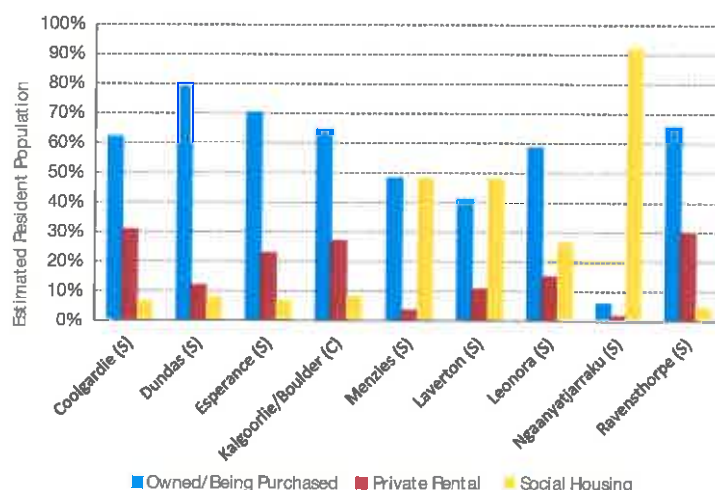


Figure 12 Housing Tenure, Goldfields-Esperance, 2011²²

have a high proportion of its 'residents' in mining villages located adjacent to large gold and nickel mining operations. Mining village accommodation allows for large changes in workforce needs to be accommodated for relatively quicker and easier than in a rural town. However, there are clear benefits which could be explored to facilitate the housing of workers and their families within existing rural towns. These benefits include:

- Service provision quality supported by larger population;
- Local business viability improved through access to more customers;
- Reduced operation costs and staff turnover; and
- Social cohesion and interaction.

During periods of high population growth over the past decade, major service centres like Kalgoorlie-Boulder and Esperance, as well as regional service centres like Leonora, experienced high demand for accommodation. The acute demand for housing leads to challenges attracting and retaining a workforce, especially for lower wage positions outside the mining sector. It also has important implications on the retention of families and elderly residents in these communities.

Other than Esperance and Kalgoorlie-Boulder all other markets in the region have very low median house prices. Lower prices may appear an enticement to improve regional ownership but in reality reflects a lack of depth of demand from owner-occupiers and investors necessary to drive price growth. This is due to limited resident-based employment opportunities in many of the region's remote and small communities.

A high proportion of social housing also exists within communities in Northern Goldfields region and the Ngaanyatjarra Lands as shown in figure 12. These communities face many difficulties around the provision of housing, services and employment, and lack the market scale to develop viable private sector housing. Retirement living is a regional challenge and in the Goldfields and the Ngaanyatjarra Lands regions, current aged housing is limited. Older households are forced into sub-optimal and inappropriate housing options. Community and outreach care options are also limited. Currently, many residents who can, move to other regions for aged care needs. However, many residents have family and social connections in their communities and are unable, or unwilling to leave.

Redevelopment and revitalisation of these Northern communities and the provision of new housing stock to support changing needs, presents an opportunity to attract new residents and workers, as well providing better for the ageing, in place of residents. To do this the high cost of infrastructure headwork charges to service new land and the cost of housing construction must be overcome as barriers to accommodation development.

Within the region there is a clear and demonstrated need for more affordable housing, though it requires a response that recognises the varied challenges across the region's communities. A 2014 study of housing needs established a series of recommendations that have the capacity to transform the region's housing market that need to be pursued in order to facilitate economic and population growth, social equity and sustainable prosperity²².

Snapshot Granny Smith mining village

In the early mining days, workers living in camps often simply had a tent no more than 10 feet long on their claim. There were often few places to buy food, fires could spread quickly, and living conditions were unhygienic.

These days life in mining villages such as the Granny Smith mining village in the Shire of Laverton, includes fully contained ensuite rooms. There are well-equipped recreational facilities available to residents on site, such as a swimming pool, gym, multi-use sports courts, and indoor recreational facilities.

Mining villages in the region remain remote, however, the focus on health and recreation is a dramatic shift that has occurred across mining villages over the last decade, with programs and initiatives increasingly being put in place to manage injury, physical and mental wellbeing.

3.3 The People

The first inhabitants

Aboriginal people are known to have inhabited the region for tens of thousands of years

Aboriginal people are known to have inhabited the region for tens of thousands of years. Prior to experiencing contact with European settlers, the Aboriginal population in the Goldfields region is estimated to have numbered about 20,000²⁴.

Aboriginal people live in regional centres and remote communities across the entire Goldfields-Esperance region and encounter a diversity of experience and participation depending on location, social and cultural situations and access to education, economic and employment opportunities.

There are currently some 25 Aboriginal communities in the region; many in the Shire of Ngaanyatjaraku, including Warburton, Tjirrkarti, Mantamaru, Papulankutja, Irrunytju, Tjukurla, Wanam, Kanpa, Patjarr, and Warakurna²⁷. The Wongutha people of the north-eastern Goldfields played an important role supporting early explorers by providing them with information about locally

available gnamma (water) holes²⁸. To the east, Tjuntjuntjara is home to the Spinifex people whose art works have been exhibited internationally in London, Amsterdam and Zurich. It is one of the most remote communities in the region, located in the Shire of Menzies, east south-east of Laverton.

In 2011, the Goldfields-Esperance region was estimated to be home to approximately 6,850 persons who identified as Aboriginal, representing 11.5% of the total residential population compared to 2.5% nationally. In the Ngaanyatjarra Lands, more than 80% of residents are identified as Aboriginal compared to 1.7% in the Shire of Ravensthorpe. Menzies and Laverton also have high populations of Aboriginal residents. The regional inland hub of Kalgoorlie-Boulder is home to approximately 2,900 Aboriginal residents.

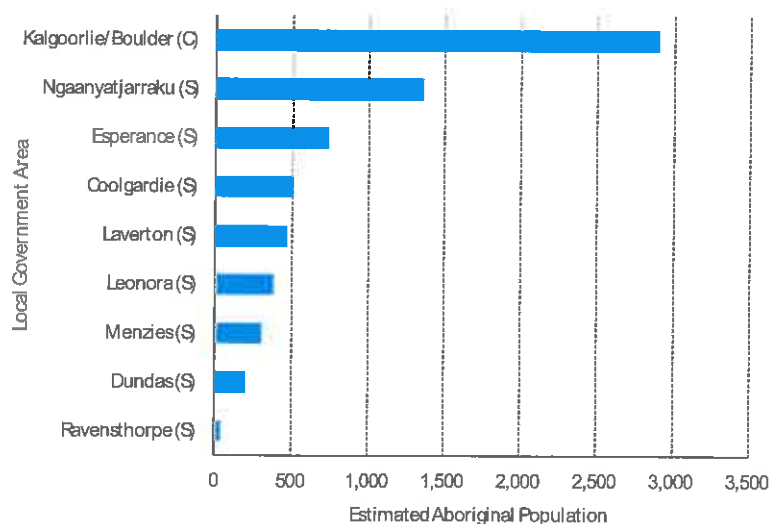


Figure 13 Indigenous Status by LGA, Goldfields-Esperance, 2011²⁶

The Spinifex people returning to their land

The Spinifex People were dispossessed from their homelands in the Great Victoria Desert in the 1950s when their country was selected for the Maralinga atomic testing which was carried out between 1952 and 1957 by the British and Australian governments.

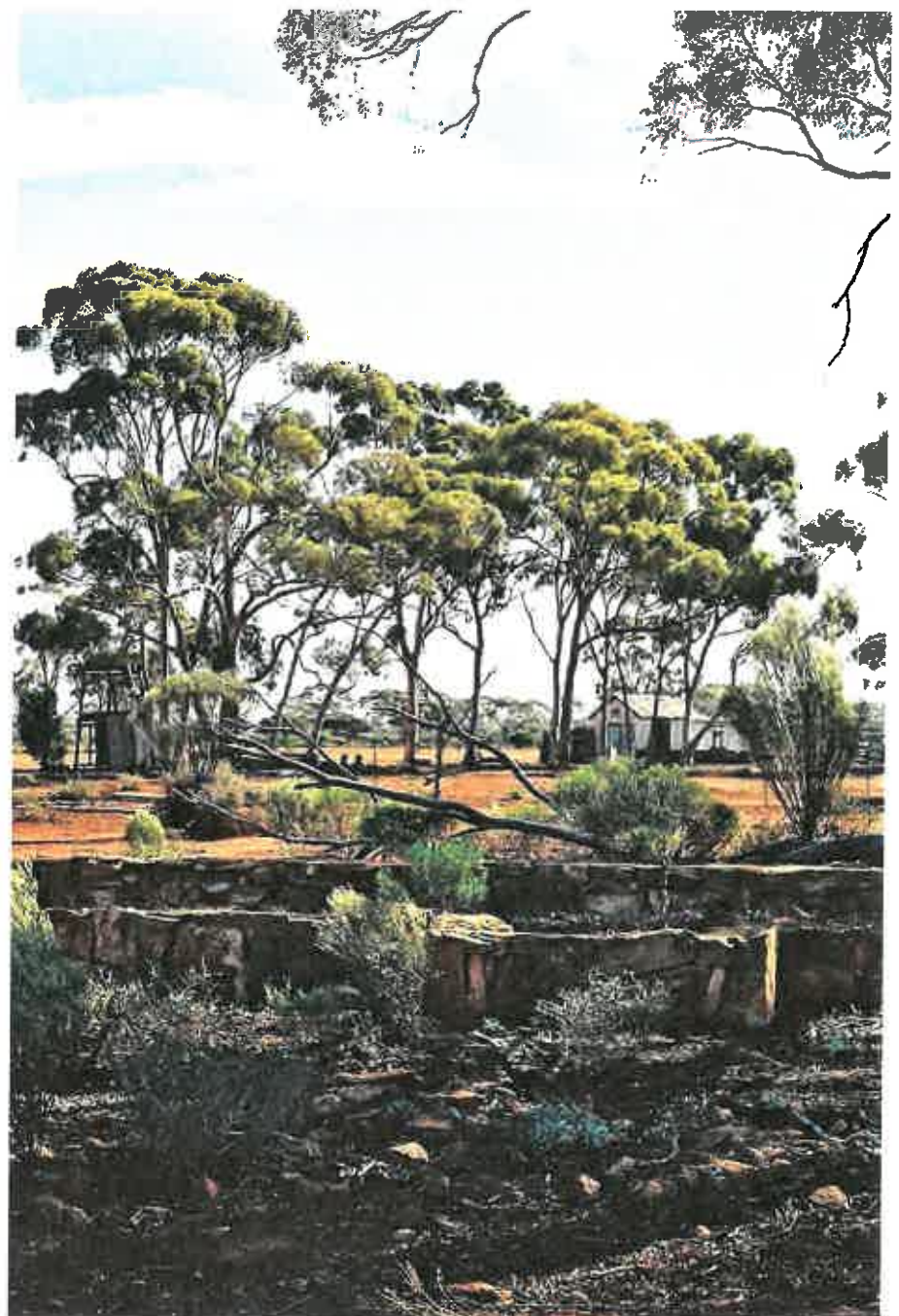
During that time many people were moved hundreds of kilometres from their land to missions including Cundeelee and Warburton in Western Australia. About 200 people were recorded as still being on the Spinifex homelands in the period 1955 to 1963 though most of these were later moved on to mission settlements.

In the early 1980s Cundeelee mission closed. The Spinifex People were moved again to other lands before eventually settling at Tjuntjuntjara, a newly selected outstation in the south-western corner of Spinifex homelands.

Since establishing a secure living area at Tjuntjuntjara within traditional lands, the community has developed into a stable and important focus for the regional cultural cycles of Western Desert life. As the community has grown, people from throughout the region with traditional attachment to the area have returned to live at Tjuntjuntjara.



Aboriginal people across the region are employed in a variety of industries including the pastoral, tourism, land management, mining industries and in the service and public sectors. Many Aboriginal people in the region have played an important role in a variety of social and economic spheres at a local, State and National level. Over the past two decades an emerging Aboriginal arts industry is gaining national and international attention.



Inspiring Stories outstanding achievements

Sadie Canning

Sadie Canning was a member of the Stolen Generations, taken from her parents at the age of four and placed in Mt Margaret Mission¹. Sadie began to train as a nurse in Perth in 1947 then after attaining the position of matron in 1958 she pushed for change and ended the segregation of maternity patients at Leonora District Hospital. In 1964, Sadie was awarded an MBE for nursing services to Leonora Hospital and received the Queens Silver Jubilee Medal in 1977. In later years Sadie set up a family contracting business, which provided commercial laundry services and vending machines for mining operations in the North East Goldfields.

May O'Brien

May O'Brien was born near Laverton, and at the age of seven, was taken to Mt Margaret Mission to begin her education². In 1947, May became a monitor at the school, helping to teach younger children and strengthening her ambition to become a teacher. Following a recommendation from the Inspector of Government Schools, May was selected to undertake teacher training, and in 1951, left Mt Margaret to attend Perth Girls High School. After successfully completing her training, May was awarded a bursary to attend Claremont Teachers' College and in 1954 became Western Australia's first Aboriginal teacher, taking up a post at her former school at Mt Margaret Mission.

In 1978, May was appointed Community Liaison Officer for Aboriginal Education in Western Australia. May's forthright approach to Indigenous education issues regarding student and parent involvement received some opposition from the establishment, however, May's contribution was regarded as new and refreshing.

After becoming a Consultant for the Aboriginal Education Branch in 1980 and tasked with planning and implementing a course for teachers who were new to Aboriginal education, May looked for an international perspective on Indigenous education. In 1984 she was awarded a Churchill Fellowship to visit the United States, Canada and England to study how Indigenous people cope with education in Western societies. On her return, May was appointed Superintendent of Aboriginal Education.

Susan Wyatt

Susan Wyatt was born in Kalgoorlie and spent her early childhood on sheep stations. She lived throughout the Goldfields from Laverton, Kalgoorlie to Esperance attending 9 schools across the region. She still loves "the bush, trees, hills, dust, dirt, the smell of shearing sheds and wind, water creeks and rocks..."

Susan studied Graphic Design at James Street Art School in Perth³ and has since become a painter of renown having completed landscape designs for the East Perth Redevelopment and the Moore River Native Settlement Memorial Site, Mogumber, and the illustrator of five children's books.

In 2003, Susan's portrait of Dora Pilkington earned her a place as a finalist in the Archibald Prize. Susan met Pilkington, author of the book 'Follow the Rabbit Proof Fence' at a function in Perth a short while before the release of Noyce's film. Wyatt had only three weeks to paint the portrait at a time when she had just been appointed an ATSIC Regional Councillor and a member of the Aboriginal Housing Infrastructure Council.

Amongst many other achievements, Susan has also held exhibitions at the Museum of WA, and further afield including the Polynesian Museum in Honolulu Hawaii, the Native American Museum in Phoenix Arizona and the Smithsonian Native American Museum in New York City.

In 2015 Susan is working on her own exhibition of paintings and woven products.

Creative industries Warakurna Artists

Warakurna is a remote community situated in the Ngaanyatjarra Lands, approximately 330km from Uluru near the Northern Territory border. The township of approximately 180 people is nestled amongst the spectacular Rawlinson Ranges in the Gibson Desert, close to the Giles Meteorological Weather Station.

Warakurna has a long history of artistic expression¹⁷. In March 2005 the Art Centre studio was opened amid much enthusiasm and excitement. The Art Centre is fully owned and governed by Aboriginal people and provides services to artists living in and visiting Warakurna and the nearby community of Wanarn.

Warakurna Artists is an energetic, creative and happy place, where men and women, young and old, paint and share Tjukurpa (traditional law and culture) and contemporary stories. Passing on these important stories to young people is a critical means of keeping culture vital and strong. The Art Centre plays an important role in the community, providing cultural and social benefits in addition to economic returns.

Warakurna Artists facilitates the production, distribution and sale of the artists' works. The paintings are vibrant and diverse, reflecting each artist's unique style, stories and connection to country. All paintings are catalogued, with each record containing a photograph of the work, the story it conveys and associated information about the artist. The paintings are available for sale through reputable galleries and directly from Warakurna Artists website and all

proceeds are returned to the artists and their organisation.

Artwork from the Warakurna artists are represented in the collections of Artbank, the National Gallery of Australia, the National Gallery of Victoria, and the Art Gallery of NSW as well as select galleries across Australia. Warakurna Artists has exhibited at the yearly Alice Springs Desert Mob art fair, which showcases works by Aboriginal run centres from Central Australia. Warakurna Artists have won a variety of awards and arts prizes over recent years. From 2012, the 'Warakurna: All the Stories Got into our Minds and Eyes' exhibition of contemporary paintings and sculptures has been exhibited as part of the National Museum of Australia in Canberra and Australia, showcasing the emerging art movement from the Warakurna Western Desert community.



**Work by artists in the Western Desert
and remote communities across
the region showcase Aboriginal arts
and culture across the globe**

Young and transient communities

The nature of the workforce of the mining and agricultural sectors has resulted in unique gender and age dynamics in the region. Analysis of demographics shows a higher proportion of working age males than **females in the region which reflects the higher incidence of male workers in mining.** This masks the differences between resident and non-resident (FIFO) populations in towns and communities, especially across the Northern Goldfields. **Most residential populations have more balanced gender profiles; whilst male resident workers are far more likely to be employed in the mining sector, females in the region lead employment across a range of important community building sectors such as healthcare, education and retail shopping.**

The region is also generally much younger than the Western Australian average and the average age of regional areas around Australia. These dynamics are primarily due to the resources sector attracting a large number of working age persons and are also **a reflection of the challenges associated with retaining elderly residents in inland communities.**

In contrast, the southern communities of Ravensthorpe and Esperance have resident populations that are generally older which is a **reflection of the natural amenity and services** these communities offer.

High wages and employment opportunities have historically attracted an inordinately large **inflow of international and interstate migrants,** especially to Kalgoorlie-Boulder. With over 15% of the region's population comprised of **international migrants in 2011,** the Goldfields-Esperance region has a high proportion of multicultural representation. Predominantly, international migrants are from the United Kingdom, New Zealand and South Africa with a growing number of migrants from Central Africa and South East Asian nations.

The inflow of international migrants has contributed to the Goldfields-Esperance region's long history as a multi-cultural region. While at times this has presented some challenges in the form of community service need and social cohesion, but it also brings great spirit, diversity and opportunity. There are many local events that have been created around this diversity such as 'Desert Dust Up' in the Ngaanyatjarra Lands, the Multicultural Festival in Kalgoorlie-Boulder, Festival of the Wind in Esperance and many other social events that provide unique and entertaining experiences for locals and visitors alike.

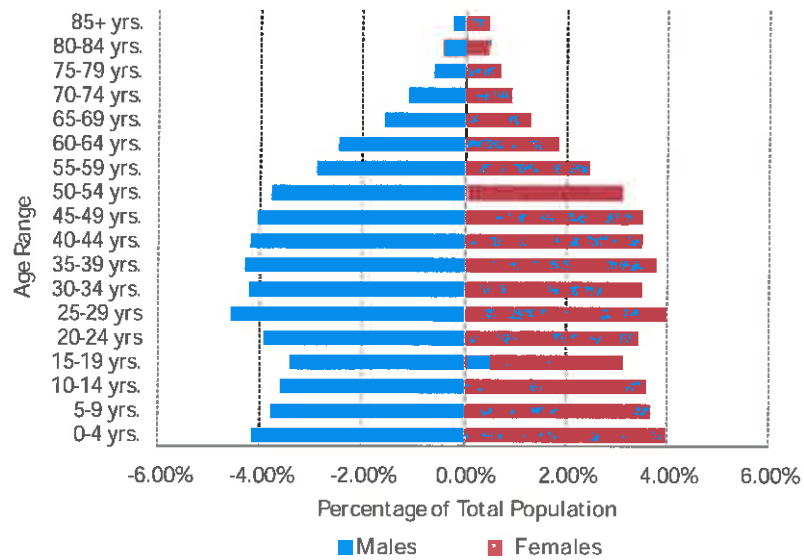


Figure 14 Age and Gender Profile, Goldfields-Esperance, 2011³³



Nullarbor Muster a weekend like no other

The isolated township of Rawlinna, along the Trans Australian Railway line, comes alive each year when hundreds of enthusiastic "townies" drive the 380km of gravel road to attend the Nullarbor Muster. Rain, hail or shine, horse floats mix with four wheel drives and campervans to join bull riders and cowboys for a three day extravaganza worthy of the best western movie. Planes dot the airstrip and utes fill the camping ground, a large paddock cleared of the many rocks so typical of the Nullarbor.

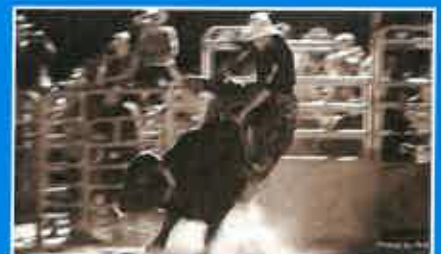
Facilities have improved significantly since the early days of the Kanandah Gymkhana, first run in 1964, which was the original version of the Nullarbor Muster. A large hangar now

houses food, beverages, souvenir stalls, and accommodates hundreds for the evening festivities. While some reminisce with some nostalgia about the early years and the rustic setting, a new ablution block is a welcome addition to the amenities.

The rodeo, listed on the country rodeo circuit, attracts professional and amateur bull riders, while gymkhana horse events are favourites for station jackaroos and town competitors. The Muster offers all kind of events from barrel racing to arm wrestling, skeet shooting to iron men and women challenges. There's even a best turned out ute competition. The day's events culminate in the running of the Nullarbor Muster Cup where station horses compete with the visitors.

As the sun sets on the wide plain an amazing transformation takes place. The dusty red jeans and fleecy shirts have given way to smart casual and even some cocktail gear, as the party starts and dancing continues to long into the night.

Around one thousand people attend the Nullarbor Muster which has run every year with the support of a crew of dedicated volunteers who call this part of Australia their home. The Nullarbor Muster was formed in 1983 to promote sporting and social activities on the Nullarbor and give support to organisations that provide services to this isolated region. The Royal Flying Doctor has been the main beneficiary of the funds raised at the Muster.



Unique and engaged communities

The Goldfields-Esperance region's communities are as diverse as the region's landscapes, however, one attribute is common throughout the region: civic and social participation.

The State Government Living in the Regions survey confirmed that Goldfields-Esperance respondents are particularly engaged in social activities. The region's residents also rated higher than the regional Western Australian average for participation in cultural activities.

Sport and social activities play a vital role in the Goldfields-Esperance region, particularly in the major centres of Kalgoorlie-Boulder and Esperance where there are a number of quality sporting and recreational facilities. The region has excellent venues including the Goldfields Art Centre and Goldfields Oasis Recreation Centre in Kalgoorlie and the Bay of Isles Leisure Centre in Esperance. In addition, a state-of-the-art sports ground, the \$18m Ray Finlayson Sporting Centre in Kalgoorlie-Boulder, is expected to be completed by mid-2016. These facilities are complemented by immeasurable natural assets from beautiful bushland and rocky outcrops, extensive native forests in the central areas to the region's coastline and national parks which support recreational uses. This engaged and active lifestyle plays a vital role in binding communities together, supporting the health, well-being and self-esteem of young and old alike, while also nurturing talented athletes.

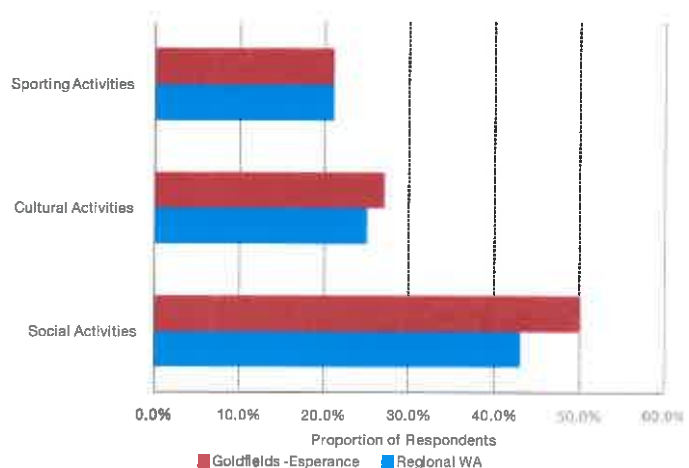


Figure 15 Participation in Social, Cultural and Sporting Activities, Goldfields-Esperance

Coolgardie Day

it's all about family

The annual Coolgardie Day festival celebrating Coolgardie's birthday is the oldest event in the Eastern Goldfields, firmly etched on the West Australian calendar. Crowds of 10,000 plus locals, visitors and ex-Goldfielders with fond memories of the region enjoy this iconic community event.

Coolgardie Day is the celebration of Arthur Bayley registering on the 17th of September 1882 at Southern Cross, a claim for himself and William Ford, known thereafter as 'Bayley's Reward'. It was the beginning of the Eastern Goldfields and was to spark the greatest gold rush in Australian history.

In line with Goldfields history, Coolgardie Day has had its rise and falls. In the 1970's under a very pro-active Council, the Day rose to old heights with the introduction of camel racing down the main street.

Today, like many events across the region, the festival relies heavily on the people who give their time and energy to create these special days and is also influenced by the availability of funds which is impacted by changing economic conditions. Coolgardie Day's success rests with having good minded citizens who give their time to make it happen, an active Shire Council part of it, and, of course, the corporate, particularly mining companies, to financially support it.



3.4 Environment and Heritage

World renowned natural assets and biodiversity

The Goldfields-Esperance region is a biodiversity hotspot, with world-renowned flora and fauna and beautiful, diverse landscapes.

The South West bio-geographic region, which extends as far east as Israelite Bay, is one of 25 international biodiversity hotspots. The Goldfields-Esperance region is also notably home to the Great Western Woodlands, an area of great biological richness that extends over 16 million hectares – about the same size as England³⁴. It is considered to be the largest remaining area of intact Mediterranean climate woodland in the world, supporting more than 3,000 flowering plant species, which represents 20 per cent of Australia's flora.

The Great Western Woodlands is also important for the existing and potential economic development of the region, with significant mining and exploration activity, active pastoral leases and timber resources, and is popular for recreation and tourism. Land tenure within the Woodlands is predominantly Unallocated Crown Land, but also includes large areas of pastoral lease and conservation reserve.

Besides the Great Western Woodlands, the region also contains a number of other national parks, reserves and bio-diversity hotspots, including:

- **Cape Le Grand National Park** – located within 45 minutes of Esperance, home to pygmy possums, western grey kangaroos and an abundance of wildflowers in its rolling heartlands, while its white beaches have been voted the best in Australia;
- **Cape Arid National Park** – known for its beaches and rocky headlands, it is also an important conservation area for 1,100 species of plants and more than 160 bird species, several of which are threatened or endangered;
- **The Nuytsland nature reserve and the Eucla National Park** – together with Cape Arid National Park, form an almost continuous nature conservation area to the South Australian border;
- **The Fitzgerald River Reserve** – recognised and protected as an International Biosphere by United Nations Educational, Scientific and Cultural Organisation;
- **Lake Warden** – recognised and protected under the Ramsar Convention as a site that regularly supports up to 30,000 waterbirds in a hydrologically complex wetlands system of seven main lakes and over 90

smaller lakes, behind beachfront dunes;

- **Lake Gore** – recognised as an Important Bird Area because it supports significant proportions of the global population of Hooded Plovers, Australian Shelducks and Banded Stilts;
- **Lake Ballard** – in the pastoral region near Menzies, recognised as a Wetland of National Significance and nominated for listing as a Ramsar wetland of International Significance;
- **The Adelong Dunes** – whose sandy landforms and vegetation are an expression of the desert bioregion that lies within the Shire of Menzies;
- **The Great Victoria Desert** – a bioregion which stretches out towards the South Australian border; and
- **Numerous** – small national and State parks and reserves.

The unique environmental assets of the Goldfields-Esperance offer the region a significant selling point to a national and international visitor audience, providing an opportunity to position the region on equal standing to areas such as Kakadu National Park and the Great Barrier Reef.



Figure 16 Bio-Diversity Hotspots³⁵

Regional heritage

The region is diverse in its culture, varying from the Burt and Hannan Street precincts and Super Pit of Kalgoorlie-Boulder, to the cluster of little tin huts at Gwalia. In contrast, the southern part of the region is characterised by farming activities with views of fields of crops and livestock and the coast characterised by long, low curving white beaches. To the east, the Nullarbor landscape is characterised by its flat topography and arid climate. Meanwhile, in the northern part of the region, there is a stark, sunset-red, dusty beauty.

History appears everywhere in the shape of flat-topped mullock dumps, headframes over the entrances to underground shafts and the grand buildings of Kalgoorlie-Boulder and Coolgardie, that provide reminders of the rich heritage of this part of Western Australia. All these features add to the overall environmental and cultural attraction of the region.

The development of heritage trails across the Goldfields-Esperance region, including history, arts and culture, tourism, environment, architecture, Aboriginal and industrial components, have been developed in recent years to showcase the region's heritage and culture. Popular drive trails include the John Holland Way and Holland Track, carved into the rugged bushland connecting Broomehill and the Goldfields, the Golden Quest Discovery Trail leading through the gold rush towns of Coolgardie, Laverton and Gwalia, and the Golden Pipeline trail.

The Golden Pipeline a self-drive heritage trail

Linking Perth and Kalgoorlie-Boulder, this 650 kilometre drive is an Australian story of technical innovation, gold, water and the development of a remote and harsh, but beautiful land.

The 25 stops along the route includes sites significant to the story of water in our State, including magnificent railway dams built to catch runoff from granite outcrops, and the sites of the former steam driven pump stations. At the centre of the trail is the Goldfields Water Supply Scheme criticised as 'a scheme of madness', but now an internationally acclaimed engineering feat. Its designer CY O'Connor, believed that water could be pumped so far and lifted so high through a steel pipeline that it would reach the Goldfields almost 600km from the storage reservoir.

This Trail is supported by interpretations and the Heritage Trail Guide which is available from visitor centres along the route.



4.0 Local Economic Drivers and Trends



The Goldfields-Esperance region's economic strength and characteristics will underpin the future growth and development of the region. However, achieving substantial increases in regional prosperity and wellbeing will require building on what the region does well and diversifying the nature of the region's economy through the development of emerging and new industries. This task requires an understanding of the current economic strengths to leverage and challenges to overcome.

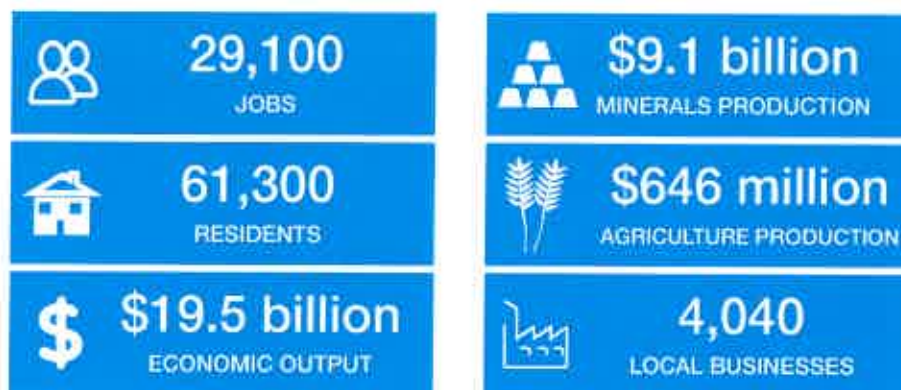


Figure 17 Economic Highlights, Goldfields-Esperance³⁶

4.1 Economic Overview

A \$20 billion revenue earning economy

The Goldfields-Esperance region has played a significant role in the development of Western Australia and the nation for more than a century. To this day, the region continues to contribute significantly to the export income and taxation receipts of the State, and generates over 29,000 jobs in mining, construction, education, agricultural and emerging arts and creative industry sectors for workers within and outside the region.

The region's mineral deposits underpin much of the economy, with substantial amounts of gold and nickel extracted each year. The mining industry expands well beyond extraction, including exploration, processing, services, equipment development, education and research. The manufacturing and processing sector is the third largest outside the metropolitan area, with an annual turnover of approximately \$3.1 billion, largely due to the considerable mining activity within the region.

Agriculture makes up a smaller but nonetheless significant contribution to the economy of the region, with agricultural production of \$646.2 million in 2012/13. There is also a significant service sector including education and health, generating a notable percentage of employment. The region is home to the Western Australian School of Mines and Goldfields Institute of Technology, providing quality, targeted tertiary education and training. Other key industries include retail, tourism and visitation, construction and local businesses spanning technical and professional services, and creative industries.



Strong labour market

The labour market in the Goldfields-Esperance region has been one of the strongest in the country over the past decade, with the unemployment rate averaging 3.7% compared to 5.1% across the nation³⁷. Increasing commodity prices, which supported the expansion of production capacity, were the driver of strong labour market conditions.

The volatility in employment is however important to emphasise. For instance, the suspension of nickel operations at Ravensthorpe resulted in increased unemployment in 2009/10. Although recommissioning commenced in 2011 and contributed to positive employment levels, declines in the price of gold and nickel have resulted in increasing unemployment over the past 18 months, notably in resource-dependent areas such as Coolgardie, Laverton and Leonora. Given volatile employment levels is an enduring feature of many of the region's communities, a clear imperative across the region in recent years has been to **explore possibilities for industry diversification**. Nevertheless unemployment of around between 5.0 and 6.0% is the highest seen in the region for over a decade.

It is important to note that employment is a key driver of migration decisions for many residents in Goldfields-Esperance region. That is, many residents move to the region for employment and leave when they lose their job. This point is further illustrated by the recent Living in the Regions survey which indicated that only 41.0% of residents planned to remain in the region. This compares to 73.1% in the South West and 27.3% in the Pilbara.

There were around 29,100 people employed to work in the region in 2011³⁸. This included 23,800 local residents and 5,300 based around Australia. Workers from outside the region are predominantly based in Perth. There is also a notable proportion of residents who work outside the region, predominantly in Perth and the Pilbara.

The Goldfields-Esperance region is generally characterised by high levels of workforce participation. High participation rates highlight the relative tightness of the labour market in recent years and hence the critical issue of attracting and retaining the required workforce for the region. Participation rates are particularly high in Ravensthorpe, Kalgoorlie-Boulder and Esperance, and lower in Menzies, Leonora, Laverton and Ngaanyatjaraku. Aboriginal participation in the regional workforce does vary across the region depending on people's access to education and economic opportunities and a range of differing social and cultural situations.

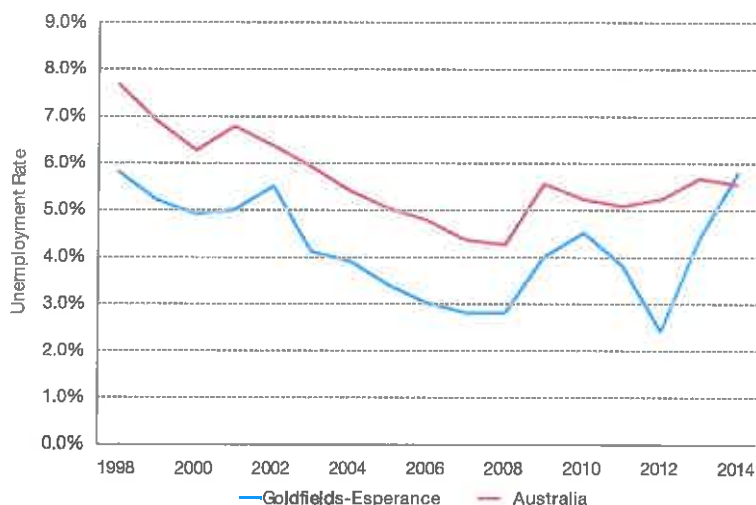


Figure 18 Unemployment Rate, Goldfields-Esperance and Australia³⁸

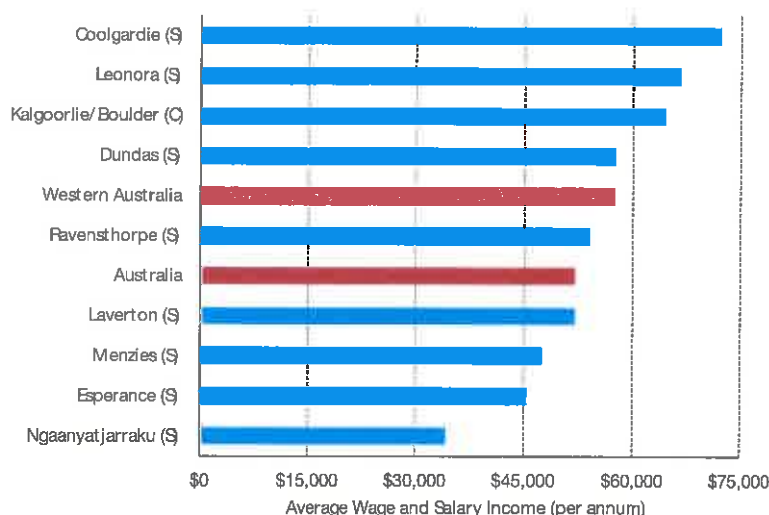


Figure 19 Annual Wages and Salaries, Goldfields-Esperance, 2010/11

High wage economy

Low unemployment has supported wage growth across the region in excess of national averages. The region's average wage of \$59,800 per annum in 2011 is the second highest in Western Australia – higher than Perth and well above the national average⁴⁰. High wages are associated with the health of the mining sectors, whilst lower wages are earned in sectors that support the liveability of the region such as health, education and retail.

Average wages in Goldfields-Esperance are 36% above the national average

Whilst high wages remain a considerable attractor for workforce migration inflows, they flow through to higher business costs and wage expectations in lower wage sectors. This results in higher costs of living and decreased employment and retention in lower wage sectors that are integral to servicing the communities' needs.

Primary industry concentration

The figure beside illustrates the industries which are prominent in the Goldfields-Esperance region. A value greater than 1 implies the Goldfields-Esperance region's workforce has a high representation and comparative advantage in that particular industry compared to WA as a whole, and vice versa. The region has a significant employer within the mining industry, which includes the subsector's of exploration and other support services, and processing. Mining both within the region, and within the state as shown in figure 20, offers the most significant regional comparative advantage. The region also has comparative advantages in agriculture, forestry and fishing, transport, postal and warehousing, and accommodation and food services. Employment is very concentrated in mining in the Goldfields communities, whilst it is more diversified in the Shire of Ravensthorpe and Esperance.

Looking at the top ten industries of employment, the mining sector and related construction and manufacturing sectors are key employers in the region. Combined, these sectors accounted for nearly one in five jobs in the region. The region also has significant employment across population servicing industries, which have increased at a faster pace than population over the past decade. In order for the region to continue to grow its population, it will need to further support the growth of these servicing industries across health, education, emergency and community services and public administration.

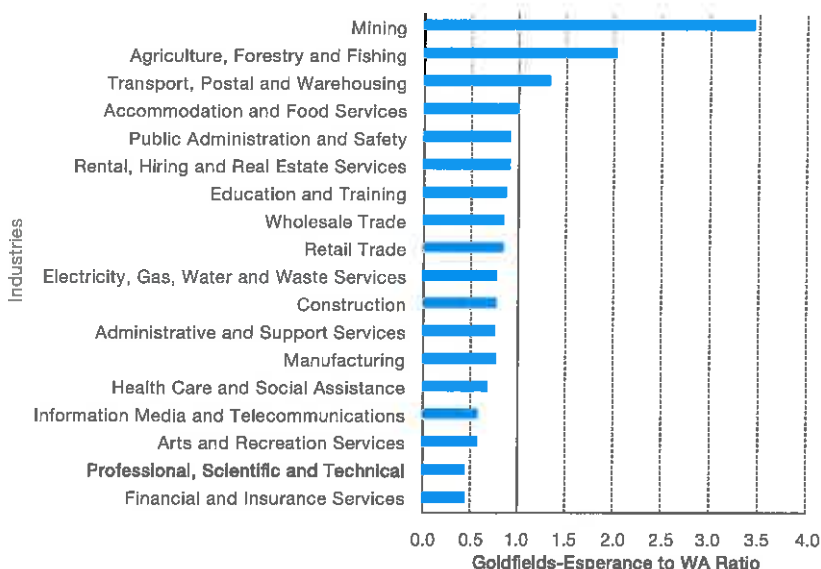


Figure 20 Employment shares, Goldfields-Esperance, 2011⁴¹

Industry	Jobs	Proportion of Regional Jobs	Industry as Proportion of Australian Jobs
Metal Ore Mining	4,166	14.8%	0.6%
Preschool and School Education	1,628	5.8%	5.0%
Construction Services	1,426	5.1%	4.7%
Agriculture	1,217	4.3%	2.2%
Exploration and Other Mining Support Services	1,198	4.3%	0.3%
Public Administration	1,118	4.0%	4.5%
Other Store-Based Retailing	1,099	3.9%	5.6%
Food and Beverage Services	1,043	3.7%	5.3%
Road Transport	992	3.5%	2.3%
Repair and Maintenance	982	3.5%	1.8%

Table 1 Jobs by Top Industries, Goldfields-Esperance⁴²

4.2 Industry Profiles

A dynamic regional business community

The Goldfields-Esperance business sector is characterised as having a mixture of global and national organisations operating in the region complemented by a stable local business sector. Most of the local businesses are sole traders or small businesses in the agriculture and construction sectors. There is also a healthy level of retail businesses in the main urban centres. Additionally, there is a notable level of large businesses in the mining, mining support and population servicing industries such as health and education.

Overall, the Goldfields-Esperance region has the third highest number of businesses per capita across the nine regional WA areas. The region is also home to more than twice as many small businesses per capita than the Australian average.

Industry	Sole Traders	1-4	5-19	20-199	Total
Agriculture, Forestry and Fishing	471	282	62	9	824
Construction	346	179	67	12	604
Rental, Hiring and Real Estate Services	320	44	24	9	397
Retail Trade	80	100	74	17	271
Transport, Postal and Warehousing	150	82	27	9	268
Other Services	89	105	51	11	256
Professional, Scientific and Technical Services	111	66	42	4	223
Financial and Insurance Services	185	31	3	0	219
Accommodation and Food Services	41	58	62	19	180
Mining	98	45	21	16	180
Manufacturing	44	51	25	6	126
Health Care and Social Assistance	49	30	31	6	116
Unknown	79	18	7	0	104
Administrative and Support Services	48	29	17	7	101
Wholesale Trade	32	24	19	6	81
Education and Training	22	15	6	3	46
Arts and Recreation Services	14	7	3	0	24
Electricity, Gas, Water and Waste Services	3	6	3	0	12
Public Administration and Safety	0	0	0	6	6
Information Media and Telecommunications	0	3	0	0	3

Table 2 Business Counts by Industry and Employment, Goldfields-Esperance, 2014¹³

Despite the many local challenges impacting on business costs, the Goldfields-Esperance region’s business community appears to be relatively satisfied, according to results of a recent business survey conducted across regional Western Australia. The survey revealed that for the majority of measures, business owners and managers recorded a much higher level of satisfaction than general regional residents. More specifically, they felt happier, more connected to their local communities, safer, more satisfied with their lifestyle and the sense of community.

There is also evidence that Goldfields-Esperance businesses actively seek high quality advice from a range of organisations to support their business. Thirty three per cent of businesses in the region sought advice from multiple sources (the highest of the Western Australian regions). Nonetheless, business costs and access to skilled staff remain key challenges across the entire business sector, in addition to industry-specific challenges. Further, digital technology is expected to challenge and provide opportunities to the sector due to improved access to markets, allowing local businesses to be based in regional areas and still service markets and customers across the nation and globe.

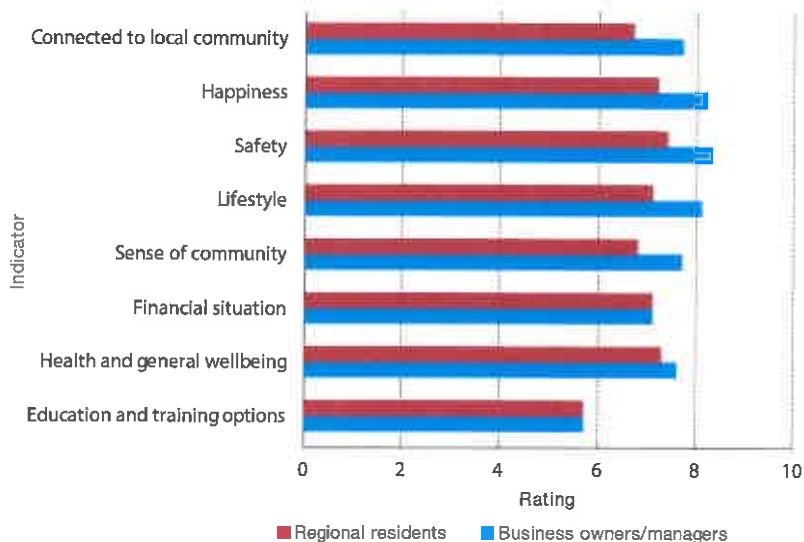


Figure 21 Business Survey, Goldfields-Esperance

Retail entrepreneurship

Fossick Handmade

In the few short years since its creation, Fossick Handmade has left an indelible mark on Kalgoorlie-Boulder. A boutique styled, art gallery and gift shop, Fossick Handmade has been supporting local Goldfields artists and emerging Australian designers as well as offering the locals and visitors a sophisticated shopping experience.

It has gallery space and supports local artists and exhibitions. It provides regular craft workshops, bringing the community together on projects such as the recent yarn bombing of an entire street where all the trees were decorated with multi-coloured knitting and crocheted patterns. Fossick Handmade played a significant role in the success of 2014 Regional Australia Arts Summit, and coordinated the twilight markets, a first for the region.

It is owned and managed by two talented local women who collectively contribute their innovative ideas and skills to a unique retail experience for visitors and locals.



A globally significant mining region

Mining represents more than half of the Goldfields-Esperance region's economic output

The mining sector is critical for the Goldfields. Gold and nickel mining operations define the Goldfields region and provide the foundation to many of its settlements. The exploration, extraction and processing of these resources through well-established supply links, continue to underpin the prosperity of the region.

The contribution of the mining industry to the Goldfields-Esperance region eclipses that of all other industries. Mining accounted for over half of the combined economic output of all industries in the region during 2012/13 at more than \$10 billion⁴⁴. It is also a significant contributor to exports, representing three-quarters of exports by value. Goldfields-Esperance is also the second most valuable mining region in Western Australia, with mineral production representing a notable 3.4% of the nation's merchandise exports⁴⁵.

Mineral production is however inherently underpinned by global demand and commodity prices, which can be volatile. As such, the amount and value of mining activity in the Goldfields-Esperance region is prone to fluctuation.

The flow-on benefits of mining are also significant. In 2012/13, mining and exploration and mining support services comprised local expenditure on intermediate goods and services of nearly \$2 billion⁴⁶. This supports a range of support sector companies and businesses which provide mine site operations and maintenance workers. Exploration, engineering, manufacturing and product suppliers are also key beneficiaries of healthy mining sector activity. There is also a considerable level of mineral processing within the region.

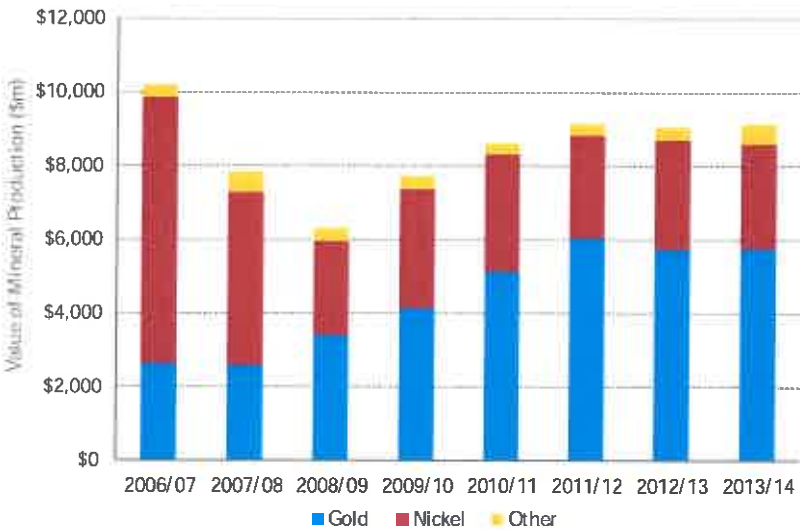


Figure 22 Value of Mineral Production, Goldfields-Esperance⁴⁷



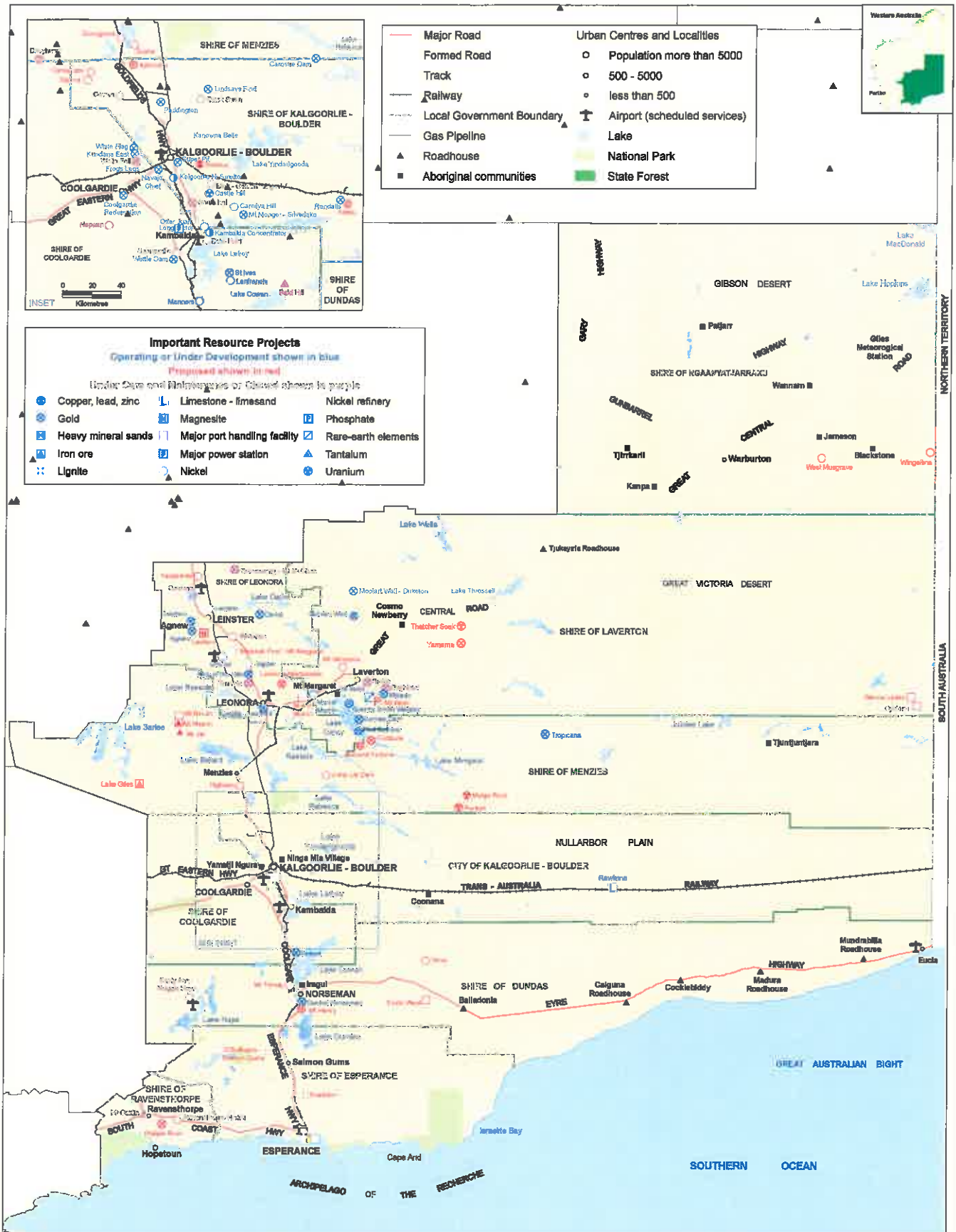


Figure 23 Map of Regional Mines/Deposits

Diggers and Dealers a Kalgoorlie institution



For the past twenty-three years the first week in August brings about an amazing transformation to the streets of Kalgoorlie-Boulder. Workers in Hi-Vis gear have been supplanted by men in suits, carrying briefcases and hanging on to mobile phones. It is Diggers and Dealers week.

This leading annual conference combines presentations by listed mining and exploration companies with a large exhibition area housing exhibitors from the sector. The delegation is made up of mining and exploration companies, brokers, bankers, investors, financiers and mining service

industries. A strong media contingent ensures that the proceedings of the Forum are widely reported.

The conference originated over twenty years ago, when mining entrepreneur and former accountant, Geoff Stokes, had a concept where he envisaged the dream of the resources industry meeting in Kalgoorlie-Boulder annually to promote and discuss activities in which companies were involved. To quote his widow, Kate, "The idea was to create an environment where all players, from brokers to investors, miners, suppliers and professionals, could develop relationships, do deals and generally advance the opportunities and dreams that many in the resources sector have. It was in some ways a crazy idea, as

apart from technical conferences, there were very few forums for these activities to occur, and as such it required enthusiasm and drive to make the first Diggers & Dealers in Kalgoorlie happen".

The first Diggers and Dealers conference held in 1992 attracted 150 people. The numbers grew to 185 in 1993 but has now expanded to over 2,000 delegates annually. Despite the conference having somewhat outgrown Kalgoorlie-Boulder, a move to one of Australia's capital cities has not been considered. Former chairman Brian Hurley once described the outing as something of a "religious retreat", an attribute, he thinks, it would lose if it was to move to a capital city.

Gold

Ever since the discovery of gold in the late 19th century, the region has been synonymous with gold mining. Numerous discoveries have been made and operations established over the past 120 years. The production and export of gold has had **significant flow on effects for the region, State and nation.**

Over the last decade, a substantial increase in the price of gold contributed to increased exploration and production capacity, as well as increased exports. Although the gold price has declined from more than US\$1,800/oz in 2011, gold production was worth \$5.8 billion in 2013/14 due to increasing production volumes⁴⁸. This represented two thirds of Western Australia's gold production and 63.2% of the value of all mineral production in the region.

There are several large and small gold miners across the region such as the Kalgoorlie Consolidated Gold Mines with the Super Pit, which employs more than 1,700 workers, and ASX-listed Northern Star Resources. Whilst the major mines account for the majority of gold production in the region, small-scale miners are a critical part of the region's heritage and economy. Small explorers, prospectors and miners unlock smaller, riskier opportunities. They also help to develop the region's human capital and can be leaders in utilising and developing new technologies and practices.

Mineral Company	Operating Site	Local Government Authority	Employment (2013/14)
Gold Fields Pty Ltd	Agnew	Shire of Leonora	542
St Barbara Ltd	Gwalia	Shire of Leonora	554
AngloGold Ashanti	Sunrise Dam	Shire of Laverton	880
Gold Fields Pty Ltd	Granny Smith	Shire of Laverton	514
Kalgoorlie Consolidated Gold Mines Pty Ltd	Super Pit	City of Kalgoorlie-Boulder	1,774
Joint Venture: AngloGold Ashanti Ltd and Independence Group	Tropicana Gold Mine	City of Kalgoorlie-Boulder	445
Alacer Gold	Higginsville	Shire of Coolgardie	507
Gold Fields Pty Ltd	St Ives	Shire of Coolgardie	1,239

Table 3 Large Gold Mining Operations, Goldfields-Esperance, 2013/14

Despite the volatility of the gold price, it is expected that gold mining will continue to be the foundation industry in the region in the medium and long term. The size of the resource endowment, coupled with the substantial supply chains developed in the region, means that the industry has developed some considerable price advantages.

Nickel

Nickel production began in the region in the late 1960s in Kambalda and Leinster. In 1969, the discovery of a rich nickel deposit at Windarra, sent shares in the Poseidon mine soaring from \$1 to \$280 within a few months. This intense period of speculation, now known as the Poseidon boom, helped establish Australia as a world leader in mining on the international stage⁴⁹. Although prices have fluctuated notably in recent years, its value has been relatively stable over the last two decades. In 2013/14 production was valued at \$2.8 billion, representing 80.0% of the State's nickel sales⁵⁰.

Nickel production is more concentrated than gold mining operations and during 2013/14 production came from the following operations:

- BHP Billiton Nickel West, which is the largest producer of nickel in Western Australia – this is a fully integrated mine-to-market business comprising an open cut mine and concentrator at Mt Keith, two underground mines and a concentrator at Leinster, a nickel concentrator and smelter at Kalgoorlie-Boulder, and the Kwinana refinery;
- Mincor Resources NL operates the Miltel and Mariners sulphide mines in the Kambalda area;
- Western Areas NL operates the Forrestania complex, which consists of the high grade nickel mines Flying Fox and Spotted Quoll as well as the Cosmic Boy concentrator;
- Panoramic Resources owns and operates the Lanfranchi underground nickel sulphide mine; and
- Independence Group NL owns and operates the Long Mine nickel sulphide mine located at Kambalda.

The economic nickel resources in the region consist of both sulphide and lateritic deposits. However, most production comes from nickel sulphide mines. The balance was sourced from the two laterite mines of Murrin Murrin and First Quantum Minerals' Ravensthorpe mine, which restarted in late 2011.

Large fluctuations in the price of nickel has seen mines close and reopen on several occasions, impacting substantially on residential populations in mining communities. These closures also resulted in reduced private and public investment in the region and regional mining communities.

Other Minerals

Aside from gold and nickel, the region has notable mineral production of nickel and gold by-products – cobalt, copper, rare earths and silver. The value of these other minerals increased to \$511 million in 2013/14⁵¹.

Lynas Corporation's Mt Weld rare earths project is located 18 km southeast of Laverton and commenced mining operations in 2007. The Mt Weld deposit comprises world-class rare earth oxide and niobium–tantalum deposits. Rare earth ore is mined, crushed and blended at Mt Weld and transported by truck to Fremantle in containers for export to Malaysia. Mt Weld, with its very high grade, contains light rare earth elements and is also high in europium, a heavy rare earth element, and is currently the only commercially viable resource of significant size outside China.

Further exploration around the region has also revealed new resource possibilities including iron ore and uranium. For example, the Wiluna uranium deposits – Lake Way and Centipede – are located 45km from Wiluna, on Martu country, and estimated to contain 11,000 tonnes of uranium. The economic extraction of these resources is however constrained by access to affordable freight infrastructure, high capital costs, fluctuating world prices and – particularly for uranium mining – environmental management.

Local contractors for mining services

With a mining sector that represents over half the Goldfields-Esperance region's economy and around a quarter of its employment, the support industries that service this giant could easily be overlooked. However, there are numerous mining service businesses which are among the quiet achievers of the Goldfields-Esperance region.

Many local contractors are well established Aboriginal businesses including Bundarra Contracting which won the Kalgoorlie-Boulder Chamber of Commerce & Industry Aboriginal Business of the Year in 2014, Garey Mining, BYAC Contracting and Triodia Mining.



Manufacturing and Mineral Processing

Manufacturing and mineral processing is an important and enduring economic sector in the Goldfields-Esperance region. This sector is the second largest economic contributor to the region after mining and the third biggest contributor to employment. In 2012/13, manufacturing related activity represented \$3.1 billion or 16.1% of the region's economy⁵².

Technical equipment manufacturing employs several hundred people in Goldfields-Esperance

Whilst the majority of manufacturing activity is related to metal manufacturing, other sectors such as basic chemical manufacturing, and technical equipment and appliance manufacturing contributes to valuable regional outcomes and offers potential for growth. Although a large proportion of this manufacturing is for the local market, expanded manufacturing capacity in the region is presenting opportunities to service the mining industry in other regions, such as the Mid-West and Pilbara, as well as overseas markets. The sector has the opportunity to explore and create economies of scale to address the limited domestic market, distance to external markets and high labour costs. Overcoming these barriers will require a greater emphasis on technology adoption and market identification. The continued development of appropriately located and serviced industrial land will also be fundamental to the continued health of this sector as well as new manufacturing concepts focussed on non-mining requirements.

Construction

The construction sector is a significant source of job creation in the region. As a function of economic output, construction related activities contributed slightly over \$1.1 billion or 5.9% to the economy's output in 2012/13⁵³.

Nearly 65% of the region's activity in the construction industry is in construction services, and largely operates out of Kalgoorlie-Boulder, where around 54% of employment is concentrated. A core focus of construction services over the past decade has been in relation to non-residential construction to support mining expansions and associated industrial building construction.

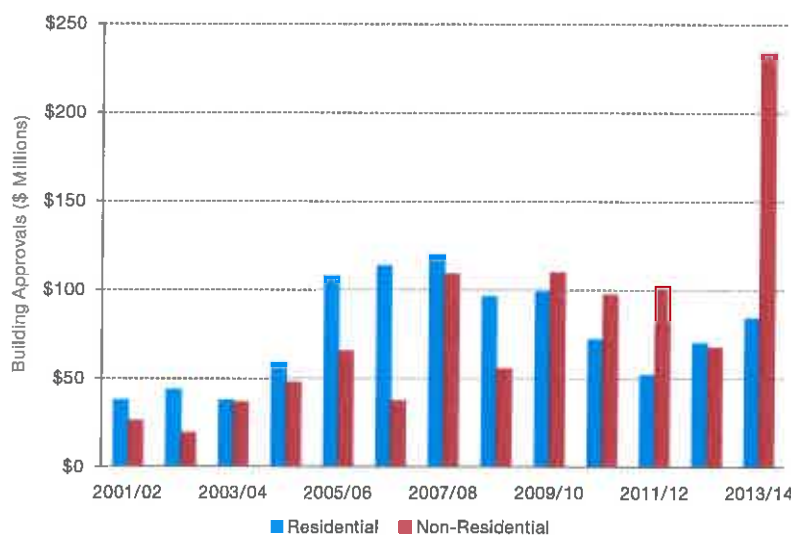


Figure 24 Value of Building Approvals, Goldfields-Esperance⁵⁴

However the growing population in recent years has resulted in increased investment in housing, commercial and retail buildings and recreational and community facilities. Recent notable projects have included:

- Kalgoorlie Courthouse;
- Eastern Goldfields Regional Prison redevelopment;
- Ray Finlayson Sports Complex development;
- Esperance Health Campus redevelopment;
- Kalgoorlie-Boulder Community High School redevelopment;
- Esperance Primary School redevelopment; and
- Leonora Office and Administration Centre Project.

The contribution of the construction sector is heavily linked to the fortunes of the broader mining sector in the region. Therefore there are considerable swings in labour requirements which results in periods of high unemployment and increased use of FIFO employment to cover resource requirements.

Agriculture and Fishing

The Goldfields-Esperance region has a rich history in agriculture and pastoral activities and a notable recreational and commercial fishing industry. Southern parts of the region, including the shires of Esperance

and Ravensthorpe, contain its most valuable agricultural and fishing areas and are where the region's cropping and intensive livestock production occurs. Extensive livestock and pastoral activities are conducted throughout the remainder of the region.

Agriculture and Pastoral Activities

In 2012/13 agriculture production for the Goldfields-Esperance region was estimated at \$646 million, accounting for eight per cent of the State's total agricultural value⁵⁵. The value of agriculture to the region on an annual basis therefore tends to vary as agricultural production is reliant on favourable weather conditions and its value is dependent on global commodity prices. Nonetheless, the sector is notably more stable than the mining sectors.

Crops, particularly wheat, barley and canola, are the region's most valuable agricultural commodity, accounting for approximately 89 per cent of the value of the region's total agricultural production in 2012/13. Livestock disposals and livestock products constitute other significant agricultural products from the region. Livestock disposals largely consist of cattle, sheep, pig and goat production, with wool being the most significant livestock product. Livestock is generally exported to South East Asian markets, namely Indonesia and Malaysia. Grains are exported to both the Middle East and South East Asia, with key wheat markets including Japan, Saudi Arabia and Indonesia.

Further, there is a notable food processing presence in the region which supports the agriculture industry. The vast majority of this relates to meat processing facilities in Esperance. Value-adding to crops and livestock exports is an important area of focus for the region, given food processing is an employment intensive industry that supports a range of agricultural and professional services such as maintenance, technology development and marketing.

In the 1960s the previously underdeveloped agricultural sector in this area was transformed by the injection of millions of dollars by American investors who used the latest techniques involving the addition of trace elements to make the perceived poor soils of the Esperance plain suitable for clover based grazing. Subsequently increased grazing land became available and is used for planting cereal crops. This in itself has boosted grain exports from Esperance in recent decades.

An industry at the forefront of innovative techniques and land management practices

The agriculture industry continues to be at the forefront of innovation in Australia and across the globe. Innovative techniques have focussed on reducing the encroachment of salinity and rehabilitation of salt-affected areas, as well as developing innovative technologies to manage agriculture output and productivity. As farms have grown in size and become more technologically dependent, the service sector to support these farms is expanding.

Opportunities to expand agriculture production in the region and improve productivity are constantly being explored. To further increase productivity, effort is being made to investigate more robust production systems and better decision-making tools for farmers. Traditional agricultural productivity within the region is potentially threatened by factors including weather variability, land degradation (especially salinisation) and the fragmentation of the rural land base.

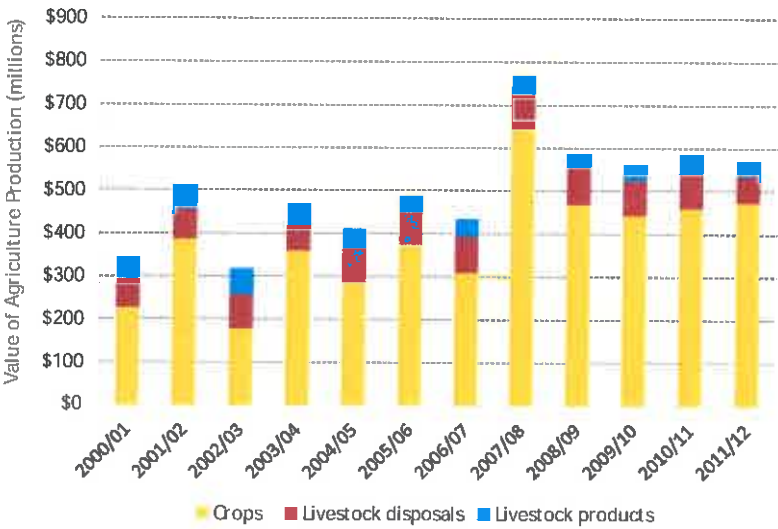


Figure 25 Value of Agriculture Production, Goldfields-Esperance⁵⁶



SEPWA

digital connection to our agricultural future

The South East Premium Wheat Growers Association (SEPWA) is a farmer initiated group representing wheat growers in the Esperance Port Zone²⁷. Today SEPWA's role is to improve profitability and sustainability of Esperance Port Zone grain growers. The Esperance Port Zone (EPZ) delivered 2.08 million tonnes of grain in the 2014/2015 harvest with an export value of more than \$650 million. Agriculture is a leading industry within the region, supporting other industries such as sales dealerships and agronomy services.

SEPWA was commissioned by the Grains Research and Development Corporation (GRDC) to roll out technology and precision agriculture training to WA grain growers. Since early 2014, SEPWA has trained more than 330 farmers and industry professionals across the State. However, a continual theme raised by participants in technology training was that adoption of farm business technology is disadvantaged by slow, limited and expensive internet data connections.

Technology development in agriculture is increasingly becoming more cloud based and data connection dependent. Precision agriculture is an example of data connection based technology available to farmers with internet access. Precision agriculture came into widespread use in the early 1990s with the availability of global positioning systems (GPS) that could locate specified sites within a farm or paddock with an accuracy and cost that made the technology²⁸. It allows farmers to work with the variability of paddocks and alter the application of inputs (fertilizer or lime etc) to avoid areas of over-supply (wasted money) or under-supply (yield and profit opportunity lost).

As well as crop management, precision

agriculture provides the opportunity to acquire and integrate information about the farm to improve decision making and develop an integrated information and production-based farming system. This leads to increased long-term efficiency, productivity and profitability while minimizing impacts on the environment.

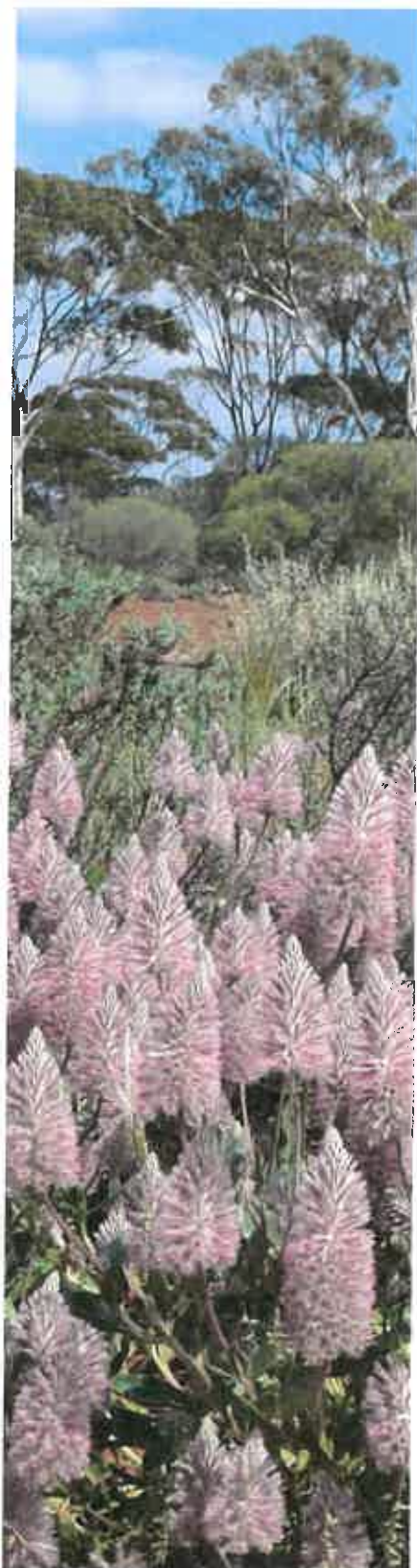
Data dependent technology has the potential to revolutionise agriculture, however this is not the case where farming businesses are unable to access this technology due to inadequate data connection services. As machinery technology becomes more reliant upon internet access the adoption rate is constrained by limited internet access. To compound the data connection problem in rural areas, many areas of government and industry are moving to interact electronically via websites and e-forms. Taxation and superannuation are two mandatory sectors requiring businesses to interact electronically. If rural data connection services can be improved cost savings can be achieved through the move to electronic services and increased productivity for farmers.

Currently, the majority of WA grain farmers can choose either between satellite or the Telstra mobile phone network to connect to the internet. These are expensive options which impede on the ability for WA grain growers to stay competitive in global grain markets. Recognising the positive impact that high quality internet access and data connection will have on the agricultural

industry, SEPWA is investigating the development of a Data Network Co-operative to deliver high quality internet access and speeds to rural based farming operations.

SEPWA is working collaboratively with stakeholders to conduct on ground testing of a wireless data network concept that will be connected to the optical fibre communication network. The data network will use wireless transmission technology to revolutionise data connection speed and coverage. Initial testing began in early 2015 in the Esperance region to investigate options available for data transmission at a farm level prior to installing a data transmission test service which will be tested for reach and reliability. The project is investigating the potential for an entirely new business model which will see farmers co-invest in their own local data network. Achieving reliable, fast and cost effective data access will significantly improve the take-up and use of emerging technology within the agricultural sector and drive entrepreneurship and opportunity for the future of farming in the region.





Rangelands Reform Program

Recent reviews have revealed the challenges and opportunities for the Western Australia's pastoral industry as well as a historic lack of government vision for the economic and social future of the rangelands.

In response, the State Government Rangelands Reform Program is a program of specific action developed to address these issues and to tackle ongoing challenges faced by the pastoral industries in the rangelands.

Growth will primarily be driven through:

- Encouragement of new investment opportunities and land uses;
- Identification of measures to restore the rangelands' productive capacity and conservation values; and
- New forms of land tenure.

Rangelands Reform is being conducted in addition to the work being undertaken on pastoral lease renewals in 2015.

The number of properties used for pastoral activities has decreased significantly over the years. A large number of properties are now leased by mining companies or Aboriginal interests. This has resulted in a land use change away from grazing on some pastoral leases. One area of difficulty that has arisen is the conflicting land use needs of the pastoral community and mining companies. Many areas allocated for mining exploration are quarantined from pastoral use despite exploration activities only impeding a portion of the land – and in some cases, not at all.

Additionally, pastoral operations within the Southern Rangelands are experiencing numerous challenges related to feral animals (the pastoral industry has been seriously affected by the increase in wild dogs population which has decimated sheep flocks and contributed to a move to cattle production), land degradation and other issues. As a result of these circumstances and depressed prices for pastoral products, the expansion of the industry may not be economically or structurally viable in its present form. Other income producing activities are needed to sustain pastoral activity. Required diversification of the pastoral industry and development of other forms of agricultural activity are slowly emerging. Examples of diversification in the region include production of niche livestock (e.g. kangaroo, goats and camels), horticulture, forestry and timber, and tourism (e.g. Laverton Downs, Frazer range, Gindalbie, Credo and Morapoi).

Fishing Activities

Commercial and recreational fishing in the region occurs along the coastlines of the shires of Esperance and Ravensthorpe. Despite commercial fishing being a relatively minor industry in terms of employment at a regional level, it is important in the local coastal communities where it exists. Further, a number of associated locally based specialised and service industries generate employment in the region.

The major commercial fisheries of the South Coast bioregion (as defined by the Department of Fisheries) include the abalone fishery, the purse seine fishery targeting pilchards, and a demersal gillnet fishery for sharks. Other smaller commercial fisheries are the long-standing beach seine fishery for Western Australian salmon and herring, a trap fishery targeting southern rock lobsters and deep-water crabs, and the intermittent scallop fishery.

With natural fish stocks depleting, alternatives need to be found, including various aquaculture options. Although problems such as maintaining fish containment, equipment in rugged seas and the shortage of river and fresh lakes are important issues, aquaculture is an alternative for the future fishing industry along the coast, and inland. There are presently no identified sites for aquaculture development in the region, however the Recherche Archipelago east of Esperance is considered to have good potential for commercial aquaculture development.

Tourism and Visitation

Goldfields-Esperance is rich in cultural heritage, natural landscapes and a diverse range of tourism attractions and destinations

The tourism sector is significant in the Goldfields-Esperance region yet accounts for a relatively modest proportion of the region's total economic output. It represented \$300.8 million of the region's economy in 2012/13⁶⁰. Of the 29,100 people working in the Goldfields-Esperance region it is estimated that 1,425 jobs are supported by tourism.

Encompassing a large geographic area, rich in cultural heritage and also containing unique natural landscapes, including several national parks, the Goldfields-Esperance region contains a unique and diverse range of tourism attractions and destinations.

Leading tourism industry operators and experienced Western Australian intrastate, interstate and international travellers, identify the most iconic holiday experiences available in Australia's Golden Outback region as being:

- **History/mining experiences** – historic buildings, historic sites, mining museums, mines and prospecting (key areas Kalgoorlie-Boulder, Coolgardie and NE Goldfields shires);
- **Beach/coastline** – scenery, islands, fishing, swimming, granite rocks, rugged coastline and scenic drives (key area Esperance);
- **Aboriginal experiences and cultural immersion** – tours teaching local Aboriginal lore and dreamtime stories, arts and crafts galleries for viewing and purchasing Aboriginal art, (key areas - Kalgoorlie-Boulder, NE Goldfields and Ngaanyatjarra Lands, and cave paintings (key area the Ngaanyatjarra Lands);
- **Wildflowers** – wildflower oriented holiday experiences including guided day tours, wildflower farms and recommended self-drive trails; and
- **Outback experiences** – vast clear skies and theatrical landscapes, camping under the stars, prospecting, fossicking and 4WD driving throughout the region and along such roads as the Gunbarrel Highway, the Outback Way and the sealed Eyre Highway across the Nullarbor.

Further, Australia's largest open cut mine, The Super Pit, is a major attraction in Kalgoorlie-Boulder, while Antony Gormley's renowned

steel figures at Lake Ballard, near Menzies, continue to be a drawcard for the Northern Goldfields. Meanwhile, Esperance and the south-east coastal areas, are significant tourist destinations for intrastate, interstate and – to a less extent – international visitors. The region is also home to numerous long-standing events that attract visitors and locals alike, such as the Leonora Golden Gift, St Barbara's Parade and Kalgoorlie-Boulder's Race Round.

Tourism has been a key focus as part of a drive to diversify the region's economy. Recent developments include the waterfront development in Esperance, cultural and immersion experiences such as coastal eco-tours and the world's largest collection of community-controlled Aboriginal art emerging from the thriving arts industry in the Western Desert region. Upgrades to the Outback Way are enabling greater ease of access to tourism attractions and services in the region's north and through into the rest of the region.

There is an important opportunity for the region to capture a greater share of increasing tourism from international, interstate and intrastate markets in order to increase visitor volumes that have remained steady in recent years.

A number of priorities for tourism product and infrastructure development within the region have been identified in Australia's Golden Outback Destination Development Strategy 'An Action Plan Approach 2007-2017' to assist with facilitating tourism.

These include:

- **Outback adventures** – adventure oriented experiences, including camping, four wheel driving, historic pubs and local race days at Leonora, Laverton or the Kalgoorlie-Boulder Round etc. aimed at young people, families and over 55s;
- **Historical discoveries** – historical gold mining experiences, including, tours, gold panning, ghost towns, old buildings, architecture, etc. aimed primarily at the older market (aged 55 and over);
- **Wildflower discoveries** – wildflower oriented holiday experiences, including guided tours, wildflower farms, self-drive trails, etc. aimed primarily at the older market;
- **Family farm stays** – country farm stay experiences, including feeding animals, riding horses, etc. aimed primarily at young families with children;
- **Discovering getaways for water activities (Esperance)** – exploring uncrowded coastal areas, including beaches, 4WD, fishing, boating, etc. offering relaxed and action packed activities, and
- **Secluded and scenic coastal escapes (Esperance)** – relaxing coastal holiday experiences in a beautiful scenic environment, including secluded beaches, walks in national parks such as the renowned Great Western Woodlands, bird watching and scenic drive routes.

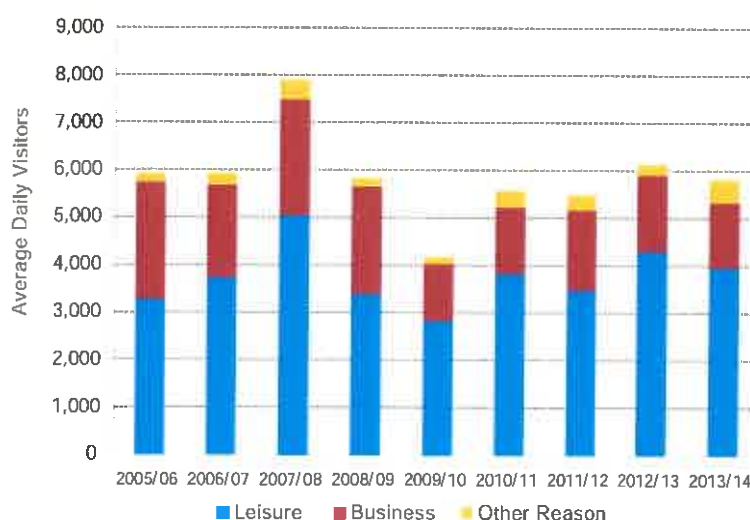


Figure 26 Average Daily Visitation, Goldfields-Esperance⁶²

Outback Way

a national link through Australia's centre

The Outback Highway, also known as Outback Way, or Great Central Road is the name for a series of roads and dirt tracks linking Winton, Queensland and Laverton, Western Australia. At over 2,800 km, it crosses central Australia, passing through Queensland, the Northern Territory and Western Australia.

This route is used by tourists, mining and freight industries travelling through central Australia, saving two days travel from east to west. It figures as a key project in the Development of Northern Australia White Paper.

Apart from tourism, the development of the Outback Way will provide considerable benefits for the region. In particular, in conjunction with the significant mineral deposits of the Musgrave Ranges area of WA it has the potential to contribute to economic and social development in this remote area. In a significant move, the WA State Government is currently developing the Mid-West Musgrave Corridor concept, linking the west Musgrave Ranges to Geraldton, which would enable a number of social and economic opportunities.



Aboriginal art world renowned talents

The value and contribution of Aboriginal art in the region cannot be under estimated. The Goldfields-Esperance region, from the Southern Coast to Ngaanyatjarra Lands has a diverse and wide ranging talent of Aboriginal artists.

Skills range from sculptures, carvings and glass work, to traditional and contemporary visual arts and weaving, natural dyed silk scarves and vast storytelling and musical talent. Many of these talented artists live in very remote Aboriginal Communities in the Ngaanyatjarra Lands and the remote community of Tjuntjuntjara, as well as within urban centres across the region.

Many of Australia's leading Aboriginal artists are from the Western Desert region¹¹. Aboriginal art from the region is a contributor to the national and international success **and profile of Aboriginal and Torres Strait** islander art in Australia featuring prominently in the commercial art market with works in exhibitions, museums and private collections around the globe.

Moreover, the predicted increase in cruise shipping activity in Western Australia over the coming decade presents opportunities to further **diversify the tourism sector in the Goldfields-Esperance region**. In particular, Esperance has **been identified as a key cruise destination in the Western Australian Cruise Shipping Strategic Plan 2012-2020**.

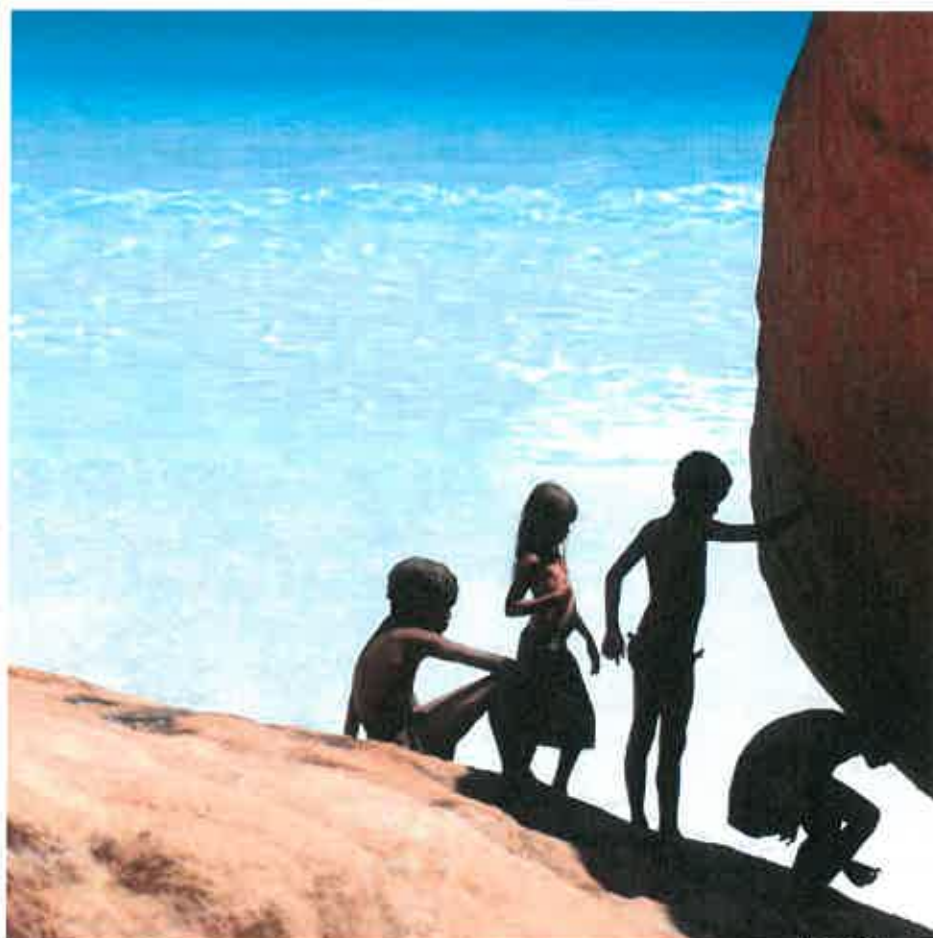
In order to facilitate these identified tourism opportunities, effort needs to be directed towards capturing a greater share of **passing traffic with the provision of quality accommodation and services and the development of targeted tourism products**, aimed at key markets. A coordinated approach from key government and industry bodies is required to further explore and realise these opportunities. Furthermore, 'soft tourism infrastructure' elements need to be developed including marketing, branding, promotions and tourism networks.

Professional, Scientific and Technical Services

Across the Goldfields-Esperance region, professional, scientific and technical services represented 3.0% of employment compared to the national average of 7.5% in 2011⁶⁸. Approximately a quarter of professional services are engineers (24.4%), followed by legal and **accounting services (24.0%) and scientific testing and analysis (21.3%)**. Approximately three-quarters of professional services jobs in the region are located in the City of Kalgoorlie-Boulder.

The performance of the Goldfields-Esperance region's major industries are allied to this sector which provides the bulk of its services to the exploration and mining support services sector, followed by mining, construction, private investors, rental, hiring and real estate services,

and with further business within itself, the professional, scientific and technical service sector. Interestingly the lead development of professional scientific and technical services to meet import demand in the region could provide significant flow on benefits to the communities.



5.0 Regional and Global Influences



Regions are increasingly confronted with changing regional and global trends shaping the economic and environmental landscape. These trends are of particular importance to the **Goldfields-Esperance region** which is intrinsically connected to global markets as an exporter of minerals and agricultural produce and is positioned as a tourist destination with internationally significant tourism assets.

Each of these overlapping influences detailed below will influence and shape the future of Goldfields-Esperance region. This section describes these external influences and opportunities broadly, with specific opportunities and challenges expanded upon in subsequent sections.



Figure 27 Main Types of Online Work⁵⁴

5.1 Digital Age

Technology has played a central role in the globalisation of markets by increasing the reach and speed of communication and reducing costs. It has in turn facilitated the **flow of goods, capital, people and information** across borders, with profound implications for life and business. Central to this is expanded telecommunications capacity and new communication mediums which are providing **new economic, social and community benefits** and opportunities to regional areas, including:

- More reliable base telecommunications;
- Online retail and shopping;
- Virtual education;
- Online entertainment, music and movies;
- Tele-health;
- Telecommuting and virtual work opportunities; and
- E-commerce and web-based business activity.

Automation is challenging traditional business models, particularly across the mining, manufacturing, transport and agricultural sectors.

A key area of change already underway in the **Goldfields-Esperance region** is the **take-up** of automation technologies in recent years. Whilst industrial automation is historically **focussed in process manufacturing** – refining raw materials – and discrete manufacturing – assembling/building parts – it is permeating into other areas of the economy on the back of recent technological advances and rapidly reducing costs.

Advances in computing, signalling and sensing technology have brought driverless trucks and trains, automated drills and other pieces of equipment to the Australian mining scene and other transport and logistics industries. Whilst there are still many challenges to overcome, miners are pushing towards fully automated ‘pit to port’ operations in their quest to boost productivity, reduce costs, improve safety and remain globally competitive. This creates opportunities for access to new mines, testing and developing technology and creating operations centres, but also challenges to retain local workforces. Further, the region has adopted digital technology in mining exploration through activities such as 3D imaging and data analysis.

In the agricultural sector, digital technology and automated machinery is being used to enhance productivity, from the use of phone apps controlling processes to automated dairy farms and food processing operations. For the region to capture these opportunities, it needs to have access to reliable communications

technology, a large skilled workforce, and also remain cost competitive.

The Goldfields-Esperance region has some way to go in the relation to technological readiness. Only two local government areas in the region – Kalgoorlie-Boulder and Ravensthorpe – report more than 65% of households accessing broadband connections, with three local government authorities (Menzies, Laverton and Ngaanyatjaraku) recording less than half of households having broadband connections⁵⁵. In its recently released 2014 competitiveness index, the Regional Australia Institute ranked the region 56th out of 60 regions nationally for its level on technological readiness, mainly due to low levels of employment in technology-related industries and comparatively poor broadband coverage.

With the advent of high speed broadband and wireless technology, and an increasingly **connected world**, the **Goldfields-Esperance region** needs to ensure that it is positioned to take advantage of the new opportunities the digital revolution offers. This means, identifying where and what investment in enabling communications technologies and infrastructure is required, strong community and business take up of the technology and the implementation of effective strategies to maximise the use of communications technology to promote economic integration between industries, research and development, innovation and service based exports.

5.2 Environmental Change

Regions around the globe face significant environmental and economic impacts from climate change, with changing temperatures, weather patterns and extreme events impacting on biodiversity, agriculture, infrastructure, coastal communities and water supply.

Under a moderate-emissions scenario, climate change projections for the Goldfields region suggest that from a 1990 base level, temperatures will continue rising to be between 0.6 to 1°C warmer by 2030 and annual rainfall will decline by between 5-7%, particularly over the April-October period⁶⁶. Specific impacts identified included:

- Restraints on potable water supply from south-west Western Australia due to the winter drying effect but greater local opportunities for fresh water capture in summer;
- Improved stability of electricity supply in winter but greater instability in summer associated with the shifting seasonal incidence of storms;
- Changes to the liveability of the region with milder winters but hotter and wetter summers;
- Generally detrimental changes to the natural ecology of the region (from drier winters, hotter and wetter summers, and consequent bushfires); and
- Shifting seasonality of disruptions to road transport and mine production from rainfall events and to port operations from storms.

Climate change is particularly relevant to the Goldfields-Esperance region's significant ecological regions, including the spectacular South Coast, the Great Western Woodlands, within the central deserts, and the Ngaanyatjarra Lands. All of these ecological assets are important to the region, State, and, in the case of the Great Western Woodlands, to the world. Preserving these assets, while also ensuring a compatible development approach that allows industry to flourish, will be a major factor in the success of the region now and into the future. Further, climate change has implications for land-use activities in the Goldfields-Esperance region such as:

- Fishery production;
- Water availability;
- Suitability of areas for land uses such as agriculture;
- Settlement patterns affected by changes in land use and environmental constraints;



- Disruption to 'upstream' components of the supply chain, such as water, energy and transport, impacting on mining productivity and viability; and
- Coastal development setbacks and acceptable shoreline stabilisation techniques in response to sea level rise, storm events and changes in wave and wind patterns.

Additionally, key issues include the depletion and sustainability of water and food production systems, energy resources and natural mineral wealth which are fundamental to the Goldfields-Esperance region's future prosperity. Due to levels of population and economic growth across the World, this trend is only set to increase into the foreseeable future, for example:

- Australian water consumption is forecast to rise by 42% by 2026, and 76% by 2056, compared to 2009 levels;
- The Australian Bureau of Agricultural Resource Economics and Sciences forecasts total energy consumption increase in Australia of 35% over the period from 2008 to 2030; and
- Mining sector data reveals a gradual and permanent decline in ore grades for major mineral commodities produced by Australia.

It is therefore incumbent on stakeholders and residents to discover new ways of ensuring quality of life for current and future generations within the confines of the natural

world's limited resources. The region has shown that it is resilient and able to adapt to changing circumstances and adopt new practices and technologies, such as renewable energy, water recycling and land use management, which positions it better than other regions to respond to current and emerging challenges. Nonetheless, this requires understanding, planning required of investments and the implementation of programs to support the required behavioural changes across community and business.

It is important to recognise that climate change, together with the policy and social action directed at responding to climate change, is creating both economic opportunities and challenges. It is shifting incentives towards lower carbon energy sources and industrial processes. It is also expanding market demand for carbon-reducing technologies and environmentally friendly products. Although coal is expected to account for 59% of the increase in demand, the fastest growing gas, nuclear, hydro and renewable energy sources are expected to increase at a faster rate. Biofuels and other renewable energy sources are expected to increase 86.5%⁶⁷. The global shift towards the green economy can mean that new industries, small and large, that seek to assist the economy in reducing its carbon and environmental footprint, could find a niche in the Goldfields-Esperance region.

5.3 Global Food Consumption

The UN Food and Agriculture Organisation predicts that feeding a world population of 9.1 billion in 2050 will require raising overall food production by 60% between 2007 and 2050⁶⁹. This creates enormous opportunities for regions with recognised agriculture and food production expertise that are geo-politically stable, and have reliable supply-chains and infrastructure.

The Goldfields-Esperance region's wheat and livestock markets are the obvious beneficiaries, but so too are other markets such as aquaculture, agri-tourism and niche high value food production. The region's geographical proximity, direct access to Asian and global markets through the Esperance and Fremantle Ports, advantage in the production of several commodities and its reputation as a stable provider of quality produce are important, established attributes that support export opportunities.

Whilst the predicted growth in demand for food products presents opportunities for the Goldfields-Esperance region, the capacity to expand, diversify and add value to this food production is central to the region's prosperity. Policies and incentives need to be in place to encourage businesses to invest in the required technology and workforce skills to take advantage of new food production opportunities. This also includes national and international bio-security and trade restrictions which limit market access.

5.4 Urbanisation

Across the globe, the continued shift from rural to urban living will be profound, with the world's urban population increasing from close to 3.9 billion today to 6.3 billion in 2050⁷⁰. Continued strong growth in the size and diversity of the global urban population is expected to be disruptive but also present enormous opportunities for not just early movers keen to gain lasting advantage but also regions poised to cater for the emerging needs of this cohort.

Four core areas of opportunity and disruption have been identified for the Goldfields-Esperance region:

- **High quality food production:** Demand for agricultural produce is a key outcome of increased urbanisation as more food is demanded by a growing population of net food buyers. Additionally, agriculture production is challenged by large scale conversion of farm land to urban centres and increased water usage, placing an

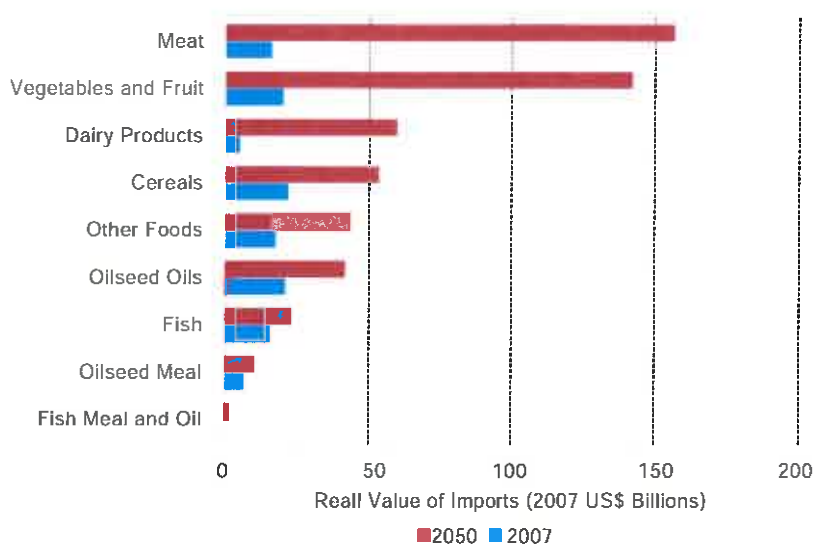


Figure 28 Projected Agriculture Imports by Commodity, World⁶⁹

increased strain on food production capabilities. The region's existing comparative advantages in agriculture and supply chain infrastructure position it well to meet the needs of this growing cohort.

- **International tourism:** A wealthier Asian middle class will have the ability to travel further and stay for longer in destinations. The Goldfields-Esperance region already possesses an incomparable breadth of natural, environmental and developed tourism assets across an environmentally diverse region though realising the latent potential of these assets represents a major challenge and opportunity.
- **Industrial and urban development materials and expertise:** The expanding cities in emerging economies will spend the majority of global investment in coming decades as they strive to meet the surging demand for infrastructure and building capacity. This will underpin demand for raw and processed materials for which the region has considerable reserves of, as well as technical and professional services.
- **Population retention and attraction:** The region itself will also be challenged by urbanisation. As the region develops, it is highly likely that it will experience the rural-urban drift that is the hallmark of urbanisation. The populations of established towns such as Kalgoorlie and Esperance will continue to grow as people move in from rural and remote areas and overseas and interstate, to take advantage of increasing economic and social development opportunities offered in these places. However, it is also true that the larger cities beyond the region, such as Perth, may continue to attract people away from the region. The challenge is for the region's communities to continue to create liveable spaces and communities through the provision of affordable and diverse housing, high quality public amenity and community infrastructure, easy access to quality health and education services and appropriate retail, entertainment and recreation choice. Improvements in community services and amenity needs to be matched by the creation of employment opportunities across a diverse range of industries as well.

5.5 Ageing Population

The population of Australia is ageing rapidly representing one of the greatest challenges for policy makers, industry, and communities. Approximately 3 million people in Australia were aged 65 years and over in 2011, representing over one in eight Australians. By 2050, the number of people aged 65 and over is expected to reach one in five people. Key challenges include:

- **Housing provision:** Aged people often require more affordable housing as well as housing more appropriate to their needs, such as smaller, easy-to-maintain housing close to services;
- **Infrastructure:** A decreasing level of mobility requires appropriate transport infrastructure and services;
- **Aged care services:** A growing proportion of aged residents requires a growing number of accessible care services;
- **Population retention:** Elderly residents in regional areas typically move to regions with better care and support services; and
- **Community drainage:** The aged are more likely to be engaged in the community and perform vital volunteering work: as they leave a region the community loses a vital resource.

Traditionally seen as a burden on services such as health, an ageing population can provide business opportunities and economic growth to regional areas. The natural amenity and current aged migration in the Esperance region in particular, can create a number of opportunities for the Goldfields-Esperance region, such as:

- Positioning itself as a destination of choice for retirees seeking affordable housing and an aged friendly lifestyle;
- Developing an aged care industry through the creation and development of high quality aged housing, transport infrastructure and aged care services;
- Supporting the local tourism industry by developing niche-market aged friendly tourism initiatives; and
- Engaging the elderly in the community to take on leadership positions and support community projects and initiatives.

The region needs to look at how it provides services, what those services are and make sure that businesses, governments and communities understand the wants and needs of an ageing population and capitalises on that.



6.0 Capacity for Growth



It is useful to investigate the prospects for the region through the prism of its economic, social and physical attributes and performance within a regional and global context. A benefit of this approach is that it enables the identification of comparative advantages and regional assets to exploit, and barriers to regional development to overcome. This is fundamental to the identification of current and emerging opportunities and priorities.

The Blueprint has undertaken an assessment of the capacity for growth in the Goldfields-Esperance region, using the "Four Cs Assessment" approach for regional economic development. The four "Cs" approach provides the critical analysis required to identify and understand the strength and direction of each region's economy. The four "Cs" are:

Capital – human capital, particularly skills, education and innovation;
Communities – economically and environmentally sustainable communities;
Connections – access to international, national and regional markets; and
Competitiveness – business competitiveness.

A set of core comparative advantages, assets and regional challenges have been identified through this process and are summarised within this section. The analysis is founded on key input from a range of stakeholders in and outside the region, working across a myriad of fields and sectors as well as targeted research.

6.1 Human Capital

Human capital refers to the skills, knowledge and experience possessed by an individual or population and is viewed in terms of the value people contribute to the development and growth of communities and organisations. It is a fundamental input to economic activity and crucial to regional competitiveness, resilience and social and cultural sophistication. It promotes creativity, innovation and entrepreneurship – key skills for the future of the Goldfields-Esperance region and the development of new and diversified industries.

Area of Focus	Indicator	GE	Nation	Scorecard
Workforce Participation and Skills	Adult Participation Rate	76.2%	65.6%	Good
	Aboriginal Adult Participation Rate	42.6%	53.3%	Poor
	Early School Leavers	54.3%	46.1%	Poor
	University Qualified	10.4%	22.8%	Poor
	Technical Qualified	30.3%	31.6%	Average
	English Proficiency	88.8%	92.0%	Poor
	Youth Learning or Earning	97.6%	80.1%	Good
	Primary School Performance	44.9%	62.8%	Poor
Entrepreneurship and Innovation	Secondary School Performance	24.5%	37.4%	Poor
	New business start-ups	10.1%	13.5%	Poor
	Non-employing micro businesses	36.2	38.9	Average
	Income Source Own Business	\$30,953	\$23,453	Good
	Local Economic Development Support	7.1	1.65	Good
	Local Patenting Rating	0.07	0.01	Good
	Small Businesses	55.6	24.4	Good
	Human Resources in Science and Technology	11.1%	13.5%	Poor

Table 4 Human Capital Assessment Scorecard

The region must support the development of its human capital by getting the balance right and increasing a region's knowledge capacity and skill set can provide a stimulus for substantial economic and socio-economic shifts. Conversely, a lack of access to appropriate human capital can constrain the growth of local enterprises and discourage new business creation. The ability to provide a skilled and educated resident workforce, to drive an increasingly sophisticated and diverse economy, will depend on addressing challenges and enabling opportunities in two key areas:

- Workforce participation and skills; and
- Entrepreneurship and innovation.

Scorecard Benchmarking: A set of indicators have been identified in order to determine the key strengths and challenges of the region for each of the core areas analysed. The methodology for these indicators is appended to the Blueprint, as well as the local government area-specific indicators.

A traffic light system has been used to illustrate whether the indicator for the region is better or worse than the national average. A 'Good' and 'Poor' for each indicator illustrates whether the regional indicator is greater than or less than the value for the national average.

Workforce participation and skills

As the benchmarking in Table 4 indicates, the region is characterised by a high level of workforce participation, with relatively fewer disengaged or underemployed residents. A key contributing factor is the historically strong economic activity in the region which has encouraged employment migration as well as the tendency for recent migrants to leave the region once employment ceases. The demographics of the region also support a high participation rate, with fewer aged residents.

Rates of participation in the labour force amongst Aboriginal people in the Goldfields-Esperance region are less than for the non-Aboriginal population however participation rates vary across the region depending on a range of health, social, cultural and economic situations and access education, training and employment opportunities. Just under half of Aboriginal people between 15 and 65 years old were engaged in the labour force, compared with approximately 80% of the non-Aboriginal population. Aboriginal people within the labour force are employed in a range of industries including the mining industry, creative industries, tourism, public administration and services. By addressing barriers, there are many areas of opportunity to further expand employment options for Aboriginal people across the region including in tourism and cultural sectors and creative industries. Increased and equitable access to health and education services and greater opportunities for career development would enhance the numbers of Aboriginal people in part-time and full-time employment.

Female workforce participation is also an important consideration. The gap between the male and female participation rate is more than twenty percentage points in some local government authorities. The availability of child care is a serious constraint in many communities, not simply in terms of attraction and retention, but also the prevention of individuals from taking up work, thereby reducing the potential availability of labour. In more remote areas return-to-work roles in the retail, health, education and other sectors are also serious considerations. It is also important to recognise that women's lower participation in workforce disguises that women carry out a significant amount of unpaid work including volunteering and care that is vital to small communities.

Goldfields-Esperance Workforce Development Plan a collaborative effort

Workforce development has been identified as critical to the region's future and consequently a region-wide strategy to address the challenges and capabilities on opportunities in the area has been prepared. The Goldfields-Esperance Workforce Development Plan 2013-2016 (the Plan) is a joint industry, community and government initiative to build, attract, and retain a skilled workforce to meet the economic needs of the Goldfields-Esperance region.

The Plan recognises a number of constraints, including lower education participation, retention and achievement outcomes, the need for more education, training and employment pathways for students and mature age residents returning to work, and the need for a broader range of housing and childcare services to improve workforce attraction and participation. **The Plan identifies a range of priority actions to address these issues:**

These are currently being implemented and monitored by the Department of Training and Workforce Development and Goldfields-Esperance Workforce Development Alliance, which includes representation from industry groups, local governments and relevant government agencies.

Aboriginal participation and education is also emphasised in the Plan. This objective is supported by the State Government's Aboriginal Economic Participation Strategy 2012 - 2016 and Training together - Working together. This Aboriginal workforce development strategy aims to increase the potential for Aboriginal people to participate in the State's economy, through effective workforce participation and the provision of equitable opportunities in education and training.

As these strategies conclude, there is a need to continue collaborative region-wide efforts and commitment to address and understand workforce needs and development.

Skills development and utilisation is an **important area of focus within the Goldfields-Esperance region**. The region's workforce requirements change rapidly during commodity cycles, which has implications for current and future businesses seeking staff. **Moreover, increased diversification in the region and changes in business practices and associated technology, require a workforce which is innovative and responsive to these changing needs.**

A large proportion of the workforce has **technical qualifications, primarily concentrated at the certificate III and IV level. In much of the region, the percentage of people with qualifications at this level is higher than for Western Australia as a whole. This is to be expected since this level of qualification is linked to the large number of people working in trades, technical and paraprofessional occupations. The proportion of people with qualifications at the diploma/advanced diploma, bachelors and higher degree levels is lower than the State average. Outside of Ravensthorpe, Esperance and Kalgoorlie-Boulder, the proportion of working age residents with these qualifications drops significantly.**

Overall, the rate of early school leavers is higher than the national average. Lower year 12 completion rates are more prevalent outside the major centres where, generally, schooling is only available to year 10 and the availability and access to quality education post year 10 is a challenge due to isolation and low population numbers in remote towns. Aboriginal residents are also less likely to have completed year 12 than other residents, in part due to access – especially in the Ngaanyatjarra Lands – and to multiple layers of disadvantage and complex social dynamics.

However, in Kalgoorlie-Boulder and Esperance higher levels of student aspiration and achievement are apparent, though not without concerns. A recent study showed that from 2011 through to 2014, 93% of students in the region who sought university entry received an offer compared to the State **average of 87%. The difficulty for regional students is evidenced by the 51% of students who defer, compared to the State historical average for deferment of around 20%⁷¹. There is a need to understand what is impacting on deferral rates in the region and what strategies and initiatives can be implemented to encourage further education such as increased and broader local further education options, as well as student support facilities and services.**

Overcoming skills challenges requires addressing factors impacting on the level of training participation by those in the workforce and those yet to enter the workforce. Within small communities, this requires greater access to innovative teaching mediums and collaboration between education providers and private sector organisations. This is already happening and resulting in greater educational participation by workers in the region. Pathway programs are also being supported which facilitates employment **outcomes. For trade qualifications the capacity of employers to place trainees and apprentices is critical. Changing the culture to embrace continued learning will be a major challenge for the region and currently is a key barrier, impacting on the pool of skilled workers available to businesses wanting to expand and move to the region.**



GEMIA volunteering to grow the workforce of the future

In 2008, a time of state-wide skill shortages and change, a small but innovative group of people in the Goldfields region was drawn together by interest and opportunity to address the challenge of both enriching learning and promoting employment in the mining industry. The solution was future focused and region based. Within one year the group, formalised as the Goldfields Education Mining Industry Alliance (GEMIA) Inc, had reached almost 1,000 youth and educators through person-to-person engagement, informative hands-on activities, a forum, a science and education-based festival, and school presentations. Positive knowledge based experiences were enabled by linking mining professionals and the education sector.

GEMIA's success is based on an interactive experience of learning which brings alive the knowledge and employment possibilities in areas such as geology, metallurgy, underground mining, occupational health and safety, the environment, maintenance, operations and administration. This is achieved by volunteers from the varied sector career options who contribute their time, skills and unique experience to the activities.

Highly regarded programs and events have been delivered to thousands of students and community members in the Goldfields-Esperance region since 2008. Interest from neighbouring regions, the Perth metropolitan region and the South West has seen GEMIA assist these likeminded innovators with information or events.

GEMIA activities:

- Dust Off a professional development opportunity for teachers; an immersion in the world of mining designed to assist familiarity, build enthusiasm, new ideas, connect maths and science in the curriculum to mining applications and establish a mining sector link. Teachers participate in mine site visits with talks by specialists as well as workshop sessions, resources and networking.
- Girls and Guys Exploring Mining Forum (GGEM) a full day resources career expo with approximately 200 students each year from all over the Goldfields Region. This unique introduction to mining career and lifestyle opportunities, initially targeting low participation of women in the resources sector, hosts inspiring speakers, hands-on activities, tours, workshops and career pathway information. The event has been extremely successful with around 76% of students on average, stating that their awareness and interest in science and related mining careers increased after attending this event.
- Science Rocks on the Road is an exciting program where industry volunteers take curriculum based activities to schools. Catering for every age group from Kindergarten to Year 12, students have the opportunity to learn from the experts in the area.
- The GEMIA School Program also provides speakers on related topics for schools.
- GEMIA Volunteers participate in local community events and festivals to lift awareness, knowledge and interest in general mathematics and science in the Goldfields-Esperance and neighbouring regions.
- Contributes to fantastic success stories such as the 2015 introduction by John Paul College, Kalgoorlie of university entry level (ATAR) Earth and Environmental Science thanks to the interest raised and funding coordinated by GEMIA members.

Entrepreneurship and Innovation

The Goldfields-Esperance region is considered a significant generator of innovation. The region's mining sector in particular supports research and development in the region in both the private sector and through the Western Australian School of Mines. This is most notably reflected by the number of patents held within the City of Kalgoorlie-Boulder per capita compared to the nation, many of which are for drilling and exploration technologies, with the region as a whole considered to have a high number of patents per capita as shown in Table 3, page 37.

The agricultural sector is also an important industry at the forefront of innovation in its field. Locally applied and developed research in land use management, first instigated in the 1960s, is well regarded across the globe. The sector is also at the forefront of adopting digital technologies to support operational productivity and quarantine, though there are significant impediments around access to reliable mobile communications.



Technology enhancing agricultural innovation

Regional-based farmers are at the forefront of embracing new and emerging technologies and developing practical innovations to accelerate agricultural production and land management practices.

One local company, Precision Agronomics Australia (PAA) based in Esperance, offer a number of innovative services to the agricultural industry across Western Australia, including drone services to map vegetation, weed coverage and trial sites as well as data collection and processing services that can be used to identify and manage soil variability and improve productivity.

It is critical to continue to support innovation in the Goldfields-Esperance region. Innovation is a key ingredient in an economy's ability to increase the standard of living for a region's residents. Innovation can result in the introduction of new or better goods and services and is manifest in adopting new technologies and processes that increase productivity or lower costs. On a more macro-level, innovation is evident in an economy that is adaptable and that can readily move resources from lower value-added activities to higher value-added activities. Innovative economies improve economic well-being because residents earn more and have a higher standard of living.

In a recent study of innovation in regional areas, the most commonly identified critical factors for innovation include access to new technology, information and finance, the importance of strong business and political leadership, regional infrastructure (physical and virtual infrastructure), and access to skills and expertise. Meanwhile, common barriers to innovation identified included a lack of access to funding, cost, a shortage of skills, a lack of access to knowledge or technology, and government regulations and compliance. The most helpful mechanisms identified for supporting innovation included:

- Networking;
- State/Federal innovation initiatives;
- Innovation grants;
- Education and training schemes and support services; and
- Higher education/research and development (R&D) centre collaboration.

6.2 Sustainable Communities

Sustainability is the capacity to endure. A sustainable community is one that has diversity and resilience. It does not rely on one industry alone but leverages from the economy's mix of industries, quality of human capital, its natural assets and comparative advantage to become competitive. Sustainable communities are inclusive, accessible, healthy and safe with access to a range of employment, housing, cultural, educational and recreational opportunities. In essence, a sustainable community is a place where people want to live and work, now and into the future – a core aim of all communities within the Goldfields-Esperance region.

Area of Focus	Indicator	GE	Nation	Scorecard
Economic Fundamentals and Sustainability	Local Businesses	67.0	89.9	Poor
	Business Turnover	\$41,053	\$36,678	Good
	Long Term Unemployment	3.8%	4.0%	Good
	Youth Unemployment	9.3%	12.3%	Good
	Economic Diversification Rating	0.30	0.56	Poor
	Welfare Dependence	16.4%	23.1%	Good
	Senior Dependency Ratio	11.1%	21.2%	Good
Education, Health and Community Services Access	Major Services Presence Rating	25.0	9.3	Good
	Allied Health Services Employment	6.6%	11.0%	Poor
	GP Services Per Capita	3.3	5.4	Poor
	Adult Health Risks	59.4%	55.5%	Poor
	Developmentally Vulnerable Children	21.1%	24.3%	Good
	Local Government Discretionary Expenditure	\$1,133	\$616	Good
	Distance to Primary Education Services	203km	24km	Poor
	Distance to Secondary Education Services	76km	23km	Poor
	Adults in Higher Education Learning	4.5%	21.5%	Poor

Table 5 Sustainable Communities Assessment Scorecard

The objectives of sustainable communities can be grouped under three key areas:

Economic fundamentals and sustainability

Education, health and community services access

Water, waste and energy infrastructure capacity

Economic sustainability

The Goldfields-Esperance region has a strong economic base in the minerals sector which has sustained high wages and low unemployment, especially youth unemployment as shown in Table 4. The economy is however linked heavily to the fortunes of commodity prices set on the international stage and has low levels of economic diversification. According to the Hachmann economic diversification index, the Shires of Coolgardie, Laverton and Leonora are considered to be most heavily reliant on one industry⁷³. The inland urban hub of Kalgoorlie-Boulder is notable for the level of diversification in recent times, characterised by increases in professional and personal service sectors, though it remains a mining service hub and is therefore linked to the fortunes of employment in adjacent towns. Esperance is the only region with comparable levels of diversification across the nation. In addition to mining, the Shires of Esperance and Ravensthorpe benefit from the local agriculture sector which is relatively stable year-to-year despite varying rainfall patterns and commodity prices.

**The Shire of Esperance
is the only region with
levels of diversification
comparable to the nation**

Relying heavily on one industry to support an economy can heighten risk in terms of impact to communities and quality of life for residents if a downturn in that sector occurs and it is not managed well. For example, the impact of fluctuating prices can cause considerable impact on new investments and existing operations; this has been experienced in recent times as gold and nickel prices have declined. The employment and other economic impacts of mining in the region are not just those that come directly from the mine development and operation. Businesses that supply services to mining companies, including drilling, surveying, environmental management, construction, transport, human resources and training are also vulnerable. The lack of diversity also results in considerable changes in residential populations which impacts on local service provision in small communities.

The export potential of industries is also important since it increases the extent to which Goldfields-Esperance businesses (and thus residents) can benefit from economic growth outside of the region. The top five industries in terms of export potential

across Australia are; information media and telecommunications, mining, wholesale trade, manufacturing and professional services. Within the region, there are limited media and telecommunications, wholesale trade and professional services businesses. However, there is considerable mining and mining-related manufacturing servicing customers in the wider region and globe.

Initiatives aimed at expanding access to markets are required to assist local business diversification, and ultimately resilience. This includes the physical infrastructure to connect business and residents to other regions and the services to encourage new businesses to develop and existing businesses to support local downstream opportunities.

Education, health and community services access

Access to education has improved over the last few decades. Kalgoorlie-Boulder in particular has a notable provision of post-school education facilities. The Curtin University West Australian School of Mines (WASM), established at the turn of the century, is the primary provider of tertiary education in the region. The Goldfields Institute of Technology, with campuses in Kalgoorlie-Boulder and Esperance, also offers tertiary education through a range of vocational and training courses.

Opportunities to expand higher education and training options would assist in retaining young people and increasing education attainment levels across the region.

A recent study shows that a clear demand gap exists across the region for courses in health, education, science and technology, arts and commerce. The study found that potentially 150-200 full-time equivalent students could choose to study at local centres across the region⁷⁴. The demand for tertiary education is also evidenced by a strong mature market undertaking Open University qualifications and increasing demand for Goldfields Institute of Technology Certificate IV and other courses. The same recent survey indicated that 61% of mature age respondents would like to study at a tertiary level in the Goldfields-Esperance region. This presents opportunities for the expansion of local course through existing or new campuses.

Government school facilities are generally located within the larger towns and communities in the Goldfields-Esperance region. Additionally, private schooling is available in some of the region's larger towns. Schools in all Goldfields-Esperance communities generally have some capacity to provide schooling up to Year 12, although



West Australian School of Mines here to stay

In a jacaranda lined street, one block away from the famous Hannan Street in Kalgoorlie-Boulder, the West Australian School of Mines is testament to the region's rich history.

Following the discovery of gold at Coolgardie and Kalgoorlie, people flocked in their thousands to this part of the State. With the difficulty of treating refractory ores and the prospect of underground mining becoming a reality, there was an urgent need for a facility to train and educate people in mining related fields of study.

Initially set up at Coolgardie in a building erected for the International Mining and Industrial Exhibition of 1899, the School moved to Kalgoorlie in 1902. It was founded as a tertiary school specialising in subjects directly related to the Western Australian mining industry and was primarily funded from independent sources. In 1969 the Department of Mines transferred management of WASM to the Western Australian Institute of Technology (WAIT), which later became Curtin University.

The Western Australian School of Mines (WASM) has earned a reputation for excellence in mining education, research and industry service, both locally and internationally. Graduates work all over

the world and are highly regarded for their expertise and knowledge. WASM is one of only three national university schools that are endorsed by the Minerals Council of Australia as a preferred national provider of mining engineering education through Mining Education Australia and of Minerals Tertiary Education through the Metallurgical Education Partnership (MEP).

WASM engineers have a place in global war history as tunnel experts in WW1. Today, now part of Curtin University, WASM graduates are still highly sought after by industry and consistently receive amongst the highest starting salaries of any graduates in Australia with virtually a 100% employment rate. WASM also has an exemplary research profile attracting post graduates from all over the world to provide local solutions to industry while completing qualifications and living in the region. WASM is currently expanding its facilities and student accommodation provision.

While all first year study must now be undertaken at the Bentley campus of Curtin University, some second and all further year study is available at the Kalgoorlie-Boulder campus as well as all post graduate study. The City of Kalgoorlie-Boulder is keen to ensure that the WA School of Mines remains here forever.



within some schools Year 8 to Year 12 are delivered by the School of Isolated and Distance Education. The Kalgoorlie-Boulder based School of the Air also broadcasts to students in more remote areas such as pastoral stations and Eyre Highway roadhouse communities.

A clear demand gap exists for the provision of tertiary courses across health, education, science, arts and commerce in the Goldfields-Esperance region

Whilst stakeholder feedback indicated that the standard of education is perceived to be at a reasonable level, standardised test results reveal that education outcomes are well below national averages. This is reinforced by a view that education in the metropolitan area is of a higher quality than Kalgoorlie-Boulder or Esperance. Further, in more regional and remote areas, educational resources are limited; it is considered that the larger regional towns offer greater choice than their communities. In order to improve education quality and access in regional areas, focus has historically been given to the quality of facilities and staff as well as broader strategies to improve student engagement and learning outcomes. Whilst this will remain a core focus going forward, improved digital technology is enabling new approaches such as greater collaboration between schools, staff and students and access to different learning methods. To take advantage of these advancements, schools require predictable and ongoing access to resources, supported by genuine community and industry engagement.

Similarly with health services, perceptions around the quality and range of health services available in the region have been identified as a challenge to attracting and retaining people in the region. It is also an inhibitor to attracting and retaining resident senior populations. The region has complex health needs, with generally poorer mental and physical health compared to Australian averages (see Table 5, page 54), and this is more prevalent in more remote areas with fewer services.

Kalgoorlie Hospital is the major regional hospital facility in the Goldfields-Esperance region. The hospital is a 131-bed inpatient facility, making it the largest regional public hospital in Western Australia. The hospital maintains a range of higher order capabilities and services including a mental health

inpatient unit, special care unit, dialysis unit, restorative care, maternity, disability services, Aboriginal health and radiography. Esperance Hospital is a district hospital offering a relatively diverse range of services and facilities. Several smaller district hospitals are located throughout the Goldfields-Esperance region, providing a range of health services to more localised populations. Recently announced funding has been granted for a new hospital in Laverton after years of community advocating. In addition, nursing posts operate at a number of other locations.

Hospital services are complemented by community and allied health services which are underprovided compared to Australian averages. Disability care availability is limited in small communities however the National Disability Scheme is expected to approximately treble the government funding available to provide services to help people who have a significant and permanent disability and who need assistance with every day activities. A key barrier is isolation, impacting on the viability and availability of specialists within remote communities.

The Royal Flying Doctor Service (RFDS) is also of significant importance to the Goldfields-Esperance region due to the vast distances between facilities. Within the region, the RFDS has aircraft, medical infrastructure and staff permanently based at Kalgoorlie-Boulder Airport.

In addition to the mainstream health services available, the Bega Gambaringu Health Service Aboriginal Corporation in Kalgoorlie-Boulder offers a range of health and medical services to the region's Aboriginal people.

The Department of Health has commenced the Southern Inland Health Initiative to dramatically improve medical resources and 24 hour emergency coverage within the Southern Inland catchment area, which includes areas within the Goldfields-Esperance region. This regional initiative is funded by Royalties for Regions and includes six streams:

- District Medical Workforce Investment Program;
- District Hospital and Health Services Investment Program;
- Primary Health Care Demonstration Program;
- Tele-health Investment;
- Residential Aged Care and Dementia Investment Program; and
- Small Hospital and Nursing Post Refurbishment Program.

Shared Health and Social Services Hub Leonora, Northern Goldfields

The Northern Goldfields Regional Office and Administration Centre (NGROAC) Project is a hallmark of collaboration between State and Local Government. Its purpose is to ensure access to critical Health and Social Services in the Northern Goldfields Region, and to create the opportunity to develop and grow services through a multi-purpose co-located Hub in an isolated region.

In the past, delivery of services to the Northern Goldfields Region has been hampered by the lack of suitable office accommodation. Visiting service providers have few, if any, options for suitable delivery of services in a professional, ethical and confidential environment. The development of the Northern Goldfields Regional Office and Administration Centre (NGROAC) will provide adequate office accommodation for delivery of visiting services and to house permanently based local services. It will also encourage agencies to expand their services into the Northern Goldfields communities and to permanently locate staff in the region, ensuring this regional hub continues to grow and thrive into the future.

This building will further provide a 'fit for purpose' facility for the expansion of essential government services such as Child Protection and Family Services. It will also house the relocated Leonora Community Resource Centre, managed by the Shire of Leonora, and enable it to expand its services.

The new building, is scheduled for completion in June 2016. The Hub will contribute to the sustainability of the Northern Goldfields communities by ensuring delivery of, and access to, ongoing Health and Social Services in a professional, ethical and effective environment.



Police and emergency services are also essential but the large region provides a major challenge to maintaining a high standard of service. Improvements to the mobility of on-ground police services, communications facilities, adequate staffing levels and retention of high standard personnel are required, however servicing large isolated areas has significant implications on response times and staffing levels.

Due to the size and isolation of communities, local governments are key providers and funding partners for many community services generally not provided for by metropolitan local governments. This presents challenges for local government revenue which is already constrained by the low rate base across many communities.

In addition to government, a wide range of regional community services are delivered by the not-for-profit sector in Goldfields-Esperance. A deeper understanding of the needs and gaps in services provided by the sector is required.

Western Desert Kidney Project delivering health services in remote communities

The Western Desert Kidney Health Project, conducted in the Western Desert region over a three year period, consisted of a multidisciplinary team of Aboriginal health, medical and community development workers and artists. Its aim was to reduce the prevalence of kidney disease and diabetes by 20 per cent in ten Indigenous communities representing six language groups. The project covered an area about the size of Victoria, populated by almost 4,000 people whose expected life-span was 17 years less than that of non-Aboriginal people. Contributing factors in this reduced life expectancy are kidney disease and diabetes.

The project's Chief Investigator was respected senior Wongutha woman Annette Stokes of the Kalgoorlie-based Rural Clinical School of Western Australia. "One of the communities the project visited was 700 km out in the desert, one of Australia's most isolated communities," Ms Stokes said. "More than anything people want to understand what is happening to their bodies so they can make real choices. As hunters, they understand anatomy and physiology – they just have to hear the message."

A pilot study in 2007 in Leonora, Laverton and Mt Margaret helped 25% of overweight community members to lose weight – and keep it off, as well as improving cholesterol levels, blood pressure and the other risk factors for early death.

Two six-tonne 'healthy lifestyle' four wheel drive trucks were designed and used to

transport the project team. One was a mobile clinic for early detection of disease and chronic disease management, health promotion and evaluation. The other truck transported artists and healthy lifestyle workers who educated the community members about kidney health.

Over the life of the project, which finished early in 2014, the team conducted close to 1,500 health assessments, detecting over 40% of people with signs of early kidney disease. At least 50% of people screened were overweight or showed signs of nutrition related diseases.

At the same time, close to 1,400 people actively participated in arts activities and 2,500 people attended events associated with the project. Sand animations and choirs proved very successful with participants. It is worthy to note that the Sand Animations are being used by 500 students at Latrobe University as part of a health promotion course. The Western Desert Kidney Health Project has become an arts in health ambassador for the Goldfields-Esperance region, winning national awards and with representatives speaking at national and international conferences.



Water, waste and energy infrastructure capacity

Water

The backbone of water supply to most of the region is the iconic and historic Goldfields and Agricultural Water Supply Scheme, - known also as the CY O'Connor pipeline, which supplies water to much of the region's population including the City of Kalgoorlie-Boulder, and the towns of Coolgardie, Kambalda and Norseman. The primary water source for this supply is surface water piped to the region from Mundaring Weir just east of Perth.

Although this scheme is more than 100 years old, ongoing maintenance and improvements allow it to continue to meet domestic and commercial customer demand. In the past decade, major improvements to the scheme have included the upgrading or replacement of eight major pumping stations, the construction of 400 million litres of additional water storage at Kalgoorlie-Boulder, and the refurbishment of approximately 15 kilometres of the pipeline every year.

Those areas that are not serviced by the CY O'Connor Pipeline, which includes most of the region, are generally reliant on locally sourced groundwater for their water supply. Many towns have declared public drinking water source areas and water source protection plans to assist in separating water sources from incompatible land uses.

Towns north of Esperance, including Salmon Gums and Grass Patch, are supplied from independent surface water sources, which are at the mercy of unpredictable rainfall. When adverse rainfall conditions occur, water is carted from nearby water schemes.

Water use is dominated by the mining sector, which accounts for some 90% of water scheme use. Most of this water comes from local saline or hyper saline aquifers. As stated earlier, the majority of potable water comes from the CY O'Connor Pipeline. In Esperance, Kambalda and Leonora, recycled water replaces about 370 million litres of water a year that would otherwise come from natural and climate dependent sources.

As the volume of water supplied is high per capita, a program of water efficiency projects to better manage water demand has been implemented. This includes the installation of 'smart meters' in Kalgoorlie-Boulder to help customers track their water use and extensive leak detection and repair, which aims to save 1.09 billion litres of water.

The availability of water to support population growth, industry, business and environmental



Figure 29 Towns serviced by Water Corporation, Goldfields-Esperance⁷⁵

needs is an issue for future development and land use within the region. Regional water planning therefore needs to be undertaken to ensure sustainable groundwater allocation planning, drinking water source protection and rural water.

Waste

Effective waste management is growing in importance as a regional issue given the commitment to sustainably manage both domestic and industrial waste across Western Australia, as well as plan future investment requirements due to the high capital costs of large-scale waste facilities. Local councils and Water Corporation are the core stakeholders in this sector, managing and disposing of liquid, solid, organic and hazardous waste. The City of Kalgoorlie-Boulder manages its sewer system which is the largest outside Water Corporation management in WA. At the forefront of water recycling, the City has been using treated effluent from the system since 1969 to water parks and gardens around Kalgoorlie-Boulder.

A regional strategic waste management plan encompassing the City of Kalgoorlie-Boulder and the shires of Coolgardie, Dundas and Esperance has been prepared to align with the state-wide waste management planning process. The management plan primarily facilitates waste infrastructure planning to ensure adequate provision for solid waste management and the required infrastructure. This includes transfer stations, resource recovery facilities, recycling processes, landfill and also planning for potential industrial expansion. A key constraint identified in the region is treated wastewater management in

Esperance, with existing capacity requiring expansion.

Whilst these services are critical to the functioning of communities, they can also provide significant economic diversification in regional areas.

The region's vast landscape has potential to host further nuclear waste facilities. The region is already home to Western Australia's only nuclear waste facility, with a national repository for low-level waste located at the Mt Walton facility in the Shire of Coolgardie. Nuclear waste management can involve treatment, conditioning, transportation, storage and disposal of all categories of radioactive wastes, including administrative, operational and safety-related activities. There are many issues relating to the potential expansion of nuclear waste management facilities that need to be explored further outside the scope of the Blueprint. Any such industry expansion would require the support of the local and regional communities. If communities are willing to explore this potential opportunity, the region could position itself to leverage from the expected global growth in nuclear power demand and generation.

Furthermore, there is opportunity to increase the uptake of comprehensive waste management in the mining and processing sectors. There are also opportunities for regional areas, such as Leonora and Coolgardie, to develop waste processing expertise that can service customers within and outside the region including the re-use of waste as a resource for products such as fertilisers.

Energy

A variety of electricity provision and generation arrangements exist within the **Goldfields-Esperance region**. The South West Interconnected System (SWIS) network provides electricity to Coolgardie, Kalgoorlie-Boulder, Kambalda, and Ravensthorpe. The towns of Laverton, Leonora, Menzies, Norseman, Esperance, Salmon Gums, Grass Patch, Condingup, Scaddan, Gibson and Hopetoun are provided with electricity by Horizon Power, supplied with electricity from stand-alone power stations fuelled by either diesel or natural gas.

There is a willingness to trial alternative **energy generation in the Goldfields-Esperance region**, including wind power on the South Coast, biomass in Ravensthorpe and solar **power in Kalgoorlie-Boulder**. The Goldfields-Esperance region has a long history of renewable energy generation. Esperance was home to **Australia's first wind farm at Salmon Beach** which commenced operations as a demonstration project in 1987. It comprised six (6), 60 kW wind driven generators and supplied up to 360 kW into the Esperance electricity grid over 13 years. In 1993, Western Power developed the Ten Mile Lagoon Wind

Farm – Australia's first commercial wind farm. Renewable energy in Esperance works in parallel with a gas turbine power station, which is privately owned and operated. Gas is supplied via a gas pipeline from Kambalda.

Hopetoun is serviced by a wind-diesel system comprising two wind turbines and a low-load diesel power station. The turbines are capable of supplying up to 40 per cent of Hopetoun's annual electricity requirement – this equates to approximately 700,000 litres of diesel fuel saved per annum.

Goldfields-Esperance has a long history of early adoption of renewable technology.

Looking forward, advancements in storage technology are likely to be disruptive to traditional energy delivery models. Improved reliability of renewable energy and storage technology enables energy production to occur in the most remote areas of the region and overcomes challenges associated with infrastructure requirements. However, there are several challenges for renewable energy production, including⁷⁸:

- Relatively high capital costs;
- New technology;
- Access to supporting expertise;
- Lack of storage capacity; and
- Policy uncertainty.

A key challenge for the region going forward will be ensuring an adequate supply of power for future population and industrial growth. Mining is expected to continue to grow as continued exploration brings about new prospects and potential for further developments, however any potential **project will need sufficient power and as such planning is required to ensure that a sustainable power supply is available.**

Renewable energy reducing emissions and costs

For the Goldfields-Esperance region renewable energy is not just about protecting the environment. With abundant natural resources in sun, wind, and waves, and most of the region remote from the South West Interconnected System (SWIS), expanded **renewable energy is viewed as a cost efficient, reliable energy source, critical for economic development and quality lifestyle.**

The City of Kalgoorlie-Boulder is enthusiastic in embracing solar energy and features solar systems on a number of buildings including **the community centre, council offices, the Oasis Recreation Centre and the waste-water treatment plant**. Utilising solar power on just these four structures saves 584,000 units of electricity per year and reduces CO₂ emissions by over 440 tonnes per year. The City's energy costs are also reduced.

With a commitment to sustainability the City has installed a solar photo voltaic system and a solar thermal system on the Oasis roof, and an underground source heat pump system – saving money and reducing CO₂ emissions by over 500 tonnes a year. The Australian Government's Community Energy

Efficiency Program assisted with funding for this alternative energy project.

A number of resource industry organisations, community and government departments throughout the region access solar and wind energy to assist in their operations. For instance, the Department of Agriculture applies a hybrid system to its border checkpoint in Eucla on the Eyre Highway. Meeting the energy needs of remote areas with alternative and natural sources of energy from Esperance, to Eucla, to the Ngaanyatjarra Lands will be the way forward **for energising the Goldfields-Esperance of the future**, with a recent report indicating eleven energy proposals under consideration.

6.3 Connectivity

Access and connection with global markets is critical to the growth of business, employment, incomes and the broader economy. Trade within the State, nation and around the world is the most effective way for a region to exploit its comparative advantages and competitiveness to generate prosperity for local residents.

Access to markets comprises both physical access, including through efficient transport infrastructure, as well as business relationships and networks with trading partners, clients and labour. Improving access to markets broadens trade, allows competitive industries to grow and can increase the availability of goods and services. The level of connectivity of the region can be grouped across three areas:

- Digital connectivity;
- Movement of people; and
- Freight infrastructure access and capacity.

Digital connectivity

Across vast and isolated areas, such as the Goldfields-Esperance region, telecommunications infrastructure performs a vital role in keeping the region connected. However, as Table 6 illustrates, the region has low utilisation of digital communication technology.

Telecommunications services for households and businesses in the region are generally of a lower standard than elsewhere in the State. This is in part due to poor access; universal access to high speed broadband is lacking; broadband access is problematic away from the major towns, with slower and less reliable satellite broadband often the only alternative. Combined with low levels of mobile coverage, at approximately 33% of the region, the lack of digital infrastructure has translated into low business and community take-up. As an example rural farmers have access to digital apps and software to improve processes, but don't have reliable access.

An area in the north of the region is partly covered by fibre-optic services which were developed to support nickel operations in Leinster. Tele-health services are already benefiting from this investment and helping to deliver specialist services in a more timely fashion.

The lack of appropriate mobile telecommunications infrastructure is however a core challenge and barrier to the economic and social development of the Goldfields-Esperance region. Mobile digital infrastructure is therefore a major avenue to overcoming these challenges. It would also enable local businesses and households to access broader markets and services, including different education and health, not available in the region.

Area of Focus	Indicator	GE	Nation	Scorecard
Digital Connectivity	Broadband Access Rating	4.9	5.4	Poor
	Mobile Coverage	33.0%	80.0%	Poor
	Quality of Mobile Internet Access	2.4	3.1	Poor
	Household Internet Connectivity	76.7%	79.0%	Poor
	Employment in Technology Related Industries	3.5%	8.5%	Poor
Movement of People	Overseas Born Residents	29.7%	30.2%	Average
	Population Turnover	70.1%	46.2%	Good
	Average Distance to Commercial Airport	34.5km	79.7km	Good
	Airport RPT Usage (per capita)	5.0	6.3	Poor
Freight Infrastructure Access and Capacity	Average Distance to Port	288km	141.6km	Poor
	Port Throughput Per Capita	259.5 mts	52.5 mts	Good
	Major Roads Access	15.6km	19.4km	Good
	Average Distance to Nearest Rail Station	29.8km	35.6km	Good

Table 6 Connectivity Assessment Scorecard

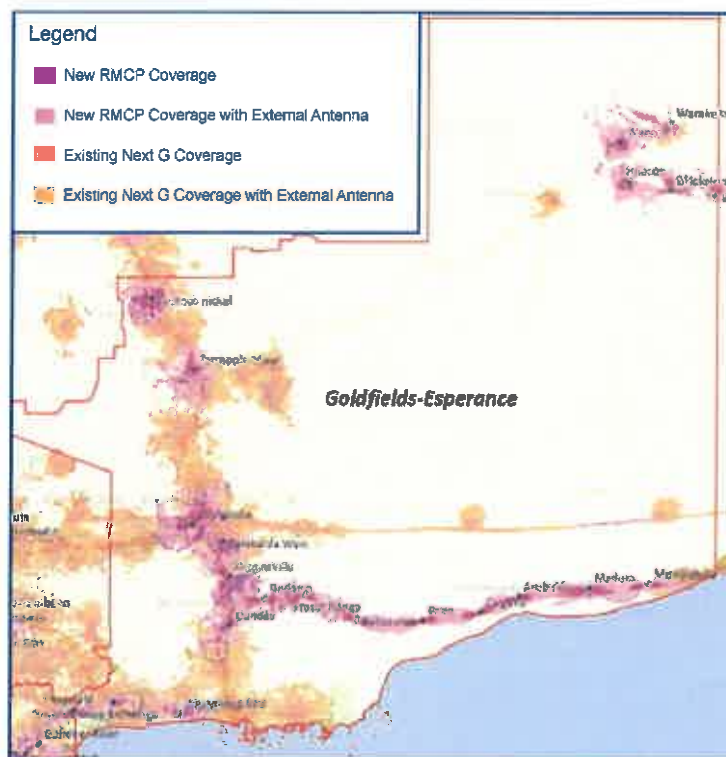


Figure 30 Mobile coverage, Goldfields-Esperance⁷⁷

Projects currently proposed to deliver **significant improvements to the standard** of telecommunications infrastructure in the region include the Regional Mobile Communications Project (RMCP) aimed at improving mobile coverage across small communities and strategic areas in regional Western Australia. The Ngaanyatjarra Lands are listed as one of the highest priority areas for the project, with the remainder of the **Goldfields-Esperance region identified as the next highest priority. Nonetheless, a significant** number of areas still do not have access to reliable wireless telecommunications and are not within the current planning horizon of telecommunication providers.

Movement of people

As Table 6 illustrates, the region is well serviced by transport connections, which are imperative in remote and isolated regions, as they enable access to customers and services based outside and within a region.

The Goldfields-Esperance region is serviced by a number of regional and inter-regional public transport routes operated by Trans WA. These services provide important public transport connections between towns in the **region and beyond. The Eastern Goldfields** railway is used for passenger transport, carrying around 132,000 passengers each year. The Prospector passenger service links Kalgoorlie-Boulder and Perth, with a journey time of around seven hours which is limited by rail infrastructure capacity and freight train gridlocks. In addition, the **Indian Pacific transnational passenger service stops** at Kalgoorlie-Boulder once each week. At present, Kalgoorlie-Boulder is the only centre in the region with regular timetabled intra-city public transport services and is currently **served by three Trans Goldfields bus routes.** Numerous school bus services operate within the region, providing transport for children travelling to and from school, particularly those living in rural areas. In remote locations, particularly the region's north, as well as small and remote communities there is an inadequate public transport. The lack of regular transport services also impacts on the ability of tourists to access areas of interest and tourism services.

The Goldfields-Esperance region is well serviced by airports. The region's main regional airports are located at Kalgoorlie-Boulder and Esperance, with interstate flights generally routed through Perth. Within the **region, regular passenger flights to and from** Perth also service Leonora, Laverton, Leinster, Kambalda and Ravensthorpe. Numerous

larger mining companies operate private sealed airstrips and a number of charter operators based at Kalgoorlie-Boulder service the smaller, more remote mining operations.

A range of community, business and industry needs are serviced through aviation **infrastructure, from the provision of fly-in fly-out workforces through to the Royal Flying Doctor Service.** Accordingly, such infrastructure is vital to support economic activity in the region; the future development of the region's economy may require further **development and diversification of aviation** infrastructure and services.

Key challenges for aviation services in the region are cost and access to more destinations, particularly more regular services to eastern Australia. Opportunities **to lessen flight route regulations are** considered an important area of focus to encourage competition along aviation routes. Overcoming these challenges will also enable further air freight opportunities for perishable products.

Freight infrastructure access and capacity

From an economic perspective, inter-regional links are vital to ensure strong connectivity between the region and other markets, and to **allow efficient movement of goods and people into and out of the region. Notably, Goldfields-Esperance is the first port of call for road and** rail freight coming into WA from the eastern states, which positions the region as a 'hub' of intra and interstate network links.

Esperance Port is the only regional port facility in the region. It is a deep water facility capable of handling Cape size vessels up to 200,000 tonnes. Notably, its catchment **extends beyond the boundaries of Goldfields-Esperance** as the facility also services economic activity in the Wheatbelt region.

In 2013/14, it achieved a record 14.1 million tonnes of total export trade of which the top three were iron ore (80.0%), wheat (9.2%) and barley (6.1%)⁷⁶. Imports generally comprise only a small proportion of the port's total trade, with petroleum and fertilisers being the main products imported.

Over the past decade, growth of iron ore production in the region, has driven growth in export trade through Esperance Port. This has been the catalyst for recent expansion at the port, which has included the creation of a third berth and additional on-site storage.

The Goldfields-Esperance region's primary road network services an extensive area and

provides a number of important inter-regional and interstate connections. The Great Eastern Highway is the principal interstate road link.

The road network is supplemented by the region's rail network. Kalgoorlie-Boulder is the junction of the Trans-Australian east-west railway and the rail line from Leonora **in the northern Goldfields to the port town of Esperance. The Eastern Goldfields Railway is** the main freight link into the State. This railway carries approximately 80% of all freight carried from the eastern states to Western Australia⁷⁹. Haulage on the region's north-south rail line, which connects the northern **Goldfields to Esperance Port, is predominantly** bulk freight.

One of the major proposals for the region is the PortLink project. The new and upgraded regional road and rail infrastructure, proposed as part of the PortLink project, has the potential to link the ports of Fremantle, Esperance, Port Hedland, Geraldton and the proposed port of Oakajee with the rich mineral resource areas of the State's hinterland. The project analysis is also considering development of an intermodal freight logistics hub in Kalgoorlie-Boulder which will provide better connection to the eastern states and the State's North-West.

PortLink

PortLink Inland Freight Corridor Concept

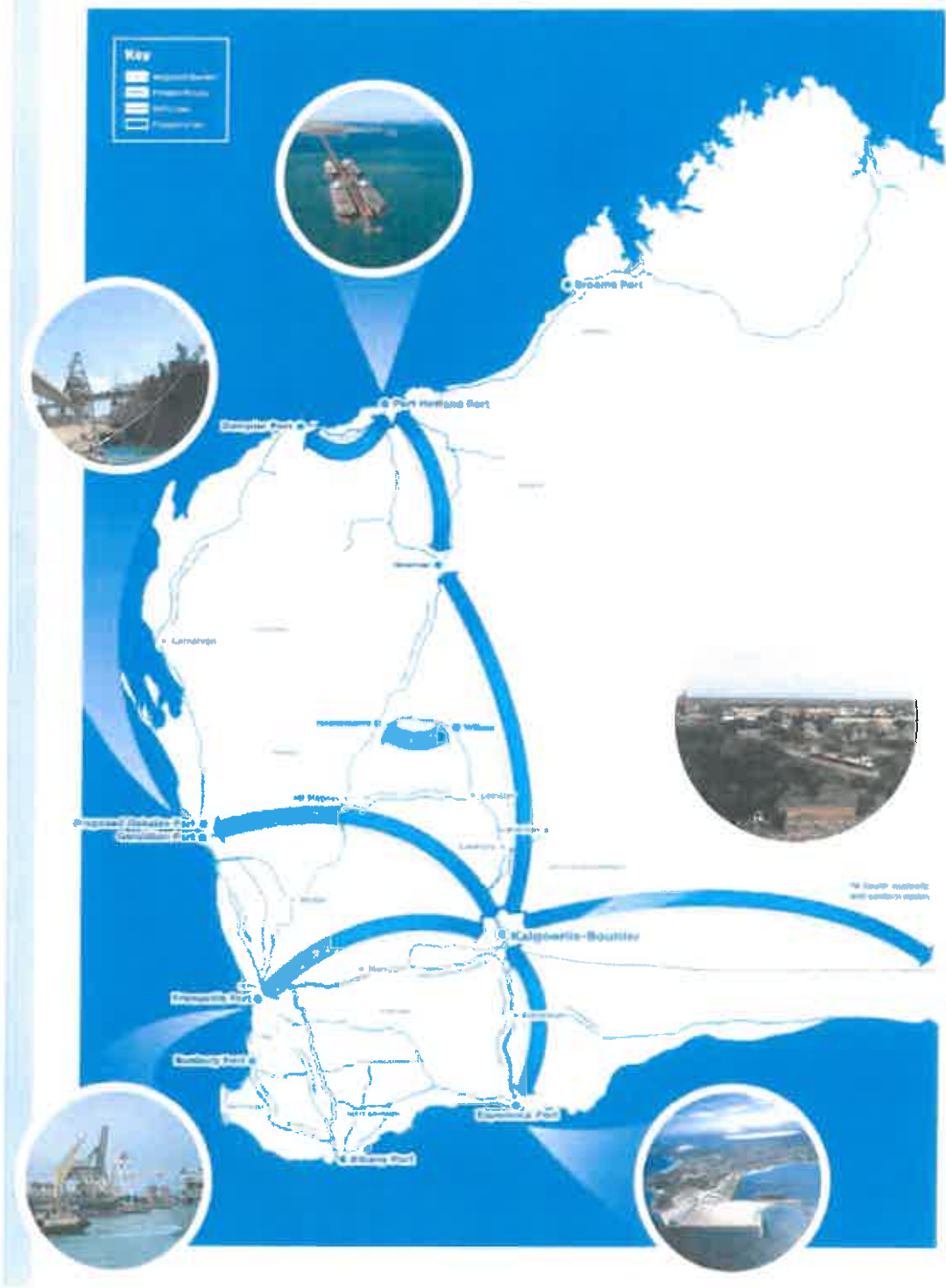


Figure 31 PortLink Concept

6.4 Business Competitiveness

Countries, regions, communities and organisations must become more competitive if they are to maintain their economic position and respond to challenges such as perceived productivity gaps, competition for mobile investment, rapid adoption of new technology and electronic commerce.

A competitive region is one that can attract and maintain successful and maintain or increase standards of living for the region's

inhabitants. This means that skilled labour and investment will gravitate away from uncompetitive regions towards more competitive ones.

The following table provides a summary of the Goldfields-Esperance region's competitive strengths and limiting factors, based on the five forces Porter's Diamond Model of Competitive Advantage. The Diamond Model represents a form of economic SWOT analysis.

Table 7 Business Competitiveness Summary

	Advantages	Challenges
Factor Conditions	<ul style="list-style-type: none"> • Port infrastructure – presence of deep water port in Esperance and associated rail and road links • Airports – regular services to major towns compared to comparable regional areas • Road and rail freight infrastructure – major freight routes to East Coast, Port of Esperance and Perth • Southern ocean – key asset for commercial seafood production, tourism and lifestyle amenity • Mineral deposits – abundance of economic mineral deposits • Natural assets – unique and extensive parks and wildlife • Land availability – expansive geography and underutilised land • Favourable climate – favourable climate and amenity supports retiree and lifestyle migration 	<ul style="list-style-type: none"> • Skills deficit – below average education levels • Digital connectivity – access to quality digital telecommunications services • Inbound freight – lack of inbound container freight • Water and wastewater capacity – future capacity constraints • Land access – limited ability to expand commercial and housing land in areas with established mining leases • Energy infrastructure – limited access to affordable energy in remote locations
Demand Conditions	<ul style="list-style-type: none"> • Population growth – moderate population growth in major urban centres • Access to growing markets – infrastructure access and physical proximity to Asia • National and international organisation presence – strong presence of large corporations and associated expenditure • Interstate visitation – access to interstate visitors • Resident purchasing power – high incomes and wages 	<ul style="list-style-type: none"> • Critical mass – size of local markets • Population retention – low levels of population retention, especially during youth, mature family and retiree stages of household lifecycle • Volatility – cyclical and project based economies • Lack of economic diversity – limited employment and economic opportunities outside primary and population servicing industries
Related and Supporting Industries	<ul style="list-style-type: none"> • Established value chains – primary sectors serviced by established support firms and businesses • Mining education and research – quality local university and research capacity • Agriculture research and product development support – government support for agricultural development practices • Unique amenity and lifestyle – amenity and lifestyle supports population growth at larger centres • Civic and volunteer activity – high levels of civic participation and volunteering, with generally welcoming social networks 	<ul style="list-style-type: none"> • Local community and professional services – limited local services provision in small towns and communities frequency of specialist services • Labour availability – reliance on imported skills and labour from other regions • Critical mass – lack of critical mass affects ability of business and industry to form larger value chains • Government centralisation – centralisation of State Government services

Table 7 Business Competitiveness Summary

	Advantages	Challenges
Firm Strategy, Structure and Rivalry	<ul style="list-style-type: none"> • Collaborative agriculture practices – collaboration in terms of marketing, price negotiations, logistics and research and development • Regional centres – Esperance and Kalgoorlie-Boulder act as major suppliers of professional, retail and social services 	<ul style="list-style-type: none"> • Critical mass – a lack of population size in townships can lead to less price competition • Isolation – isolation from densely populated centres adds to cost and business retention pressures
Innovation	<ul style="list-style-type: none"> • Mining university – local research and development support through WASM • Agriculture innovation – recognised area of technological innovation due to market and demographic challenges and progressive attitudes of local growers • Major sector technology use – Strong reliance on machinery, equipment and technology in major sectors • Natural energy sources – established wind and solar power alternative energy generation 	<ul style="list-style-type: none"> • Telecommunications technology – limited high speed and mobile connectivity • Isolation – distances involved for innovators to come together and collaborate • Local research and development presence – underrepresented research and development professionals • Local technology firms – few technology-related local businesses



6.5 Regional Comparative Advantages and Assets

The growth and development of Goldfields-Esperance will be driven by leveraging off regional advantages and strengths. The assessments in the subsequent section revealed numerous notable regional assets and comparative advantages. Core comparative advantages and assets have been summarised in the section below.

Primary industry innovation

The established presence of major activity focussed around mining and agriculture supports high levels of innovation and expenditure on downstream and upstream supply chains. The presence of multi-billion dollar resource activity naturally generates the development of flow-on opportunities through demand for goods and services, maintenance and operation capacity and down-stream processing. Downstream activities utilise extraction by-products. This activity is complemented by the presence of the renowned Western Australian School of Mines and a \$2 billion/year mining services industry which services the region and other parts of the State.

The local agricultural sector's land use management expertise and early adoption of technologies and processes to improve productivity, supports agri-food and professional services, with opportunities for expanded local equipment manufacturing.

Isolation

At more than three times the size of Victoria, isolation is a double-edged sword for the Goldfields-Esperance region. It creates numerous challenges around service delivery and business market access, however, it is an enduring attribute of the region which has been fundamental to population migration decisions as well as business ventures. Numerous industries benefit from isolation in the region, such as tourism and waste management.

Natural resources and assets

A range of regional advantages come from the region's unique natural assets spanning:

- Mineral wealth across gold, nickel, iron ore, uranium and rare earth metals;
- Natural energy sources, including proven wind and solar energy;
- World-renowned natural landscapes and biodiversity; and
- Coastal assets.

Culture and heritage

The region's rich history, culture and heritage is founded on a legacy of thousands of years of Aboriginal culture, European exploration and the influences of early mining, agricultural and pastoral industries. This legacy has left a unique mark on the region's people, towns and landscapes. It presents wide-ranging opportunities from tourism, to world-renowned art galleries, and heritage expertise.

Strategic location

The region marks the gateway between the eastern states, Perth and the rest of Western Australia, with key road, rail and coastline links. This strategic physical location provides local business with access to customers and markets outside of Goldfields-Esperance.

Logistics infrastructure and market access

The Goldfields-Esperance region enjoys strong access to markets and is a globally recognised export hub. This includes physical access through ports and airports, as well as business relationships and networks including trading partners, clients and labour. Its position within the same time zone as growing Asian markets enable ease of business communication and trade.

6.6 Core Challenges to Growth and Development

In order to leverage off the region's strengths and unlock economic and social development opportunities, the region's residents, businesses and government stakeholders need to identify and overcome a range of challenges and barriers. Core challenges have been identified within the previous sections.

Equity of opportunity

The communities across the region have varying levels of service quality and access to education, employment and business opportunity. Larger urban centres offer greater opportunities for health, education, recreation and community services compared to remote towns and Aboriginal communities. The region has a significant Aboriginal population living in diverse locations across the region with variable levels of access to opportunity due to a range of factors. There are differences between education, employment and health outcomes for Aboriginal and non-Aboriginal residents, which varies across the region depending on location and availability, or lack of services.

Isolation

Isolation, both within the region and from large urban areas, is a common challenge. It adds costs to households and businesses – particularly for items which have to be imported or for services to small communities. Isolation, hand in hand, with population critical mass impact on the viability of improving service and infrastructure provision.

Population retention and attraction

Population retention continues to be a challenge. Many young adults and teenagers tend to leave the Goldfields-Esperance region seeking education and training, employment or adventure elsewhere. Many aged residents leave the region to access required health services they need. The loss of workers and aged residents has important implications on skills availability and community service provision.

Boom and bust cycle

The region is heavily linked to global commodity prices with the result that the local economy can be subject to 'boom and bust' cycles. This has particular implications on the sustainability of towns linked to one key employer, whereby populations fluctuate and unemployment rises and falls considerably. This key attribute of the region can undermine public and private sector investment, especially investments which require a large degree of planning and future certainty such as utilities.

Skills requirements

The diversity of skills and experience in the region is a fundamental input to economic activity and crucial to regional competitiveness and resilience. There are a number of constraints, including relatively lower education participation, retention and achievement outcomes, and the need for more education, higher education, training and employment pathways.

Land use conflicts

Expanding opportunities within the region will either directly or indirectly require access to land. It is a fundamental input to deliver affordable housing, commercial opportunities, recreational space and community services. It is also a core challenge within many of the region's communities. In particular, expansion of urban and commercial land is limited by a mix of government held unallocated crown land, natural reserves and mining leases held on land surrounding these centres. This impacts on pastoral and agricultural expansion as well.

Digital readiness

The region is characterised by low levels of technological readiness, partly due to limited access to digital connection and comparatively poor mobile coverage. Digital readiness also includes utilisation of digital technologies, which is below national averages in the region. This impacts on the **ability of the region to capture the benefits** of changing digital technologies, which can potentially have a profound positive impact on life in isolated regions.

Primary production costs

The region's core industries are challenged by a number of barriers which may impact on further expansion, including:

- Increasing depth and geological complexity of new deposits;
- Declining ore grades;
- Higher processing costs for several commodities;
- General capital and operating cost pressures resulting from cost inflation 2005 – 2012;
- Access to sustainable and affordable energy sources; and
- Access and cost of fertilisers and water.



7.0 Regional Vision and Goals



7.1 Priority Framework

The Blueprint challenges stakeholders, residents and businesses to create a path to a preferred future for the Goldfields-Esperance region. This explicit shift in focus from 'where we are heading' to 'where we want to be' is a theme throughout the Blueprint and shifts away from traditional 'business as usual' planning.

In order to direct regional stakeholders and guide the required effort, the Blueprint includes the following priority framework components:

- **Vision:** A range of desires, objectives and challenges identified in the Blueprint form the basis for an overarching vision for the region to 2050 and beyond, with a range of supporting aims (or 'aspirations'). This provides the focus for the region and allows for projects and initiatives to be assessed not only in terms of their relevance to the region's future growth, but in their contribution to addressing critical issues and priorities for local industries, businesses, communities and households. This will assist the efficient allocation of scarce resources. Alignment behind this single regional vision is necessary to direct and guide the required effort of regional stakeholders to achieve the desired outcomes.
- **Priorities:** Building on the regional vision, the Blueprint provides clear priorities which represent the primary levers that will underpin the achievement of the vision and realisation of the full potential of the region and its communities. These priorities enable, add value and diversify the region's economy and communities. These also represent those areas of the region's economy and communities where public and private investment should be focussed in order to make the vision a reality.
- **Strategies:** Strategies represent 'how' the vision, priorities and outcomes can be achieved. These strategies are to be implemented by government, industry and community sectors in order to achieve the transformation required to realise the vision.
- **Outcomes:** For each priority, there is a set of regional outcomes. They provide an important context for each priority as well as targets that can be assessed and monitored.



Figure 32 Priority Identification Process

Individual investments or developments are not identified in this Blueprint; instead the Blueprint provides a framework for identifying and profiling higher level opportunities. Individual actions and projects will be identified as part of the implementation phase as this optimises the flexibility, and therefore longevity, of the Blueprint.

7.2 Goldfields-Esperance @ 2050 and beyond

Reflecting the diverse challenges, comparative advantages and strengths of the Goldfields-Esperance region, the Blueprint is underpinned by the overarching vision for the region.



In 2050, the Goldfields-Esperance region will be recognised as:

- **Knowledge based** – with greater business sophistication, innovation, education, networking and partnership supported by the creation and growth of local businesses which export their services and products across the nation and internationally;
- **Globally connected** – where world class affordable logistics for existing and emerging industry and digital infrastructure and technology have expanded global trade of services, creative industries and professional expertise;
- **Economically diverse and resilient** – with growth in the core industries complemented by supporting and emerging industries and a capable and innovative small business sector, leading to the retention and attraction of professionals to live, work and/or study in the region;
- **Inclusive** – where the region's residents and businesses have been at the forefront of initiatives that have ensured equal opportunity, with enhanced opportunities enabling residents to reach their potential as an integral part of the region's development; valuing and strengthening the region's culture and society;
- **Sustainable and renewable** – where the region's unique natural assets area is valued, alternative energy sources are exploited and waste and soil management are optimised; and
- **World renowned** – where the region is globally recognised for its major industries, products, services, tourism assets and business expertise, including early adoption of new and emerging technology, and is considered an attractive destination in which to live, work and do business.

Imagine Goldfields-Esperance @ 2050

The Goldfields-Esperance region has fostered the region's skills and innovative business capacity, based not only on knowledge and expertise of the agriculture and mining industries, but also to develop new industries that service customers across the nation and globe. The region provides international leadership in attracting people and investment from around the world to drive its strong and diverse economy.

The region takes full advantage of its unique natural assets, rich cultural heritage, strategic location and access to growing international markets. A globally recognised tourism brand and destination has been developed with the best of cultural and heritage expertise and international arts and cultural events in communities across the region. The region recognises our Aboriginal people and values their contribution to the cultural, social and economic development of our communities.

Kalgoorlie-Boulder's world class mining services; research and education facilities

drive technological breakthroughs that support local and international mining operations. The region is a sophisticated business hub for young entrepreneurs and innovators; investing in 'home grown' employees and attracting talent from across the globe. The inland city offers lifestyle and services comparable with major cities across Australia, as well as a diversified employment base with an ever growing professional services capacity.

Remote towns in the Northern Goldfields have locally-based workforces and mining service capacity supported by tourism and new industries such as waste management, supporting stable population growth. The Land's vast and rich mineral deposits are providing remote and Aboriginal communities with new economic and social opportunities and delivering outcomes for all.

The Esperance region is a centre of excellence for agricultural produce and services, recognised for an array of quality and high **value food and fishing products, exported** to growing markets around the world. Land use management and agri-service expertise, based in and across the region, supports food production around the world, which is increasingly challenged by land degradation and environmental change.

Our natural environment is recognised for its **spectacular biodiversity and magnificent eco-tourism** treasures such as the Great Western Woodlands. Natural resources are utilised to trial and develop renewable technologies that have created opportunities, once considered too remote or costly to develop and have secured affordable and reliable energy supplies to our regional centres, remote communities and mining operations.

The Goldfields-Esperance region has tackled a range of challenges associated with the size of the region through the development of high speed transport services, broadening trade and enabling competitive industries to grow by embracing digital technology.

Improvements in digital infrastructure and expertise, support a thriving professional services capacity across the region with many people choosing to live here and work virtually around the globe. The development of vibrant, healthy and educated communities showcases the best of the region's strong knowledge-based economy connected to arts, culture, recreation and lifestyle. People participate actively in education, employment and recreation across the region, driven by a strong commitment to inclusiveness and the delivery of high quality services for all.



7.3 Growth Scenarios

The Goldfields-Esperance region has been characterised by periods of rapid population growth, interspersed by periods of stagnation and occasionally decline. This has mirrored the dynamics of the mining sector, reflecting the fact that employment-based migration has been a primary driver of regional population growth.

Under a model of 'business as usual' (the medium scenario) the Goldfields-Esperance region's population is likely to increase moderately due to population ageing, with interspersed periods of low and high mining sector migration. However, with effective growth planning and investment, the region is capable of experiencing greater levels of population growth (the high scenario) that would provide a range of benefits for the Goldfields-Esperance region, such as:

- Improved viability of community facilities and services;
- Increased size and diversity of the local labour force and skills base;
- Increased markets for local retailers and businesses;
- Improved vibrancy of urban settlements; and
- Increased resilience to cyclical fluctuations.

The Blueprint strategies aim to increase the region's population by 26,000 persons by 2050 to bring the population to 87,000. This is in line with the high scenario population growth projected by the Western Australian Planning Commission (WAPC) and requires an increase in the population growth rate to an average of 1.0% per annum over the next 35 years. This is in excess of the 0.7% per annum growth rate achieved over the last two decades.

Reaching this figure will be dependent on the region's ability to create approximately 13,000 jobs and promote lifestyle opportunities across the region. The Blueprint details a range of priorities and strategies aimed at expanding employment opportunities in excess of business as usual to reach and exceed this target. A 41.8% increase in the region's population over the next 35 years will also require increased provision of community and government services such as emergency services, health and education professionals, schools and hospitals as well as housing and commercial property. Additionally, the region will need to support population migration and retention through a range of initiatives such as aged care facilities and services, tax incentives, migration policies and the decentralisation of government services.

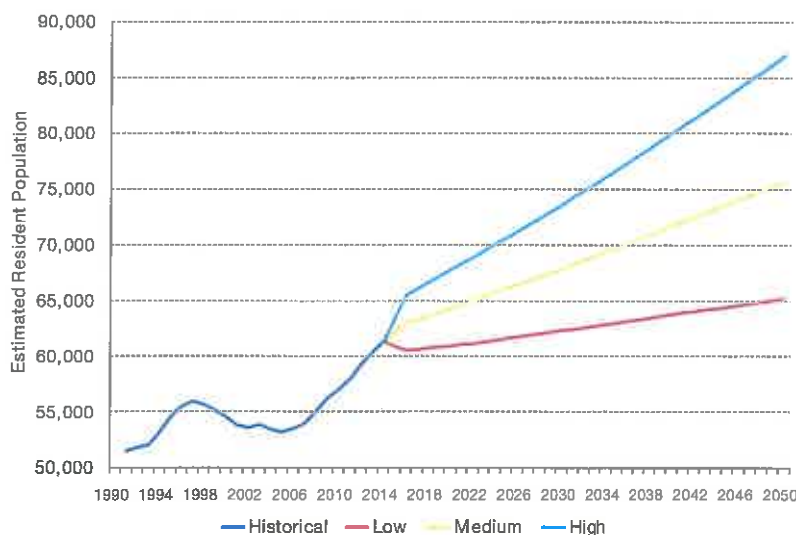


Figure 33 Projected Population Scenarios, Goldfields-Esperance



8.0 Regional Priorities



Six regional priorities have been identified as central to the future economic and social development of the Goldfields-Esperance region

8.1 Approaches to Development

Shifting the Goldfields-Esperance region's population and economic growth from "business as usual" towards a more preferred future, requires a range of initiatives that create new jobs within the existing primary industries and within supporting, emerging and new industries. It will also require the continued development of enabling infrastructure and services to support sustainable economic and social development and population growth. This comprehensive and integrated approach can be classified into three different streams to development:

- Enabling infrastructure and services;
- Primary industry development and value add; and
- Industry diversification.

These three streams to growth and development require different levels of intervention from government and stakeholders, but also provide different scales of benefits and impacts. Enabling investments is the most passive option. This is critical to de-constrain business investment and community development, but does not necessarily directly generate substantial new activity and benefits. In contrast, diversification actions have the largest impact, supporting the creation and development of new industries and sectors. However, to foster such action requires significant upfront investment and intervention.

8.2 Regional Priorities

The regional analysis and discussion of regional influences led to identification of the region's comparative advantages and assets and the emerging opportunities that build on these, as well as a number of regional challenges and their implications for growth. Through this process, core areas of focus have been identified and form six regional priorities which are central to the future economic and social development of the Goldfields-Esperance region.



Figure 34 Approaches to Development



Figure 35 Regional Priorities

These priorities are not an exhaustive list of the broader economic opportunities of the region over the next 35 years. Instead, they reflect core areas of focus where efforts and action from stakeholders would likely result in the greatest transformational effect and achievement of the vision for Goldfields-Esperance region.

Market access infrastructure
 and services

GOAL

Market access infrastructure, comprising both physical access through efficient transport infrastructure as well as digital access, supports regional and international trade and tourism

The ability of businesses and industry to access national and global markets is recognised as critical to driving regional prosperity. Having access to markets allows a region to focus economic investment and activity on those sectors where it has a comparative advantage, allowing local businesses and industry to compete in an increasingly competitive global market. Market access also brings with it connections to the latest technologies, processes and thinking from around the world, with businesses able to draw upon new technologies and innovations, driving productivity and profitability.

For the Goldfields-Esperance region, key transport infrastructure hubs such as airports, rail, major road corridors and Esperance Port are essential to the region's export capacity. At a minimum, growing and expanding this capacity for primary industry exports is needed to support the growth of the economy. However, this export capacity must be supported by an extensive and comprehensive intra and inter-regional freight transport network to allow industry to transport their goods to global markets in an affordable and timely manner.

Additionally, export infrastructure capacity needs to be diversified, allowing for container movements. This will not only provide mining, construction and agricultural industries with direct access to global machinery and equipment producers but allow value added manufacturing in the region to be expanded and further opportunity to import a range of inputs and supplies.

Market access also includes connections between local businesses and customers. This is particularly relevant to local tourism operators which are reliant on supporting infrastructure. The region's strategic location as a gateway to the eastern states presents unique and significant opportunities for local operators, supported by infrastructure, to

encourage more visitors and increase their stay in the region.

In addition to transport infrastructure, the distance of many Goldfields-Esperance communities, from major capital cities, means that digital information and communications technology have the potential to provide significant benefits to the economy. The digital economy has the potential to drive innovation and productivity in existing industries, promote and encourage greater levels of collaboration and cross-sectoral integration, foster new industries and businesses to help diversify the economy and provide essential services and information in innovative ways, particularly to remote communities.

Fostering the digital economy in the region will require investment in enabling communications technologies and infrastructure, strong business and community take up of the technology and effective strategies to optimise use of communications technology to promote economic integration between industries, research and development, innovation and service based exports. The uptake of digital technologies is crucial to the competitiveness of the region's businesses. Both of these industries are already well connected with digital technology where infrastructure allows this to occur.

Key Issues

- Need to address disincentives to settle and invest
- Traditionally high cost of infrastructure (including whole of life costs) due to size of region and sparse population in many areas
- Comprehensive infrastructure investment challenge - isolation from major capital cities, relatively large number of rural and remote communities including Aboriginal communities, plus mining and agricultural activity makes comprehensive infrastructure investment challenging
- Unreliable broadband connection and speeds in many parts of the region
- Poor mobile phone coverage in many parts of the region
- Disparity in levels of community and business skills and capabilities across areas of the digital economy and technology (advanced in some industries and low in others)
- Urban infrastructure headwork costs are prohibitive
- Cultural tourism is a significant area of potential economic and social development
- Costs of business development and business start up
- Distances between centres and towns
- Digital age offers significant opportunities to address issues of distance and realising untapped economic potential
- Isolation offers both challenges as well as opportunities in an ever-increasing crowded world

Potential Benefits of Achieving Goal

- Strengthen economic and social development
- Better infrastructure and services planning
- Local business development and economic diversification as a result of broadened trade and increased business turnover
- Increased economic diversification, particularly in the development of creative, knowledge and professional services
- Accelerate private sector investment in tourism, mining and other export businesses
- Increased tourist visitor numbers, length of stay and expenditure in the region
- Greater awareness in the region's national and global markets and its assets and opportunities
- Increased industry and business productivity
- Improved linkages between industry, education and research sectors
- Improved regional economic competitiveness
- Widening the employment market for regional residents
- Improved access to a greater pool of employees for local businesses
- Address issues associated with distance from services that are particularly acute for some communities
- Greater ability to optimise regional competitive advantages and assets

Population services and facilities

GOAL

Vibrant, healthy, safe, cohesive and educated communities that showcase the best of the region's arts, culture, recreation and lifestyle are underpinned by quality and accessible local and regional services and facilities

A critical mass of residents increases the viability and sustainability of a range of services and facilities, and optimises the size and skills mix of the regional workforce. To maintain a critical mass, current residents must be retained and new residents must be attracted to the region.

Attracting and retaining new residents can also enhance the cohesiveness of the **Goldfields-Esperance communities**. The region is characterised by a strong population **flow of people in and out of the region**, with many migrants, seasonal workers and FIFO workers travelling into the region for regular employment or for a period of time before

moving elsewhere. It is unrealistic to expect people to stay in the region for their whole **lifetime but slowing down the flow or turnover** of population in the region, with incentives, programs and services to attract and retain residents, can help to improve community cohesion and community "buy-in".

The Goldfields-Esperance region possesses a diverse range of high amenity residential locations. This is supported by an existing network of communities, cultural and lifestyle facilities and services. This amenity and lifestyle must be supported in order to facilitate the economic contribution of new residents to the economy. Cost of living must also be affordable, including both essential (power, water, and housing) and lifestyle (retail, education, health) services.

Greater effort must be afforded to defining the unique residential offering that the region has and then promoting this offering to national and global markets. This must include effective branding and marketing of the region and its communities.

Whilst the local provision of services will be the main priority, the region must take advantage of alternative service delivery models using advanced digital technology such as tele-health and remote education.

This will require supporting facilities and services to assist in the community take-up of new technologies and service-delivery models. New service delivery methods have the potential to overcome the barriers of isolation and remoteness which characterises **many parts of the Goldfields-Esperance region**.

Key Issues

- Lack of understanding or appreciation by service providers of the issues associated with isolation and distance
- Large average distance between major centres and towns
- Waste management including costs of processing and storage
- Differences in Aboriginal and non-Aboriginal health, education and employment outcomes
- Concentration of senior secondary schooling and tertiary health and education services in key regional centres
- Availability of suitable housing stock for wide ranging and changing housing needs of the community
- Perceptions of the quality and suitability of key services
- **Difficulty in retaining aged population facing health issues**
- The increased centralisation and cost-cutting of providers is reducing the accessibility to services, including key services
- Reduced attractiveness for youth to stay in the region – pull to larger metropolitan centres
- Access to land around urban settlements which is quarantined for mining

Potential Benefits of Achieving Goal

- Population growth and retention of families and residents
- Enabling people to age in their communities
- Timely, targeted and tailored service delivery and equitable service provision
- Good quality housing stock that provides a range of suitable housing options
- Increased social and civic engagement and participation
- Greater economic development potential through enhanced human capital
- Retaining and attracting youth within communities
- Better social cohesion and improved quality of life
- Increased pool of employees for local industries
- Whole of life cost savings through improved health, education and employment outcomes
- Support for living remotely
- Improvements in remote community access to health, education and other essential services
- Improved services and amenity supporting increased visitation and longer stays

Food production and agricultural services



Agricultural production and services, particularly crops and livestock, are a primary industry in the Goldfields-Esperance region. The expansive land area of the region, coupled with the combination of inland and coastal environments, has long made the region attractive for agriculture, pastoral and fishing industries. The region is additionally recognised globally for its land management expertise.

Growing global demand for food, in response to rapid population growth and the emergence of a significant middle class in Asia, is expected to drive demand for quality

Australian produce. This includes protein-based foods (such as beef) and coarse grains (such as wheat), plus a wide range of niche horticultural and seafood products.

This demand is expected to grow at a time when global food production will potentially become more volatile and uncertain. The increased urbanisation of the developing world, greater competition for scarce water supplies and the overarching implications of climate change are expected to see food production come under pressure. However, for regions able to adapt and respond to climate change, such a circumstance presents a significant long-term opportunity.

The region must diversify production to address challenges associated with global commodity price downturns and weather events. This includes the production of new crops and horticultural products, as well as land-based and ocean-based fishing.

Key to the successful production of fishing and aquaculture products is a pristine natural environmental. The south coast of Western Australia is recognised internationally as a high quality marine environment, with minimal pollutants and strong biosecurity integrity. This has long supported an established wild capture seafood industry. However, quotas

and other resource management processes have led to structural declines in many fishing and seafood sectors. Capturing investment in aquaculture is therefore critical to leverage the Goldfields-Esperance's natural comparative advantage in seafood production. In both cases, successful aquaculture production requires significant investment. Foreign investment is particularly important as overseas producers not only bring with them the necessary financial capacity, but also the technical expertise and access to global markets.

Additionally, opportunities exist for Goldfields-Esperance producers to value add to base agricultural produce. This value adding can include physical manufacturing and food processing as well as softer value adding such as regional branding, marketing and promotions.

Key Issues	Potential Benefits of Achieving Goal
<ul style="list-style-type: none"> Increasing the diversity of production is constrained by land tenure agreements and mining leases Need for regional branding and marketing Regulatory constraints on agricultural production and expansion Cost of transport, particularly for more rural and remote parts of the region Uncertainty on Native Title impacts investment decisions in the sector No inbound container freight for the direct import of critical machinery, equipment and supplies Competition with mining sector for port capacity and access Need for better coordination and collaboration to support agriculture Inconsistent rainfall in parts of the region Managing soil, land and water catchment quality (issues such as salinity) that impact on productivity and off farm catchment health Managing invasive weeds and feral animals that can devastate industries and add significant costs to production Long-term sustainability uncertain due to climate and environmental change Managing biosecurity risks particularly at borders and ports Long term access to agricultural inputs such as lime Aquaculture fisheries generally require high levels of capital investment 	<ul style="list-style-type: none"> Expanding agricultural services strengthens the supply chain and knowledge based economy Conversely innovative knowledge-based research assists the expansion of current and emerging agricultural services and is potentially marketable globally Regional branding sells regional attributes and supports local producers Marketing will assist the sustainability of the agriculture industry Increased levels of exports and local business revenue Increased early adoption of new technology and services including increased piloting new technology and agricultural practices within the region Potential increase in local research and development Increased economic diversification, particularly in the export of new products which have differing environmental drivers Diversification of local skills base and employment opportunities Increased food production Positive recreational fishing profile High level of biosecurity in the region that is leveraged for marketing and branding the region globally. Increased quality of land and increased land supply Available and secure supply of agricultural equipment and inputs

Energy and Industrial Technology



The Goldfields-Esperance Region has access to diverse renewable and sustainable energy assets; has a history of early adoption of alternative and renewable technologies and is characterised by two major industries/ consumers of energy, machinery and equipment. The region has the opportunity to develop expertise across the growing alternative energy and bespoke industrial technology and equipment sectors.

The size and locality of the region offers almost limitless solar, wind, biomass and ocean/tidal energy assets which have the

potential to generate significant energy.

The development of these local renewable energy resources can assist in improving the diversity and security of energy supplies in the region; the more self-sufficient the Goldfields-Esperance region can be in terms of power production, the less susceptible and vulnerable it is to global and national prices. This will require a critical mass of regional renewable energy production, along with supporting infrastructure.

The region also has the opportunity to improve the accessibility and security of energy access to major regional and to remote communities, leveraging off improvements in power storage. Decentralised and local energy production can assist to improve the quality of life of residents living in remote parts of the region, including Aboriginal communities and remote mining and agricultural operations.

Manufacturing is currently undergoing a transformation. The shift away from traditional capital-intensive manufacturing methods to technological and digital processes is changing how consumer goods are produced. Emerging technologies such as additive printing are making local parts and equipment manufacturing, and customised, tailored fabrication viable again. Similarly, digital design processes are allowing manufacturers

to access the latest in designs at affordable prices, drawing upon expertise from around the world.

Within the Goldfields-Esperance region, the established presence of major activity focussed around mining and agriculture supports high levels of innovation and expenditure on downstream and upstream supply chains. However, currently much of the required equipment for mining and agriculture is imported into the region, either from other parts of Australia or, more likely other parts of the world. Leveraging the supply chain opportunities presented by these two industries, the region has the opportunity to develop a niche, innovative, technologically capable machinery and equipment manufacturing and maintenance sector.

Once established, this sector should be encouraged to explore global export opportunities. Areas of expertise (such as equipment for mining and processing) should be identified and leveraged to establish a point of difference for the region's manufacturers. This competitiveness should be promoted across global markets, leveraging the expertise and capabilities gained servicing local industries.

Key Issues	Potential Benefits of Achieving Goal
<ul style="list-style-type: none"> • High cost of energy in rural and remote centres • Increasing cost of energy impacting on viability of regional business and industry • Strong global competition in machinery and equipment manufacturing, servicing mining and agricultural sectors • Capital intensive nature of operations • Complex procurement requirements of major mining operations impacts ability of small businesses to be integrated into supply chains • Technology development can address issues of isolation and distance • Relatively high labour costs, particularly in key trades and occupations, due to competition with mining operations • Short and long-term uncertainty on Government support for renewables sector • Competition for land from agricultural and mining operations • Technologically complex processes requiring highly technical skills • Limited buy-in from mining operations • Technology development can assist in industrial land development 	<ul style="list-style-type: none"> • Diversification of local educational and technological skills base and employment opportunities • Opportunity to build on the region as a globally recognised centre for innovation, knowledge and technical expertise in two core industries • Increased export income • Increased economic development opportunities • More cost effective agriculture and mining inputs • Reduced dependence on current energy infrastructure • Reduced emissions • Potential for economic diversification • Enabling more remote mining operations • Reduced energy costs and improved reliability in remote areas

Innovation and Knowledge Economy

GOAL

A diverse economy characterised by knowledge-intensive industries, small business creation, an education and training system linked with business, research and the adoption of advanced information technologies

The Goldfields-Esperance economy is already characterised by a range of knowledge intensive industries. Education figures prominently in regional employment profiles, with the region home to school and post-school education options (including the Western Australian School of Mines (WASM) and the Goldfields Institute of Technology). In addition the mining and agricultural sectors in the region are recognised for their technological intensity, research, development and innovation.

Opportunity exists to build upon this base to drive the development of a true knowledge economy in the region. The knowledge economy does not rely on natural resources and raw materials. Instead, it leverages the skills and capabilities of the region's population and combines this with new and emerging technologies, to support research and development, drive new innovations and

develop new products and services. This transition to a knowledge economy represents the natural evolution of maturing economies.

Knowledge-intensive industries can include a wide range of professional and creative services, ranging from medical and health research, tertiary education and training, research and development, engineering, marketing, finance and communications services, advanced manufacturing, to information technology and cultural activities. People working in knowledge based activities are often able to transition between industries and careers as circumstances change. They can also have long careers, presenting opportunities for older workers to continue to actively participate in the economy including after traditional retirement age.

This focus on knowledge and information, will not only help to diversify the Goldfields-Esperance economy and reduce its cyclical and seasonal volatility, but will also help to improve the productivity and competitiveness of core mining and agricultural sectors. For example, the regional agriculture sector is currently at the forefront of adopting new land use management practices and digital technologies to improve yields and productivity. Similarly, the region is already recognised for developing and commercialising new drilling and exploration technologies for the mining sector.

Transitioning to a knowledge economy requires building on the region's existing post-school education capacity and building stronger, and more streamlined connections between industry and the education sector.

The region needs leverage post-school education capacity to create a mining centre of excellence that positions the region at the forefront of new technologies, attracting skilled personnel and businesses from around the globe.

Similarly, the benefits of the knowledge economy can be reflected in how traditional sectors of the economy do business. E-commerce, cloud computing, crowd sourcing and other new and emerging business tools are fundamentally changing how businesses find customers, engage with clients and deliver goods and services. Successful adoption of new technologies by business, and the development of the skills and capabilities to use them, can also help to improve linkages between the Goldfields-Esperance and regions and countries around the world. With these linkages, comes new ideas, new approaches and new ways of thinking, which can underpin a wave of innovation and growth.

A robust, dynamic and innovative knowledge Goldfields-Esperance economy requires a highly skilled workforce, enabling telecommunications infrastructure, broader industry-oriented education and training programs, applied research and development, the adoption of new and emerging technologies and strong business, community and political leadership. But more than anything, a knowledge economy needs a culture of innovation and entrepreneurship, with a dynamic and collaborative small business community and international good and service exports.



Key Issues	Potential Benefits of Achieving Goal
<ul style="list-style-type: none"> • Comparatively low levels of research undertaken locally • Low ICT workforce and technology firms • Unreliable access to high speed digital infrastructure in parts of the region • Below average utilisation of digital technologies • Limited access to diverse tertiary education options • Below average education participation, retention and outcomes • Comparatively high rate of existing and new small businesses • Volatility of global commodity prices impacts on the sustainability of the mining industry and related local supply chains • Leveraging the international reputation and advanced technology of the mining industry and other business capabilities to develop research, services and innovation across new or emerging industries • Shifting the cultural identity of the region to represent the people of the region and emerging industries in addition to strong mining and agricultural heritage • Need for greater inter-sector collaboration to bring about increased levels of innovation • Processes to access economically demonstrated resources are increasingly challenging • High processing costs • Water and energy critical economic development issues affecting industries and communities • Access to reliable and affordable energy to support mining and other industries • Regulations on new mine establishment • Build on and leverage off the success and capacity of the Western Australian School of Mining (WASM) and other tertiary education providers including the Rural Clinical School of WA (UWA) 	<ul style="list-style-type: none"> • Attraction of global organisations and investment • Attraction of highly skilled workers who wish to live and work in the region • Export of innovative services supporting local business revenue • Increased students and researchers attracted to live in the region • Development of new technologies and manufacturing opportunities • Reduced economic volatility • Cross industry development of water and energy knowledge and infrastructure creates economic development • Higher incomes for skilled local people/employees • Improved regional investment risk profile • Improved mining and agricultural sector productivity • Improved post-school education and training options and transitions • Use of the Western Australian School of Mining (WASM) and the Rural Clinical School of WA (UWA) to attract international researchers, academics, students and families to settle in the region • Innovative land management and development of new land-based industries including food production • Mine rehabilitation and land management (weed and feral animal control) offering potential revenue and employment options for remote communities • Raised profile of the region and its international reputation through knowledge based events • Increased business sophistication • Improved technical ability to access remote deposits and increase exports • Resource and knowledge sharing creates economic development • Increased reputation as an innovation region



Tourism and Visitation

GOAL

Tourism and visitation leverages off road and rail traffic as well as cruise ship capable port infrastructure and airports to support more visitation to the region's natural, cultural and heritage tourism assets and unique local events

The Goldfields-Esperance region is strategically located between Perth and eastern Australia through the Eyre Highway and Outback Way. With the increased mobility of people, goods and services, the region's location has the potential to be leveraged as a comparative advantage, particularly in terms of tourism.

In the first instance, this passing traffic should be captured in the region as at the very least short-stay overnight visitors. This will help to support the development of a truly integrated tourism sector in Goldfields-Esperance, leveraging the environmental, cultural and historical assets of the region.

This needs to be supplemented by quality tourist accommodation to provide visitors with choice.

The region possesses incomparable natural assets across an environmentally diverse region; realising the latent potential of these assets represents a major opportunity. Key attractions such as the Great Western Woodlands need to be supported by quality tourism services and products as well as targeted marketing.

Once established as a desirable traveller/tourism market, this profile can then be leveraged to directly attract more visitors to the region. This will require a strong and robust state, national and global profile, as well as unique tourism attractions and assets targeting key market segments.

This could also include the cruise ship market, through the Esperance deep water port, which continues to experience rapid growth. The region has the potential to capture this growth by offering a unique lifestyle and cultural experience to domestic and international visitors, with higher expenditure and longer lengths of stay.

Key Issues

- Lack of State-wide focus on tourism in the Goldfields-Esperance region
- Under optimisation of the rich and varied cultural heritage of the region
- Need to promote the region's emerging creative industries including internationally renowned artists living within the region
- Need to develop strong regional brand, profile and marketing strategy
- The quality of tourist accommodation for premium visitors is generally low and choice is limited
- Lack of consistent tourism products / package for the region
- Need to promote and leverage off key regional environmental assets such as the Great Western Woodlands
- Lack of coordinated support for development of tourism industry in the region
- Cost of flights to and from the region
- Need to tap into the cruise ship market to optimise local benefits and national and international marketing opportunities
- Understanding the requirements of target markets and associated product development

Potential Benefits of Achieving Goal

- Increased visitor numbers, longer stays, and more tourism expenditure within the region supporting jobs growth and investment
- Increased service population supports improved amenities improvements across the region
- Increased economic development and sustainability through diversification
- Diversification of economies and employment opportunities that provide a counter-cyclical balance to primary industry activity
- Increased economic development and employment opportunities for rural / remote communities
- A renowned national and international tourism profile
- Increasing the recognition and value of environmental assets as major visitation attractors to the region
- Increased facilities and amenities also to assist in attracting and retaining residents

8.3 Key Strategies

Priority	Strategies	Key Stakeholders
Market Access Infrastructure and Services	<ul style="list-style-type: none"> • Improve access to and capacity of export infrastructure to support mature and emerging industries • Investigate options for public investment funding in infrastructure to support primary and emerging industries • Advocate for public investment in infrastructure that de-risks resource development • Seal key outback tourism roads including the Outback Way • Scope high speed transport infrastructure requirements to broaden trade and enable new and competitive industries to grow, including passenger rail • Enable region-wide access to digital technologies • Develop a digital action plan to: <ul style="list-style-type: none"> • Promote the economic and social benefits of the digital economy • Improve business support services, developing digital capacity and literacy • Attract investment in technologies and services • Provide business support services to improve digital capacity and literacy • Identify the infrastructure required to support increased tourism and visitation • Work with Aboriginal people in remote communities to improve access to, and increase participation in, unique tourism experiences • Investigate public/private financing options to support infrastructure development • Investigate urban infrastructure financing arrangements to reduce or remove upfront costs of headworks associated with development 	<ul style="list-style-type: none"> • Department of Transport • Department of Commerce • Department of Planning • Department of Lands • Department of Parks and Wildlife • Tourism WA • Remote Aboriginal Communities • Local government • Commonwealth Government • Southern Ports Authority – Esperance • Chambers of Commerce and Industry • Tourism associations
Population Services and Facilities	<ul style="list-style-type: none"> • Scope and develop social infrastructure services and facilities that meet needs of an isolated region • Deliver a range of appropriate housing for all within the region • Support human capital development by: <ul style="list-style-type: none"> • increasing education and training options and improved access for all communities • providing clear pathways to tertiary and further education, training, apprenticeships and employment • Support the development of creative industries, arts and cultural enterprises and local and regional events • Support services that deliver improved mental health and wellbeing outcomes • Support services that enhance social cohesion and community volunteering • Ensure the availability of potable water and waste water services • Explore large-scale waste management services that service customers within and outside the region • Support the protection, enhancement and use of regional environmental assets 	<ul style="list-style-type: none"> • Department of Housing • Department of Training and Workforce Development • Department of Planning • Department of Water • Department of Health • Department of Education • Department of Aboriginal Affairs • Department of Culture and the Arts • LandCorp • Water Corporation • Horizon Power • Synergy • Disability Services Commission • Local Government • Not-for-profit and community housing and service providers

Priority	Strategies	Key Stakeholders
Food Production and Agriculture Services	<ul style="list-style-type: none"> Support agriculture industry development by: <ul style="list-style-type: none"> Expanding locally provided agricultural services and the export of these services through trade promotion and other activities Investigating opportunities for buyer events Identifying land within the region for major food processing precincts Marketing the region's producers around a regional brand of quality Coordination and collaboration between agricultural organisations, producer groups, government to capitalise on the strengths in agriculture Identifying and assessing water availability and options for production Facilitating land tenure reform to support pastoral businesses non-pastoral uses Support fishing industry development by: <ul style="list-style-type: none"> Identifying and assessing the viability and market of fishing and aquaculture product opportunities Designating an aquaculture zone in the region to streamline the approvals process for organisations wishing to become established in this industry Identify and develop services and facilities to support recreational fishing Establish multi-purpose processing facilities to support niche, high value processing Provide export and import assistance and facilitation to support local businesses Ensure the long term sustainability of the food production industry through measures to protect biosecurity and reduce invasive species 	<ul style="list-style-type: none"> Department of Agriculture and Food Department of Fisheries Department of Lands Department of Water Commonwealth government Local government Pastoral Land Board South East Premium Wheat Growers Association
Energy and Industrial Technology	<ul style="list-style-type: none"> Support technology development by: <ul style="list-style-type: none"> Identifying and assessing industrial land requirements Identifying and assessing renewable energy potential across a range of technologies and locations to support investment attraction Providing consistent and clear incentives to promote the adoption of renewable technology Reform land tenure arrangements to allow for on-site bio-fuel and alternative energy production to support existing pastoral and agriculture uses 	<ul style="list-style-type: none"> Department of Planning Department of Commerce Small Business Development Corporation Horizon Power Synergy Chambers of commerce and industry



Priority	Strategies	Key Stakeholders
Innovation and Knowledge Economy	<ul style="list-style-type: none"> Support the development of digital systems across sectors to optimise the benefits of 'big data' and information management Scope opportunities for the utilisation of advanced robotics and automation to support emerging industries, bring about new employment and enhance productivity Encourage the development of creative industries Improve coordination and collaboration in seeking access to higher levels of research and grant funding Increase the international profile of primary industry research and innovation Attract, develop and retain a steady flow of human capital in ICT, research and innovative industries Strengthen strategic alliances for research and development Support mining innovation, knowledge and human capital by strengthening the capacity of WASM and Goldfields Institute of Technology and their linkages to industry and other innovation system stakeholders Develop mine rehabilitation expertise Establish mining and agriculture centre of excellence advisory groups to identify initiatives to foster and coordinate innovation and collaboration Support the sharing of cross disciplinary science and knowledge Develop life-long learning enabled by multiple pathways and providers Promote venture businesses Develop business advisory, training and support services for increasing research and innovation capacity and collaboration, as well as innovation awareness Support new and emerging models for business and technology incubation 	<ul style="list-style-type: none"> Department of Agricultural and Food Department of Commerce Department of Mines and Petroleum Department of Training and Workforce Development Department of Culture and Arts Department of Premier and Cabinet Commonwealth Government City of Kalgoorlie-Boulder Chamber of Minerals and Energy SEPWA Private sector - business and industry Western Australian School of Mines (WASM) Private education and training providers and research organisations
Tourism and Visitation	<ul style="list-style-type: none"> Support tourism product development by: <ul style="list-style-type: none"> Branding and marketing the region's people and unique tourism offerings Identifying and assessing tourism product opportunities Developing cruise ship capable berthing facilities and appropriate disembarking services Improve access to the region's renowned artists and cultural heritage through the development of tourism trails and appropriate branding Encouraging the development of creative industries Support tourism infrastructure development by: <ul style="list-style-type: none"> Attracting investment in tourism services and facilities, in particular accommodation Improving the attractiveness of regional centres to support longer stays Supporting and developing Aboriginal tourism, art and cultural centres Seal key outback tourism roads including the Outback Way Identify the networking, marketing, product development and other 'soft' infrastructure required to support increased tourism and visitation 	<ul style="list-style-type: none"> Department of Parks and Wildlife Department of Culture and the Arts Department of Transport Tourism WA Tourism Australia Local government Tourism associations Tourism operators

9.0 Implementation and Monitoring Framework



Successful transformation of the Goldfields-Esperance region through the delivery of the Blueprint will require a comprehensive set of practical actions, initiatives and projects. Managing the coordinated delivery of these actions, and monitoring and measuring their impact on the region and their contribution to the realisation of the Blueprint's vision, requires a detailed implementation-focused delivery framework. Similarly, ensuring the Blueprint remains a living, flexible and highly responsive tool requires ongoing feedback, review and renewal. This overview details the important tasks as part of the Blueprint implementation.

9.1 Blueprint Implementation

Implementation actions

The Blueprint will be implemented through a partnership approach, building coalitions and leveraging expertise, knowledge and investment funding to ensure optimal outcomes are achieved for the region through targeted, well-planned and effective investment. This approach to implementation of the Blueprint will be comprised of a number of interrelated, coordinated, supportive actions broadly outlined below:

- **Investment Promotion** – including promoting and marketing of the Blueprint to stakeholders, engagement with financiers and leveraging investment, mobilisation of new investment, business case preparation, industry coordination and sector specific investment coordination;
- **Advocacy and Leadership** – including policy and process change advocacy, government policy input, planning and strategy implementation coordination, reform promotion and advocacy;
- **Facilitation and Enablement** – including delivery coalition and partnership formation, public-private partnership fostering, public funding leveraging public to attract and leverage private and community funding and promote knowledge and information about the region to inform decision making; and



Figure 36 Stakeholder Input

- **Governance and Regulation** – including monitoring, reviewing and assessing Blueprint implementation, stakeholder engagement, community engagement, regional governance and regulatory reform promotion and promoting coordination between all levels of Government.

Values to guide implementation

The Implementation of the Blueprint will be guided by a series of values. These values provide important context for the different approaches to economic and community development that must be adopted to implement the Blueprint. Critical values include:

- **Innovation** – seek new, novel and different solutions to the challenges facing the region in the future;
- **Leadership** – strive “to be in front” through a strong culture of leadership across government, business and the community;
- **Stakeholder Ownership** – the Blueprint is “owned” by community and industry, not government;
- **Ongoing Improvement** – the Blueprint is a “living document” which will be reviewed, renewed and revitalised on a continuous basis;
- **Informed Decision Making** – decisions made are based on a strong evidentiary foundation; and
- **Pro-active** – successful regional development requires identifying and capturing opportunities, rather than responding to changes in circumstances.

A collaborative approach to implementation

The Commission recognises that realising the Blueprint's vision for the region in 2050 will necessitate a long term commitment by all stakeholders. The Blueprint is not simply a strategy for government; it is a holistic economic and community development strategy that requires active buy-in and investment from all parts of the Goldfields-Esperance community. It aims to provide a forum to bring regional development stakeholders together around a common plan to for action or investment in a region.

All members of the Goldfields-Esperance community have an important role to play implementing the Blueprint. This will be achieved through collective and coordinated actions and investment in a broad range of projects that will stimulate, incentivise and facilitate the growth and development of the Goldfields-Esperance economy and community, for the benefit of local residents and businesses.

Alignment of objectives of stakeholders and close coordination between the tiers of government and public and private sectors is therefore critical to the effective implementation of the Blueprint. Specific stakeholders in the growth and development of the Goldfields-Esperance region that will play a role in the implementation of this Blueprint include those in the above diagram.

Only by working together, in a coordinated and concerted approach, can the Blueprint be successfully implemented and the vision and regional priorities of the Blueprint realised.

Need for stakeholder input and involvement

In light of this, the Commission considers stakeholder input and involvement in shaping the Blueprint's implementation strategy as critical to its success. Only when all stakeholders have ownership of the implementation of the Blueprint, can the full economic potential of the region be achieved. It is proposed that one or several 'implementation committees' could be established by the Commission to help identify and develop actions and initiatives under each of the regional priorities.

These committees would be comprised of stakeholders from industry and the community, allowing the implementation of the Blueprint to be tailored and targeted to the needs and requirements of the region. The Commission would play a supporting secretariat role, with ownership and responsibilities for the committee/s vesting with participating stakeholders. The Commission would also support the committee/s through advocacy of the Blueprint and associated priorities and initiatives.

Funding and financing Implementation

The Minister for Regional Development has advised that the Blueprints will provide direction for Royalties for Regions to support significant regional projects to improve and develop local infrastructure and services. Royalties for Regions provides significant opportunity, through partnerships with federal and State agencies and the private sector, to work collaboratively with regional and remote country communities for them to grow and develop.

However, government funding alone cannot realise the vision for the Goldfields-Esperance region outlined in the Blueprint. While Royalties for Regions funding has the potential to facilitate important enabling infrastructure, facilities and land release, the "heavy lifting" needed to generate jobs, high incomes and a dynamic economic and business community requires strong ongoing investment by the private sector. Only when investor, businesses and community groups invest in their own operations or in new and emerging commercial opportunities, can the vision for the Goldfields-Esperance region be realised.

There are a numbers of funding sources available which will have to be accessed in order to realise the Blueprint's vision and facilitate the implementation of key actions

and initiatives. The main funding sources to be targeted include:

- **Local and National Businesses** - the private business sector represents the principal source of funding for economic development in Australia. It is the investment by local and national businesses that creates high income employment opportunities for the workforce and value adding in the economy.
- **Foreign Investors** – the increasingly interconnected nature of the global economy means that foreign investment plays an increasingly important role in driving regional development in Australia. Attracting foreign investment not only secures for the Region significant new funds to support major projects, but also brings with it strong connections to key global markets and customers.
- **Federal Government** – The Federal Government is the major source of public sector infrastructure and service funding in the country. Additionally, major Federal Government agencies in areas such as defence, aviation, immigration, quarantine and human services, have operations across regional Australia supporting local employment and the quality of life of residents.
- **Community Groups** – the not-for-profit sector plays an increasingly prominent role in delivery of essential services to the community. Community organisations make important investments in a range of sectors such as aged care, health, disability, arts and culture, environmental protection and community housing.

These targets and measures will be tracked regularly and will provide the evidence necessary to guide the medium to long-term implementation of the Blueprint.

9.2 Monitoring and Reviewing Outcomes and Actions

Achieving outcomes

A series of indicative and achievable outcomes have been developed for the Blueprint to influence the implementation of the Blueprint priorities and strategies. A series of outcomes have been developed for the medium term (2035) and long term (2050).

The Blueprint will be successful as a tool when it achieves these and other positive outcomes for the region. Therefore, during the implementation phase of the Blueprint a series of targets and quantifiable measures will be developed to track regional performance against these outcomes. For example, number of daily flights, value of exports and number of visitors.

Table 9 Outcomes

Regional Priority	2035 Outcomes	2050 Outcomes
Market Access Infrastructure and Services	<ul style="list-style-type: none"> • Daily flights to/from east coast • Containerised export through Esperance Port • Mobile coverage available across key routes and agricultural precincts • Unimpeded household and business internet connectivity • A more diversified economy with new industries that leverage emerging digital technologies to drive businesses • Regional freight network connecting Pilbara, Mid West, Wheatbelt, Goldfields-Esperance and Perth regions • Key tourism routes are sealed 	<ul style="list-style-type: none"> • Isolation is no longer a barrier to development with transport and communication infrastructure providing new and easier forms of access to services, customers and other communities • High speed passenger rail service available between Perth and Kalgoorlie-Boulder • Industry in Goldfields-Esperance will have direct and unconstrained access to key global markets • The region has readily available access to multiple port facilities with capacity to transport a wide range of bulk and container goods • The regional road and rail freight network is comprehensive and allows for goods and services to travel efficiently across the region • New manufacturing, mining, agriculture and transport logistics companies locate in the region owing to its strong transport infrastructure capacity • Goldfields-Esperance businesses are leaders in embracing the digital economy and implementing new technology • The regional economy is a knowledge based economy with a greater range of business and industry sectors
Population Services and Facilities	<ul style="list-style-type: none"> • State-of-the-art tele-health services are integrated into and complement locally-based health delivery • The people of the region are healthier • The people of the region are skilled with higher levels of education • Existing residents choose to stay within the region to live, work and study • People from across the nation and globe choose to relocate to the communities of the Goldfields-Esperance region to live, work and study • Our regional communities offer a range of affordable lifestyle and housing choices and are safe, inclusive communities • Our region is a leader in the integration of digital technology into service delivery for remote communities for health, education and business 	<ul style="list-style-type: none"> • Residents living in Goldfields-Esperance communities have access to health, education, recreational community services comparable to major metropolitan areas • Population and settlement growth is supported by the strategic and timely delivery of services, programs and infrastructure • Our urban environments are vibrant, attractive and highly utilised by communities and visitors • The region pioneers the implementation of state-of-the-art aged living and aged care in our tree change, sea change or inland communities including accommodation, housing and lifestyle opportunities • The region is an attractive alternative for young professionals, entrepreneurs and creatives seeking to live regional and work within the region, remotely or virtually • The communities of the Goldfields-Esperance are highly adapted to digital technology, that enhances all aspects of living in the region and connecting to people, industry and services around the globe
Food Production and Agriculture Services	<ul style="list-style-type: none"> • Agricultural production is diverse, comprising a wide range of bulk commodity and niche agricultural, horticultural and livestock products • Multi-commodity port capacity provides farmers with direct access to global markets • Significant investment in ocean-based and land-based seafood supports the establishment and high quality seafood products for global markets • Locally-based agricultural businesses export their services across Australia • Visitors from around the world visit Goldfields-Esperance as part of a renowned agri-tourism sector and to sample local high quality seafood products 	<ul style="list-style-type: none"> • The region is renowned as an agriculture centre of excellence • Goldfields-Esperance is a preferred supplier in global markets of quality agricultural produce and food products • Local agricultural producers are supported by an extensive supply chain of regionally-based farming products and services • Locally-based agricultural businesses export their services across the globe • Extensive food processing and manufacturing capacity is located within the region, producing quality food products for export throughout Australia and the world • Goldfields-Esperance is a recognised hub of research and development of Southern Ocean seafood, processing, research and aquaculture development

Regional Priority	2035 Outcomes	2050 Outcomes
Energy and Industrial Technology	<ul style="list-style-type: none"> The region is a leader in machinery and equipment manufacturing and services to support the primary industry producers in mining and agriculture The region is at the forefront of managing and utilising waste as a resource and integrating technology use Waste services expertise is exported across the nation The region is a leader in pioneering, trialling and implementing renewable technologies Energy supply is reliable and low cost, enhancing the competitiveness of local industry and supporting affordable regional living Renewable power securely and reliably supplies remote settlements and communities and mining and agricultural operations 	<ul style="list-style-type: none"> Mining manufacturers located in Goldfields-Esperance are recognised as world leaders in custom and tailored equipment manufacturing for gold and nickel mining Machinery and equipment manufacturers are fully integrated into the digital economy, with additive printing and advanced design technologies used extensively throughout the manufacturing process Goldfields-Esperance has a highly diverse energy mix providing energy security to residents and industry in the region
Innovation and Knowledge Economy	<ul style="list-style-type: none"> Cross disciplinary working across the sectors, research, business and industry and community Students and professionals from around Australia and the globe travel to the Goldfields for tailored, practical and applied education and training Dedicated research organisations are based in the region Local professional services cater the needs of the region's primary industries and export their renowned services around Australia A wide range of local tertiary education options are available and utilised The region regularly attracts public and private sector research grant funding 	<ul style="list-style-type: none"> The Goldfields-Esperance region is recognised internationally as a centre of excellence for mining education and research with an emphasis on whole-of-life cycle mining processes, technological innovation, worker health and safety, mine rehabilitation, environment protection and productivity Regular breakthrough research and innovation solutions are achieved and commercialised A large portion of tertiary students are adults returning for specialised training and education programs
Tourism and Visitation	<ul style="list-style-type: none"> Goldfields-Esperance is an internationally attractive visitor destination The region offers a diverse and extensive range of world class and unique accommodation for visitors including caravan parks, beach chalets, motels, hotels, eco-resorts, farm stays and niche and boutique alternatives Esperance is recognised as a popular cruise ship destination across the nation and globe with quality cruise ship infrastructure and tourism product Norseman is a developing tourism centre welcoming visitors from the eastern states to the region The tourism season extends throughout the year providing business and employment opportunities year-round Our regional communities offer a wealth of cultural, art, recreational and environmental activities for a range of tourism audiences Regional tourism enterprises embrace digital services and products to enhance the visitor experience Digital technology and information systems collect, analyse and use tourism data to inform the development of state-of-the-art tourism product, marketing and tourism services 	<ul style="list-style-type: none"> Goldfields-Esperance is recognised internationally as a gateway to extraordinary Western Australia Domestic and international overnight visitation is consistent with other premium Australian destinations The Goldfields-Esperance region has a world renowned tourism offering that includes a diverse range of natural, manmade, historical and cultural attractions and wilderness experiences Our regional communities have growing international recognition for their unique events attracting people from across the nation

Monitoring and evaluation framework

Implementation planning will determine responsibility for the monitoring and evaluation of outcomes from the Blueprint. The GEDC and stakeholders will jointly develop a framework for monitoring and evaluation, including performance measures. The monitoring and evaluation framework shall serve several purposes including to:

- Measure investment across the region disaggregated by sector;
- Assess business case development including the number and focus of business cases prepared;
- Capture policy and procedural initiatives and reforms that improve the investment and development in the region;
- Monitor demographic and population changes, wellbeing and social cohesion; and
- Report on outcomes, achievements and any shortcomings in implementation of the Regional Investment Blueprint.

Implementation planning will also establish a review, evaluation and reporting process. This review process will be iterative and ongoing, reinforcing the living nature of the Blueprint and ensuring continuous improvement. The review process will be comprised of four discrete tasks:

- **Performance monitoring** – review of the performance of strategic actions and investment decisions in achieving positive outcomes;
- **Regional priority update** – adjustment to the regional priorities to reflect changes in the socio-economic environment, shifting community priorities, and the outcomes of performance monitoring;
- **Alignment with Blueprint vision** – identification of new and additional actions and confirmation of their alignment with the overarching vision for the region in the Blueprint; and
- **Impact and resourcing** – establishment of workforce and procurement plans to appropriately resource the implementation of the actions and track key implementation indicators and metrics.

Community consultation and feedback on investment and development outcomes and issues would be sourced during this process of review. The Blueprint's contemporary relevance would also be assessed and updates or amendments made to ensure the document remains useful and relevant, as guide for investment and development of the region.



Figure 37 Governance Framework



Appendix 1: Existing Plans and Strategies



To facilitate change, the Blueprint relies on, links to and builds upon other strategic priorities put in place by Commonwealth, State and local partners. These include:

- **State Planning Strategy 2050:** The lead strategic planning document for the Western Australian Government which highlights principles, strategic goals and strategic directions which are important to the land-use planning and development of Western Australia. A vision of sustained growth and prosperity underpins the Strategy and is framed around diversity, liveability, connectedness and collaboration.
- **Council of Australian Governments (COAG) Themes of Economic Importance:** The Council of Australian Government (COAG) five themes of strategic importance lie at the intersection of jurisdictional responsibilities and cover economic and social participation, competitive advantages, liveability, sustainable health and Aboriginal disadvantage.
- **Regional Freight Transport Network Plan:** The Plan identifies the strategic long-term planning, policy and project priorities required to facilitate growth and ensure optimal network performance for the Western Australian regional freight network to 2031.
- **State Aviation Strategy:** The Strategy aims to support the economic and social development of regional Western Australia through the provision of safe, affordable, efficient and effective aviation services and infrastructure. It considers future infrastructure needs and identifies proposals to encourage investment and fosters the development of tourism through improved and affordable air services.
- **Portlink Inland Freight Corridor Plan and other Documents:** This document provides an overview of the Portlink concept and the current and future activities underway by the Department of Transport to undertake planning studies on Portlink concept options.
- **Goldfields-Esperance Planning and Infrastructure Framework:** The Goldfields-Esperance Planning and Infrastructure Framework sets out a range of strategic planning goals, objectives and actions to address opportunities and challenges in the Goldfields-Esperance region, with a strong focus on identifying regional infrastructure and planning priorities. The Framework additionally identifies an economic development vision whereby the Goldfields-Esperance region will have a robust, diverse and sustainable regional economy to service the needs of its industry and commerce effectively. Key to this vision is the development of a Goldfields-Esperance economy which is diversified on the basis of resource industry supply chain completion in the first phase, widening in the later phases to encompass more knowledge-based industries, with an increasing capacity to export goods and services.
- **Goldfields-Esperance Strategic Development Plan 2011-2021:** The Goldfields-Esperance Strategic Development Plan 2011-2021 is the product of collaboration between the three tiers of government and is built on addressing the critical needs of the region. The Plan identifies five key aspirations for the region, with a focus on infrastructure, workforce, quality of life, renewable energy and regional decision making. The Plan is supported by 39 regional priority projects.
- **Goldfields-Esperance Workforce Development Plan 2013-2016:** The Plan aims to build, attract and retain a skilled workforce to meet the economic needs of the Goldfields-Esperance region. It contains a range of priority actions which were identified by local stakeholders to address local workforce development challenges.
- **Regional Development Australia – Goldfields-Esperance Strategic Plan 2011-2014 and Regional Plan 2013-2016:** Regional Development Australia (RDA) is a partnership between the Australian, state and territory and local governments to support the growth and development of Australia's regions. The RDA plan has developed key priorities around infrastructure investment, economic diversification, longevity and sustainability, and liveability.
- **Esperance Region – Economic Development Strategy:** The Esperance Region Economic Development Strategy guides the future growth and development of the Esperance Region. The Strategy is supported by the Investment Attraction Program designed to proactively target business and investment attraction in the region. The Strategy is underpinned by a regional vision and six guiding principles. The Strategy includes regional and local focus initiatives and actions required of key stakeholders to deliver the priority regional and local economic development initiatives.
- **Planning our Future - A Growth Plan for Esperance and the South-East Region:** Planning our Future: A Growth Plan for Esperance and the South East Region sets out a vision and guiding principles to enable economic growth, prosperity and wellbeing for the communities of the South-East region. The Growth Plan includes actions, projects and initiatives to promote and share the benefits of growth across the region and accommodate a population of up to 25,000 in Esperance by 2036. The Plan is a result of Esperance being selected as a Super Town under the Royalties for Regions program.
- **Numerous local strategies and plans:** Myriad local plans, strategies and priorities informed the Blueprint, in particular growth plans and community strategic plans. Including:
 - Shire of Coolgardie Strategic Directions Plan 2012 – 2021;
 - Shire of Dundas Strategic Community Plan 2012 – 2022;
 - Shire of Esperance Strategic Community Plan 2012 – 2022;
 - City of Kalgoorlie-Boulder Strategic Community Plan 2013 – 2023;
 - Shire of Laverton Strategic Community Plan 2013 – 2023
 - Shire of Leonora Strategic Community Plan 2010 – 2015
 - Shire of Menzies Strategic Community Plan 2013 – 2023
 - Shire of Ravensthorpe Strategic Community Plan 2014 – 2024

Appendix 2: Benchmarking Methodology

Area of Focus	Indicator	Description (source)
Workforce Participation and Skills	Adult Participation Rate	Population 15+ in the workforce (ABS Census)
	Aboriginal Adult Participation Rate	Aboriginal population 15+ in the workforce (ABS Census)
	Early School Leavers	Adult population that did not complete year 12 (ABS Census)
	University Qualified	Working age population with university qualifications (ABS Census)
	Technical Qualified	Working age population with certificate or diploma qualifications (ABS Census)
	English Proficiency	Population with English as a first language, or if second language, speaks English well (ABS Census)
	Youth Learning or Earning	Proportions of 15-19 year olds engaged in school, work or further education/ training (PHIDU Social Health Atlas)
	Primary School Performance	Percentage of high bands achieved by NAPLAN participants (My Schools, Australian Government)
	Secondary School Performance	Percentage of high bands achieved by NAPLAN participants (My Schools, Australian Government)
Entrepreneurship and Innovation	New business start-ups	New businesses since 2009 as a proportion of all businesses (ABS 8165.0)
	Non-employing micro businesses	Non-employing businesses per 1000 residents (ABS 8165.0)
	Income Source Own Business	Average own unincorporated business income (ABS 6524.055, 2011-12)
	Local Economic Development Support	Assessment of the availability of business information and pro-business policies (Regional Development Institute)
	Local Patenting Rating	Number of patents certified and granted between 2009 and 2014 per 1000 residents (Regional Development Institute)
	Small businesses	Small businesses (less than 5 employees) per 1000 residents (ABS 8165.0)
	Human Resources in Science and Technology	Workforce employed by technology related businesses (ABS Census)
	Local Businesses	Businesses per 1000 residents (ABS 8165.0)
Economic Fundamentals and Sustainability	Business turnover	Per capita business turnover (ABS 8165.0)
	Long Term Unemployment	Proportion receiving an unemployment benefit for longer than 6 months (PHIDU Social Health Atlas)
	Youth unemployment	Proportion of unemployed 15-24 year olds (ABS Census)
	Economic Diversification Rating	Hachman Index of Diversification – higher score indicates more diversity (Regional Australia Institute)
	Welfare dependence	Adults who had government support as main source of income in last 12 months or more within the past 24 months (PHIDU Social Health Atlas)
Economic Fundamentals and Sustainability	Senior Dependency Ratio	Seniors (65+ years) as a proportion of the working age (15-64 years) population (ABS Census)



Area of Focus	Indicator	Description (source)
Health, Community and Education Services Access	Major Services Presence Rating	Presence of university, TAFE, hospitals and other major facilities (Regional Australia Institute)
	Allied Health Services Employment	Proportion of workforce employed in health services excluding hospitals (ABS Census)
	GP Services Per Capita	Number of GP services per capita (PHIDU Social Health Atlas)
	Adult Health Risks	Adults with at least one of four of the health risk factors of smoking, harmful use of alcohol, physical inactivity and obesity (PHIDU Social Health Atlas)
	Developmentally Vulnerable Children	Percentage of developmentally vulnerable children (PHIDU Social Health Atlas)
	Local Government Discretionary Expenditure	Local road and general spending per capita (Regional Australia Institute)
	Distance to Primary Education Services	Average distance for residents to a primary school (My Schools, Australian Government)
	Distance to Secondary Education Services	Average distance for residents to a high school (My Schools, Australian Government)
	Adults in Higher Education Learning	Proportion of working age population (15-64) in tertiary or technical education (ABS Census)
Digital Connectivity	Broadband Access Rating	Scale of access to high quality broadband 1 - 10 (Regional Australia Institute)
	Mobile Coverage	Percentage of area with 3G coverage (Telstra)
	Quality of Mobile Internet Access	Quality of access score – 1 poor and 6 excellent (Regional Australia Institute)
	Household Internet Connectivity	Percentage of households with internet connection (ABS Census)
Movement of People	Employment in Technology Related Industries	Proportion of workforce employed in technology and related businesses (ABS Census)
	Overseas Born Residents	Percentage of residents born overseas (ABS Census)
	Population Turnover	People that moved to or from the region 2006-11 as a percentage of the total population in 2006 (ABS Census)
	Average Distance to Commercial Airport	Average distance for residents and businesses to a commercial airport (Regional Australia Institute)
Freight Infrastructure Access and Capacity	Airport RPT Usage (per capita)	RPT passenger numbers per capita (Department of Infrastructure and Regional Development)
	Average Distance to Port	Average distance for business to a port (Regional Australia Institute)
	Port Throughput Per Capita	Total mass tonnes imported and exported (WA Ports Handbook, Transport WA, 2013-2014)
	Major Roads Access	Distance to major (class 1 or 2) road (Regional Australia Institute)
	Average Distance to Nearest Rail Station	Distance for residents and businesses to nearest rail station (Regional Australia Institute)

Appendix 3: Local Government Benchmarking

	Indicator	Coolgardie	Dundas	Esperance	Kalgoorlie/Boulder	Laverton	Leonora	Menzies	Ravensthorpe	Ngaanyatjaraku
Workforce Participation and Skills	Adult Participation Rate	77.0%	75.2%	78.5%	78.3%	51.4%	50.0%	39.8%	93.6%	69.0%
	Aboriginal Adult Participation Rate	49.8%	31.7%	46.8%	45.9%	50.9%	45.3%	28.0%	83.3%	36.5%
	Early School Leavers	59.8%	54.5%	59.6%	51.6%	54.5%	38.4%	73.3%	53.3%	77.4%
	University Qualified	5.6%	7.4%	10.8%	11.1%	9.0%	9.6%	7.6%	11.7%	7.7%
	Technical Qualified	28.0%	25.8%	32.7%	30.5%	32.7%	27.2%	9.3%	39.6%	11.2%
	English Proficiency	88.5%	87.4%	94.0%	88.0%	88.2%	73.8%	87.5%	93.2%	81.4%
	Youth Learning or Earning	59.3%	62.5%	76.5%	65.9%	40.9%	52.8%	53.8%	51.2%	16.8%
	Primary School Performance	35.9%	21.9%	52.0%	46.5%	7.0%	32.2%	-	41.2%	2.3%
	Secondary School Performance	10.5%	16.3%	30.3%	24.5%	0.0%	1.1%	0.0%	29.9%	0.0%
Entrepreneurship and Innovation	New business start-ups	15.5%	15.0%	6.8%	12.6%	12.0%	14.0%	0.0%	6.9%	10.7%
	Non-employing micro businesses	22.5	77.9	83.8	35.3	53.1	25.9	168.8	531.5	45.2
	Income Source Own Business	\$23,050	\$10,468	\$36,176	\$23,915	\$20,013	\$12,525	\$29,776	\$38,595	\$19,389
	Local Economic Development Support	0.4	0.6	0.9	2.0	0.4	0.1	0.3	1.4	0.9
	Local Patenting Rating	0.00	0.00	0.07	0.06	0.00	0.00	0.00	0.45	0.00
	Small businesses	14.8	51.6	45.3	18.6	28.6	13.9	90.9	286.9	24.4
	Human Resources in Science and Technology	1.8%	1.1%	3.4%	4.3%	0.4%	1.6%	0.0%	2.2%	1.1%
Economic Fundamentals and Sustainability	Local Businesses	35.5	34.9	126.2	73.4	20.4	19.9	20.7	156.6	19.4
	Business turnover	\$11,941	\$12,157	\$66,589	\$36,529	\$9,712	\$9,743	\$9,795	\$102,194	\$9,740
	Long Term Unemployment	5.6%	5.5%	5.8%	4.1%	7.1%	4.0%	-	2.1%	25.6%
	Youth unemployment	10.9%	6.9%	9.4%	8.3%	6.1%	3.4%	8.3%	10.7%	10.6%
	Economic Diversification Rating	0.08	0.14	0.53	0.30	0.06	0.07	0.27	0.15	0.24
	Welfare dependence	14.9%	21.9%	22.5%	13.3%	15.0%	8.8%	-	15.9%	43.7%
	Senior Dependency Ratio	8.1%	16.1%	22.5%	7.6%	5.7%	3.9%	14.9%	20.3%	5.6%



Indicator	Coolgardie	Dundas	Esperance	Kalgoorlie/Boulder	Laverton	Leonora	Menzies	Raynham	Ngaanyatjaraku
Major Services Presence Rating	4.0	2.0	3.0	7.0	1.0	1.0	0.0	4.0	3.0
Allied Health Services Employment	3.7%	4.9%	8.2%	6.9%	2.7%	2.4%	3.0%	4.3%	10.3%
GP Services Per Capita	4.2	2.5	2.9	3.7	1.4	1.5	1.1	3.4	3.5
Adult Health Risks	60.1%	61.2%	57.5%	59.7%	-	-	-	-	-
Developmentally Vulnerable Children	33.3%	43.6%	23.7%	27.1%	12.2%	33.3%	16.1%	26.9%	12.1%
Local Government Discretionary Expenditure	\$199	\$840	\$306	\$83	\$973	\$230	\$4,358	\$604	\$2,641
Distance to Primary Education Services	36.1km	160.3km	6.2km	6.6km	253.1km	269km	425.4km	20.3km	649.8km
Distance to Secondary Education Services	1.8km	82.5km	12.2km	5.4km	13.8km	11.1km	175.4km	26.5km	351.3km
Adults in Higher Education Learning	3.9%	2.8%	3.7%	5.3%	3.0%	3.2%	1.4%	3.7%	3.0%
Broadband Access Rating	6.3	6.3	3.5	5.3	5.3	6.3	2.0	3.9	2.0
Mobile Coverage	55%	24%	42%	17%	4%	57%	8%	80%	8%
Quality of Mobile Internet Access	2.0	1.9	3.6	2.1	1.0	1.0	1.0	1.0	1.0
Household Internet Connectivity	77.1%	61.7%	74.8%	80.6%	46.8%	76.1%	38.8%	78.5%	40.6%
Employment in Technology Related Industries	1.8%	1.1%	3.4%	4.3%	0.4%	1.6%	0.0%	2.2%	1.1%
Overseas Born Residents	33.5%	35.7%	19.8%	33.7%	30.5%	45.2%	9.9%	23.9%	2.1%
Population Turnover	84.2%	87.5%	43.2%	74.6%	147.7%	264.8%	87.1%	88.6%	29.0%
Average Distance to Commercial Airport	50.4km	207.5km	11.2km	3.4km	105.1km	64.9km	359.5km	164.7km	353.7km
Airport RPT Usage (per capita)	-	-	3.8	7.6	-	3.0	-	-	-
Average Distance to Port	304.4km	228.3km	11.3km	347.8km	586.6km	581.6km	598.9km	164.2km	921.5km
Port Throughput Per Capita	n/a	n/a	1,106 mts	n/a	n/a	n/a	n/a	n/a	n/a
Major Roads Access	1.0km	9.8km	7km	3.3km	13.8km	6.5km	223.5km	18.5km	333.7km
Average Distance to Nearest Rail Station	13.8km	41.6km	10.0km	3.1km	90.1km	63.2km	153.8km	125.5km	544.7km

Appendix 4: Acknowledgements



This Blueprint was prepared by the Goldfields-Esperance Development Commission (Commission) in collaboration with Department of Regional Development, RPS Group and input from Creating Communities. As part of the development of the Blueprint, the following stakeholder organisations, business and industry and non-profit groups generously contributed their time and expertise:

- Shire of Coolgardie;
- Shire of Dundas;
- Shire of Esperance;
- City of Kalgoorlie-Boulder;
- Shire of Laverton;
- Shire of Leonora;
- Shire of Menzies;
- Shire of Ngaanyatjaraku;
- Shire of Ravensthorpe;
- Ngaanyatjarra Council
- **Regional Development Australia Goldfields-Esperance;**
- Kalgoorlie-Boulder Chamber of Commerce & Industry
- Chamber of Commerce and Industry Esperance;
- Chamber of Minerals and Energy;
- Hope Community Centre;
- Kalgoorlie Consolidated Gold Mines;
- **Small Business Centre – Goldfields;**
- South East Premium Wheat Growers Association;
- Southern Ports Authority – Esperance
- Department of Aboriginal Affairs;
- Department of Agriculture and Food;
- Department of Child Protection
- Department of Commerce
- Department of Corrective Services ;
- Department of Education;
- Department of Fisheries;
- Department of Health;
- Department of Housing;
- Department of Lands;
- Department of Mines and Petroleum;
- Department of Parks and Wildlife
- Department of Planning;
- Department of Sport and Recreation
- Department of State Development;
- Department of Training and Workforce Development;
- Department of Transport;
- Department of Water;
- Disability Services Commission;
- Horizon Power;
- Synergy;
- LandCorp;
- Tourism WA; and
- Water Corporation
- Board Members (past and present), **Goldfields-Esperance Development Commission**
- Tourism WA
- **Goldfields Settlements**
- Goldrush Tours
- Barcon Logistics
- Northern Manganese
- Many Rivers
- Built By Geoff
- Professionals
- National Australia Bank
- MLA, Member for Eyre
- TLS Kalgoorlie
- Aboriginal Elders
- McKenzie & McKenzie
- Remote Control Technologies
- Northcoats Pty Ltd
- Mono Pumps
- Ngaanyatjarra Council
- LMS
- Anglogold Ashanti Australia
- Billet Engineering
- EBM Insurance Brokers
- Esperance Professional Fishermen's Association
- Esperance Volunteer Centre
- **Goldfields Institute of Technology**
- **Goldfields Land and Sea Council**
- **Goldfields Rehabilitation Centre**
- Hope Community Services
- Laverton Police
- Life Without Barriers
- Local real estate agents
- Main Roads
- MLA, Member for Kalgoorlie
- Member for O'Connor
- National Party
- Restore Hope Foundation
- South East Premium Wheat Growers Association
- Western Power
- KCGM
- Pastoral Lands Board
- Westralia Homes
- Tourism Esperance
- South Coast Natural Resource Management Inc
- Northern Manganese
- MLC, Member for the Mining and Pastoral Region
- Minara Mines
- Lynas Corporation LTD
- Local farmers
- Leonora Community Health
- Kalgoorlie-Boulder Visitor Centre
- Graduate Future Leaders Program
- **Goldfields Network Association Inc.**
- **Goldfields Women's Health Care Centre**
- **Goldfields Indoor Plant Hire**
- Esperance Regional Forum
- Southern Ports Authority (former Esperance Port Sea and Land)
- City of Kalgoorlie-Boulder Youth Council
- Curtin University
- Centrecare
- Artgold
- 24-7 Community

Thank you to all individuals and organisations that completed surveys, attended focus groups, workshops or interviews and provided input to the development of the Blueprint process since 2013.

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12.2 FINANCE & ADMINISTRATION BUSINESS

12.2.5 POLICY OPTIONS TO INCREASE ELECTED MEMBER TRAINING PARTICIPATION – DISCUSSION PAPER

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Not applicable
APPLICANT:	Not applicable
FILE REF:	ADM056
DISCLOSURE OF INTEREST:	None
DATE:	15 October 2015
AUTHOR:	P Durtanovich – Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	none

ATTACHMENTS:

A copy of the Discussion Paper has been provided to Councillors under separate cover.

SUMMARY:

The West Australian Local Government Association (WALGA) has released a discussion paper in relation to Policy Options to increase Elected Member training participation.

Councils are asked to provide feedback on the discussion paper.

BACKGROUND:

Elected Member training has been available, on a voluntary basis for many years. In recent times the Minister for Local Government and the Department of Local Government and Communities have suggested that participation in Elected Member training should be mandatory or incentivised through the Elected Member remuneration framework.

There is an assumption that Elected Members who undertake training are better able to perform their role as an Elected Member. This may or may not be the case.

The Discussion Paper on Policy Options to Increase Elected Member Training Participation released by WALGA provides an opportunity for Local Government to drive this issue rather than wait for the Government to impose requirements by policy or legislation.

COMMENT:

The Discussion Paper explores six policy options:

1. Enhance desirability of training offerings.
2. Delivery of best practice Council induction programs.
3. Require Councils to adopt a training policy.
4. Require candidates to attend training prior to nominating for election.
5. Incentivise training through the remuneration framework.
6. Mandate training for newly elected Elected Members.

The Discussion Paper invites general comments or detailed submissions from Councils on the policy options explored, however while such submissions are welcome, the following

questions, on the six policy options, have been included in the paper to assist in eliciting comparable information from Local Governments.

1. **Best Practice Induction Programs** – does Council support Local Governments adopting and delivering a structured and thorough Council induction program?
 - a. If so, should legislation be changed for this to be a requirement, or should it remain voluntary?
2. **Training and Development Policy** – does Council support legislative amendments to require all Councils to review and adopt an Elected Member Training and Development Policy following every biennial election?
3. **Candidate Requirements** – does Council support legislative amendment to require candidates to attend an information session or complete an equivalent online information session prior to nominating for election?
4. **Incentivised Training** – does Council support legislative amendments to enable Elected Members to be paid additional allowances commensurate with the level of training undertaken?
 - a. If so, how should the fees and allowances framework be structured? i.e. should Elected Members be paid a specified annual amount, a percentage bonus or using some other method?
5. **Mandatory Training** – does Council support legislative amendment to require Elected Members to be required to undertake foundation training (such as the Elected Member Skill Set or equivalent)?
 - a. Should mandatory training be applied to all Elected Members or only to newly elected Elected members?
 - b. For newly elected Elected Members, what is the appropriate timeframe within which training should be completed?
 - c. What is the appropriate penalty for non-completion of the required training?

CONSULTATION:

Public consultation is not required at this stage. The Discussion Paper provides an opportunity for consultation/input from the Local Government Sector.

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

The Shire of Menzies does not have a policy relevant to this matter.

FINANCIAL IMPLICATIONS:

There are no financial implications at this point. Depending on the outcome of this review, Councils may have to increase Councillor training budgets.

STRATEGIC IMPLICATIONS:

The Shire of Menzies Strategic Community Plan 2013-2023 does not address Governance however additional knowledge gained through training should contribute to a better understanding of the role of elected members and hence to good governance.

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That the Acting Chief Executive Officer submit the following comments to WALGA on the Policy Options to Increase Elected Member Training Participation Discussion Paper:

- 1. Best Practice Induction Programs – does Council support Local Governments adopting and delivering a structured and thorough Council induction program?**
 - a. If so, should legislation be changed for this to be a requirement, or should it remain voluntary?**

Comment

Yes and legislation should be changed for this to be a requirement, however consideration should be given to the method and cost of delivery to remote areas.

- 2. Training and Development Policy – does Council support legislative amendments to require all Councils to review and adopt an Elected Member Training and Development Policy following every biennial election?**

Comment

Yes.

- 3. Candidate Requirements – does Council support legislative amendment to require candidates to attend an information session or complete an equivalent online information session prior to nominating for election?**

Comment

No. It should be a requirement for local governments to facilitate an information session, this could be done by videoconferencing etc, however, if participation is compulsory it could discourage nominations.

- 4. Incentivised Training – does Council support legislative amendments to enable Elected Members to be paid additional allowances commensurate with the level of training undertaken?**
 - a. If so, how should the fees and allowances framework be structured? i.e. should Elected Members be paid a specified annual amount, a percentage bonus or using some other method?**

Comment

No. Training should be mandatory.

- 5. Mandatory Training – does Council support legislative amendment to require Elected Members to be required to undertake foundation training (such as the Elected Member Skill Set or equivalent)?**
 - a. Should mandatory training be applied to all Elected Members or only to newly elected Elected members?**
 - b. For newly elected Elected Members, what is the appropriate timeframe within which training should be completed?**
 - c. What is the appropriate penalty for non-completion of the required training?**

Comment

Council supports mandatory training. It should be applied to all elected members and it should be completed within three months by newly elected members and within three months of coming into law for existing members.



Policy Options to Increase Elected Member Training Participation **Discussion Paper**



Contacts

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To inform future policy development and advocacy, feedback from Local Governments is sought on this paper. Please provide general feedback as well as answers to the questions on pages 30-31, by **Friday, 13 November 2015** to:

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Executive Summary

In the context of calls for increased participation in Elected Member training in Western Australia and in other Australian jurisdictions, WALGA is undertaking a thorough consultation process with the Local Government sector to explore policy options relevant to this contemporary and important discussion.

This paper, and its associated consultation and policy development process, represents a proactive opportunity for the Local Government sector to shape the debate and develop a policy framework that will increase Elected Member participation in training and professional development, prior to Government imposed policy or legislative change.

Increasing participation in Elected Member training is considered a desirable policy goal for individual Elected Members, for Councils and for the Local Government sector due to the competing demands on Elected Members, the complexity of the Local Government regulatory regime, and importance of Local Government to communities across Western Australia.

To facilitate exploration of policy options to increase Elected Member participation in training, three tiers of currently available training, based on the nationally recognised Local Government Training Package and designed specifically for Elected Members, are discussed:

- i. Introductory training, which aims to provide a fundamental understanding of the role of Local Government;
- ii. Foundation training, which addresses the introductory skills required to operate effectively in a Local Government environment; and,
- iii. Advanced Training, which further enhances the skills required of Elected Members.

Council induction programs, which are often the first point of learning for newly elected Elected Members, are also discussed as complementary to the formal Elected Member training framework.

In addition, three mechanisms which increase accessibility to formal training are discussed: recognition of prior learning, the ability for assessments to be modified to suit individual needs and modes of content delivery.

Utilising the existing training framework for Elected Members, the following six policy options, which are not exhaustive, nor mutually exclusive, are explored in this paper:

1. Enhance the desirability of training offerings;
2. Delivery of best practice Council induction programs;
3. Require Councils to adopt a training policy;
4. Require candidates to attend training prior to nominating for election;
5. Incentivise training through the remuneration framework; and,
6. Mandate training for newly elected Elected Members.



Feedback from the Local Government sector in relation to the policy options listed above, or any other relevant matter, is sought by **Friday, 13 November 2015**.

The policy framework recommendations that stem from this consultation process will be the subject of thorough Zone and State Council consideration during a subsequent Zone and State Council meeting process.



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1. Background

This paper aims to facilitate a discussion about policy options to increase Elected Member training participation. In particular, policy options for mandating or incentivising training through the fees and allowances framework will be explored.

The Local Government sector consultation process accompanying this paper represents an opportunity for the sector to proactively explore options for increasing Elected Member participation in training. In the context of increasing calls from the State Government for policy or legislative changes to increase Elected Member participation in training, not developing a sector-led policy framework risks future Government intervention.

This paper comprises four sections:

- I. **Section One** discusses the role of WALGA, outlines the importance and benefits of training, and explores the policy context in Western Australia and interstate;
- II. **Section Two** outlines the existing training framework for Local Government Elected Members, including Council induction programs and accessibility features of the formal training framework;
- III. **Section Three** explores policy options to increase Elected Member participation in training including options to compel or incentivise training; and,
- IV. **Section Four** summarises the policy options and outlines a process for Local Government and stakeholder feedback.

1.1 Role of WALGA – Training Provider and Advocate

WALGA, as the lead Association for Local Government in Western Australia, advocates and develops policy on behalf of 139 Western Australian Local Governments and offers a diverse range of Local Government specific services.

WALGA has a dual and potentially conflicting position in policy development relating to incentivising or mandating Elected Member training: WALGA is both an advocate for policy change on behalf of the Local Government sector and a provider of Elected Member training as a Registered Training Organisation (RTO). Policy or legislative changes resulting in increased Elected Member participation in training have the potential to financially benefit WALGA as a key provider of Local Government specific training in Western Australia. It is important that this potential conflict of interest is forthrightly acknowledged by WALGA.

To address the potential conflict of interest, this paper will focus on nationally accredited training based on the Local Government Training Package. Any RTO is able to offer training that complies with the Local Government Training Package and it would be expected that increasing demand resulting from policy or legislative change would potentially lead to other RTOs offering specific Elected Member training.

Further, at no stage will WALGA advocate to the Minister for Local Government or the Salaries and Allowances Tribunal that specific WALGA training should be mandated or



incentivised. Instead, policy or legislative changes should only reference nationally accredited training that could be offered by a number of RTOs in a competitive market. On balance, while acknowledging the potential conflict of interest, it is considered appropriate for WALGA to facilitate a dialogue with the sector in relation to policy or legislative changes seeking to increase Elected Member participation in training, as this represents a significant and contemporary policy issue in Local Government nationally. To not proactively develop a policy position on behalf of the sector in relation to this issue would be a disservice to Western Australia's current and future Elected Members and to the communities they serve and represent.

1.2 Benefits of Elected Member Training

Policy development aiming to increase Elected Member participation in training is predicated on the supposition that there are benefits for the individual Elected Member, their Council and the Local Government sector to be realised from training and professional development.

For individuals, training and professional development can be valuable in assisting Elected Members to navigate their increasingly complex and demanding role. Managing competing demands, fully understanding complex issues and working within the confines of a unique legislative and regulatory system can be challenging, particularly for new or inexperienced Elected Members. The complexity and challenge of the role of an Elected Member is demonstrated by the Elected Member Position Description, which was developed by the Department of Local Government and Communities, and is mapped against the Elected Member Skill Set (see Section 2.1.2) in Appendix 1.

Elected Members who have undertaken training are typically very satisfied with the benefits of training and with the applicability of their learnings to their role. During the 2014-15 financial year, 308 Elected Members participated in WALGA delivered training subsidised by the Royalties for Regions Country Local Government Fund. In a post-training survey, participants rated all four courses five out of six or better (on a one to six scale) when asked to what extent they felt their personal learning objectives had been achieved. For individual Elected Members to be able to make a meaningful contribution to their Council, training in the key responsibilities of their role can be extremely beneficial.

Councils also benefit from Elected Member training. As the strategic decision-making body of the Local Government, it is crucial that Councils understand their responsibilities and contain the appropriate skills and understanding to make informed strategic decisions on behalf of their communities.

With \$4.4 billion in annual revenue and \$27.6 billion of non-financial assets under management, the Local Government sector requires competent and well qualified political leadership. It is crucial for the sustainability and reputation of the Local Government sector that Elected Members and Councils fully appreciate the significance of their role and are competent in overseeing complex public organisations.



Given the significance of the role of an Elected Member and the importance of Councils in overseeing complex organisations, coupled with the utility of training and professional development, it is not surprising that state governments and other stakeholders, in Western Australia and elsewhere, have been suggesting policy or legislative change to increase Elected Member participation in training.

1.3 Policy Context in Western Australia and Other States

The Minister for Local Government, the Department of Local Government and Communities, and other stakeholders have, over recent years, suggested that participation in Elected Member training should be mandatory or incentivised through the Elected Member remuneration framework.

Calls for greater Elected Member training are predicated on the belief that Elected Members who undertake training and professional development are better able to perform their role as an Elected Member and are able to offer greater strategic contributions to the Council's decision making processes. Indeed, in all Australian jurisdictions, a common feature of nearly every inquiry into governance failures at an individual Council or a more general review of Local Government capacity and capability is a recommendation for an increase in Elected Member participation in training.

The desire of state governments for increased Elected Member participation in training is not unique to Western Australia. For instance, in 2014, training for Elected Members became mandatory for newly elected Elected Members in South Australia. Further, the New South Wales Local Government Independent Review Panel recommended the introduction of mandatory Elected Member training in its 2013 report.

While mandatory training is one option, some stakeholders argue for a more nuanced policy approach: using the fees and allowances framework to incentivise – rather than compel – training. Others argue for a less interventionist approach, such as encouraging Elected Members to undertake training or requiring Councils to adopt a training policy.

A range of options will be explored in Section Three of this paper and feedback invited from the Local Government sector.

1.3.1 Salaries and Allowances Tribunal

The Salaries and Allowances Tribunal determination, issued in June 2014, stated that the Minister for Local Government has an appetite for Elected Members to be incentivised to undertake training through the fees and allowances framework:

As part of the Tribunal's 2013 inquiry, the Minister for Local Government requested that consideration be given to the possibility of providing incentives for elected



council members who participate in training programs in an effort to increase the capacity of local governments to successfully deliver services to the community.¹

The Salaries and Allowances Tribunal concluded that it was not appropriate to provide incentives or rewards for completion of training as part of its 2014 determination while a program of training for Elected Members, funded by the Royalties for Regions program, is being undertaken in non-metropolitan areas.

In their 2015 determination, the Salaries and Allowances Tribunal reiterated their previous position regarding their openness to providing incentives for training and stated:

While the Tribunal is generally amenable to providing incentives for Elected Members to undertake that will develop skills related to their core responsibilities, it has determined that it is not appropriate to provide incentives until the completion of the pilot program and the training for Elected Members is more generally available.²

Following the completion of the second round of Royalties for Regions training during the 2015-16 financial year, the Minister for Local Government may request the Salaries and Allowances Tribunal to further investigate options for incentivising training.

1.3.2 Inquiry into the City of Canning

The 2014 *Report of the Panel of Inquiry into the City of Canning* discussed issues associated with Elected Member induction training, continuing education and remuneration, and made a number of relevant recommendations to the State Government.

In particular, as per point two of the recommendation below, the Report recommended that newly elected Councillors be required to undertake training within their first three months:

Recommendation Seven

I recommend that:

- 1. Consideration be given to providing newly elected Councillors a period of time after their election (perhaps three months), and prior to officially taking up their role as local government Councillors, to participate as non-voting members in the Council process as remunerated observers.*
- 2. During this period, these newly elected Councillors should be required to complete a formal training program in their new role as per an appropriate, government mandated, local government training program.*
- 3. This training be funded by each local government and be offered to any other Councillor who requests it.*

¹ Salaries and Allowances Tribunal. 2014. *Western Australia Salaries and Allowances Act 1975 Determination of the Salaries and Allowances Tribunal on Local Government Elected Council Members*: p5. Available from: <http://www.sat.wa.gov.au/LocalGovernmentElectedMembers/Pages/Determination18June2014.aspx>

² Salaries and Allowances Tribunal. 2015. *Western Australia Salaries and Allowances Act 1975 Determination of the Salaries and Allowances Tribunal on Local Government Chief Executive Officers and Elected Members*: p7. Available from: <http://www.sat.wa.gov.au/LocalGovernmentCEOsandElectedMembers/Documents/2015-06-17-Local-Government-Combined-Remuneration-Determination.pdf>



4. The Local Government Act 1995 should be amended accordingly to accommodate these new educational and learning initiatives.³

Beyond recommending mandatory induction training within three months of election to Council, the Inquirer into the City of Canning argued that, due to the complex and sophisticated Local Government environment, continuing education for Elected Members would be valuable to anyone seeking to become an Elected Member.⁴

The Report recommended that more detailed and involved training should be made compulsory for Elected Members in due course:

Recommendation Eight

I recommend that the Department of Local Government, in cooperation with the WA Local Government Association and Local Government Managers Australia, investigate the offering of continuing education programs of the sort detailed in this Report and that, in due course, the Local Government Act 1995 be amended to make continuing education and training mandatory for all Elected Members.⁵

The Inquirer also discussed remuneration for Elected Members and linked Elected Member remuneration with training and further education. The Report recommended that remuneration for Elected Members be reviewed simultaneously with requirements for training:

Recommendation Nine

I recommend that any changes of the sort suggested above in relation to induction and continuing education be undertaken simultaneously with an investigation of the current remuneration levels for local government members – remuneration levels which are, in my opinion, inadequate given the considerable time requirements now imposed on Elected Members.⁶

1.3.3 Metropolitan Local Government Review Panel

The Metropolitan Local Government Review Panel's Final Report also discussed Elected Member training and sought to link Elected Member training and remuneration:

The model for elected members needs to be updated to encourage an increased capacity for strategic decision-making. The Panel believes elected members need to exhibit a higher standard of executive governance, similar to that of a board. This can be reinforced by training which is encouraged by appropriate remuneration.⁷

³ Kendall, C. N. 2014. *Report of the Panel of Inquiry into the City of Canning: An Inquiry under Division 2, Part 8 Local Government Act 1995*: p366.

⁴ Kendall, C. N. 2014: p366-7

⁵ Kendall, C. N. 2014: p367

⁶ Kendall, C. N. 2014: p368

⁷ Metropolitan Local Government Review Panel. 2012. *Metropolitan Local Government Review: Final Report of the Independent Panel*: p153



1.3.4 South Australia

Training for Elected Members was made compulsory in South Australia in 2014, and newly elected Elected Members must complete the mandatory training requirements within the first 12 months of their four year term 2014-2018.⁸

The mandatory training involves four modules, which are able to be completed in seven and a half hours in total and can be delivered in-person or online via webinar.

The four modules are:

1. Introduction to Local Government;
2. Legal Responsibilities;
3. Council and Committee Meetings; and,
4. Financial Management and Reporting.

While the training is mandatory, it is unclear at this stage what the consequences will be for Elected Members who fail to successfully complete the mandated modules.

It is also a requirement in South Australia for Councils to adopt a Training and Development Policy for Elected Members that is intended to ensure Elected Members are offered opportunities to undertake required training and any other training and development activities relevant and beneficial to their role.

To assist Local Governments to comply with this requirement, the Local Government Association of South Australia provides a model policy to its members that can be adapted by individual Local Governments.

1.3.5 New South Wales – Fit for the Future

Local Government in New South Wales has undergone a thorough review process since the establishment in 2012 of the NSW Independent Local Government Review Panel, led by Professor Graham Sansom.

The Panel reported in 2014 and the NSW Government has responded to the Panel's recommendations. Notably, the Panel recommended that professional development of Elected Members be linked to the remuneration system:

Increase remuneration for councillors and mayors who successfully complete recognised professional development programs.⁹

The Government, in their response to the Panel's report did not accept the above recommendation. However, in response to another recommendation the Government stated

⁸ Further information can be found on the Local Government Association of South Australia website:

<http://www.training.lga.sa.gov.au/index.cfm/council-member-training/lga-training-standard/>

⁹ NSW Independent Local Government Review Panel. 2013. *Revitalising Local Government: Final Report of the NSW Independent Local Government Review Panel*: p68

that it would give further consideration to mandating induction training for newly elected Councillors:

Ensuring new mayors and first time councillors undergo induction training. The Government believes in addition to this that councils should encourage all councillors, mayors and candidates to undergo training to ensure they have the necessary information and skills to decide to stand for council and perform their role effectively.¹⁰

Further, the Panel also recommended that candidates be required to attend an information session prior to submitting a nomination:

Before their nomination is accepted, require all potential candidates for election to local government to attend an information session covering the roles and responsibilities of councillors and mayors.¹¹

1.3.6 Systemic Sustainability Study

The 2008 Final Report of the sector's Systemic Sustainability Study (SSS), *The Journey: Sustainability into the Future*, also discussed "Building Councillor Capability" at length. While the SSS Panel Report, published in 2006, recommended mandatory training for Elected Members following their election, this proposition was not supported by the sector during the consultation process relating to the final report.

Consequently, the Final Report of the SSS recommended that Local Governments be required to resource Elected Member training and that Elected Members continue to be encouraged to undertake further training and skill development. Actions 28 and 29 of the SSS Final Report are relevant for this discussion. Action 28 recommends that Local Governments be required to allocate funding for Elected Member training.

Action 28

That the Local Government Act 1995 be amended to require Local Governments to resource the participation of Councillors in professional development.¹²

Action 29 recommends encouraging Elected Members to undertake four core units, similar to the four core units that are now compulsory for newly elected Councillors in South Australia, as discussed in Section 1.2.4.

Action 29

That Councillors be encouraged to undertake the following four core units for professional development in the Councillor's first term:

- *Legal responsibilities*
- *Finance*

¹⁰ NSW Office of Local Government. 2014. *Fit for the Future: NSW Government Response – Independent Local Government Review Panel Recommendations; Local Government Acts Taskforce Recommendations*: p10

¹¹ NSW Independent Local Government Review Panel. 2013: p68

¹² WALGA. 2008. *The Journey: Sustainability into the Future*: p61



-
- *Corporate Governance / Ethics*
 - *Sustainable Asset Management or Land Use Planning, with the selection dependent on the extent to which asset management is a core function of the Local Government concerned.*¹³

¹³ WALGA. 2008: p61



2. Elected Member Training

To assist with the exploration of policy options to increase participation in Elected Member training, which are explored in Section Three, this section outlines existing Elected Member training offerings.

Section 2.1 outlines the existing Elected Member training framework and categorises training into three tiers:

1. Introductory training;
2. Foundation training; and,
3. Advanced training.

Section 2.2 describes a number of important initiatives that ensure that training is as accessible to as many Elected Members as possible. This is particularly important to ensure the widespread applicability of the policy options explored in Section Three in the context of a state as geographically and culturally diverse as Western Australia.

Section 2.3 discusses Council induction programs, which are important for newly elected Elected Members but are considered complementary to the formal Elected Member training framework explored below.

2.1 Elected Member Training Framework

This section outlines the existing training framework for Local Government Elected Members. The training discussed is, where relevant, based on the nationally recognised Local Government Training Package and is able to be offered by other Registered Training Organisations.

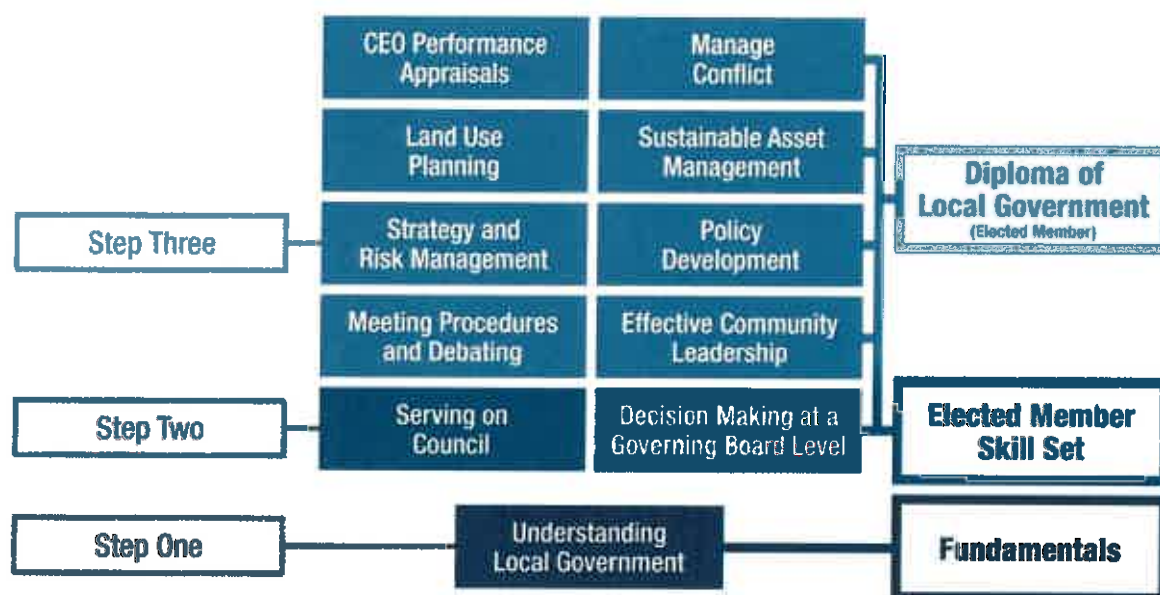
To assist with analysis and the exploration of policy options for increasing Elected Member participation in training, this paper discusses three tiers of training, and makes reference to the corresponding WALGA offering.

Table 1: Tiers of Training and Corresponding WALGA Offering

Type	Purpose	WALGA Offering
1. Introductory	To understand the role of Local Government.	Fundamentals – Understanding Local Government
2. Foundation	To address the introductory skills required to operate effectively in Local Government environment.	Elected Member Skill Set – nationally recognised
3. Advanced	Further enhancement of the skills required of Elected Members.	Diploma of Local Government (Elected Member) – nationally recognised

WALGA's training offerings provide a pathway for Elected Members to progress from introductory training through to the Diploma of Local Government (Elected Member).

WALGA's Elected Member Learning and Development Pathway is represented by the following diagram.



Elected Member Learning and Development Pathway

Further explanation of the training listed above is explored below before Section Three of this paper explores policy options for increasing Elected Member participation in training.

2.1.1 Introductory Training

Introductory training is designed to provide a basic level of understanding about the role, function and constitution of Local Government.

As per Section 1.3.5, the New South Wales Independent Local Government Review Panel recommended that candidates be required to attend an information session about the role of Councillors and Mayors. This is a policy option worthy of exploration and is discussed in Section 3.4 of this paper. WALGA's introductory training course – *Understanding Local Government* – is discussed below.

Understanding Local Government

WALGA offers an online introductory course – *Understanding Local Government* – that can be undertaken in approximately two hours. The course provides an overview of the roles and responsibilities of Elected Members, the Local Government environment and protocols and procedures.

It may be appropriate for the Department of Local Government and Communities to provide this type of training should it become mandatory or incentivised for candidates or newly elected Elected Members.



2.1.2 Foundation Training

To assist with the exploration of policy options in Section Three of this paper, the second tier of training has been categorised as “Foundation Training” and is best represented by the nationally accredited Elected Member Skill Set. The Elected Member Skill Set is similar to the training required to be undertaken by newly elected Councillors in South Australia as detailed in Section 1.3.4.

Elected Member Skill Set

The Elected Member Skill Set contains three units of competency that form the nationally recognised Elected Member training program contained within the LGA04 Local Government Training Package.

The three units of competency are:

- LGAGEN501A – Undertake councillor roles and responsibilities
- LGAGENE503 – Perform the role of an elected member
- LGAGENE302A – Contribute to effective decision making

These three units of competency are targeted at newly elected Elected Members, but are also relevant for serving Elected Members seeking to refresh their knowledge and understanding of their role within Local Government.

As these units of competency are nationally recognised, they are able to be offered by a range of Registered Training Organisations.

WALGA offers two courses that meet the requirements of the nationally recognised Elected Member Skill Set.

Table 2: WALGA’s Elected Member Skill Set

Course Title	Duration	Relationship to Competency Standards
Serving on Council	1 day or 3 hours online	LGAGENE501A LGAGENE503
Decision Making at a Governing Board Level	1 day or 3 hours online	LGAGENE302A

The Department of Local Government and Communities has developed a position description for an Elected Member, which outlines the responsibilities and skills required for the role. To highlight the usefulness and applicability of the Elected Member Skill Set, the three units of competency are mapped against the Elected Member position description in Appendix 1. The charts map the skills, knowledge, accountabilities, standards and values from the position description against the performance, skills and knowledge delivered and assessed in the three units of the Elected Member Skill Set.



The successful completion of this skill set provides a pathway for Elected Members into the Elected Member stream of the Diploma of Local Government. It is important for the Local Government sector to support the Elected Member Skill Set as nationally accredited Local Government specific training.

2.1.3 Advanced Training

To assist with the exploration of policy options in Section Three of this paper, the third tier of training has been categorised as "Advanced Training", which aims to further build the skills of Elected Members to successfully undertake their role. Examples of advanced training could include the nationally recognised Diploma of Local Government (Elected Member) or the Company Directors Course offered by the Australian Institute of Company Directors (AICD).

Diploma of Local Government (Elected Member)

The Diploma of Local Government (Elected Members) is nationally accredited training and can therefore be offered by other Registered Training Organisations (RTO). WALGA offers its Diploma of Local Government (Elected Member) course in a 10-day format and the first two units comprise the Elected Member Skill Set, discussed in Section 2.1.2 above.

The content of WALGA's Diploma of Local Government (Elected Member) course and the relationship of each unit to the competency standards are detailed in the table below.

Table 3: WALGA's Diploma of Local Government (Elected Member)

Course Title	Duration	Relationship to Competency Standards
Serving on Council	1 day	LGAGENE501A LGAGENE503
Decision Making at a Governing Board Level	1 day	LGAGENE302A
Meeting Procedures and Debating	1 day	LGAGENE304A
Effective Community Leadership	1 day	LGAGENE502A
Strategy and Risk Management	1 day	BSBMGT616A
Policy Development	1 day	LGADMIN527A
Land Use Planning	1 day	DLGLUP501A
Sustainable Asset Management	1 day	DLGSAM501A
CEO Performance Appraisals	1 day	BSBMGT502B
Manage Conflict	1 day	BSBATSIL503C

Participants in the Diploma are assessed and receive a nationally recognised qualification upon completion of the course requirements. To date, 18 Elected Members have completed the Diploma and nine are currently enrolled.



Company Directors Course

When discussing further professional development for Elected Members, a number of stakeholders including the Minister for Local Government, have proposed the Company Directors Course, offered by the Australian Institute of Company Directors, as a potential option that could be incentivised or mandated. The Company Directors Course, while not Local Government specific, focuses on the duties and responsibilities of a director. The Company Directors Course contains 10 modules, each of which is half a day in duration.

Table 4: Company Directors Course Content

Module 1	The role of the Board and the Practice of Directorship
Module 2	Decision Making
Module 3	The Director's Duties and Responsibilities
Module 4	The Board's Legal Environment
Module 5	Risk: Issues for Boards
Module 6	Strategy: The Board's Role
Module 7	Financial Literacy for Directors
Module 8	Driving Financial Performance
Module 9	Achieving Board Effectiveness
Module 10	Learning into Practice

Participants are assessed upon completion of the modules, and must pass a test and submit an essay to a required standard to successfully complete the course. As it is not designed for Elected Members, the Company Directors Course is seen as complementary to Local Government specific training.

2.2 Accessibility of Training

To ensure that training is as accessible as possible, and to ensure that the policy options explored in Section Three are broadly applicable, the following key accessibility issues are discussed:

1. Recognition of Prior Learning;
2. Reasonable Adjustments; and,
3. Modes of Delivery.

It is particularly important that training is widely accessible given the widespread diversity of Western Australian Local Governments in terms of geography, remoteness, culture, language and capacity.

2.2.1 Recognition of Prior Learning

Registered Training Organisations, including WALGA, offer Recognition of Prior Learning (RPL) as a legitimate assessment pathway for Elected Members that have extensive experience in their role. Recognition of Prior Learning enables Elected Members to demonstrate competence from prior experience and learning. The process involves a self-assessment and consideration of additional supporting evidence specified for each individual Elected Member and their particular needs.



2.2.2 Reasonable Adjustments

For assessment purposes, 'reasonable adjustments' should be made, where possible, to support an individual student's learning needs. This may be applicable to Elected Members who live in a remote location, have difficulty with reading, writing or numeracy or with particular cultural or religious needs.

The reasonable adjustment process enables assessments to be adjusted to meet the needs and characteristics of the Elected Members being assessed, taking into account any equity requirements.

Providing a framework for adjusting assessments ensures that training is widely accessible and that policy options in Section Three are able to be broadly applied.

2.2.3 Modes of Delivery

To further ensure training is widely accessible, WALGA and other training organisations deliver training in a range of formats. Training can be offered in person in a central or regional location, or it can be provided at a particular Local Government.

Many courses are also offered online through Electronic Learning (eLearning) platforms, which can enable access to participants anywhere in the world using contemporary technologies. This is particularly important in Western Australia given the remoteness of some Local Governments.

2.3 Local Government Induction Programs

Local Governments typically deliver an induction program for newly elected Elected Members to introduce them to their new role. As Council induction programs are the responsibility of each Local Government, they often vary in the depth and breadth of their content. While important in assisting new Elected Members to understand their role and responsibilities, Council induction programs are considered to be complementary to the formal training programs described in Section 2.1.

The Department of Local Government and Communities has published an Elected Member Induction Guideline, which lists a range of topics that an induction program should aim to address including practical, legislative, operational, and other matters.¹⁴

Some Local Governments deliver a structured and thorough induction program staged over a number of days, which can include mock Council meetings and presentations from guest speakers representing key stakeholders such as WALGA and the Department of Local Government and Communities. Other Local Governments take a less formal approach, providing only basic information and allowing Elected Members to learn from experience during the early part of their first term.

¹⁴ Available from: http://publications.dlg.wa.gov.au/DLGC_LG_Operational-Guideline_4.pdf



To enhance the knowledge and professionalism of Councils, structured and thorough induction programs delivered universally across the Local Government sector would be beneficial and there may be a role for WALGA in promoting a best practice induction program outline. The delivery of best practice Council induction programs, while not a replacement for formal Elected Member training and professional development, is a policy option that is explored in Section 3.2.



3. Policy Options

This section explores policy options to increase Elected Member participation in training with reference to the existing Elected Member training framework outlined in Section Two of this paper.

The discussion regarding increasing Elected Member participation in training occurs in the context of policy discussions in Western Australia and other Australian states, as outlined in Section 1.3.

A range of possible options are discussed below:

1. Enhance desirability of training offerings;
2. Delivery of best practice Council induction programs;
3. Require Councils to adopt a training policy;
4. Require candidates to attend training prior to nominating for election;
5. Incentivise training through the remuneration framework; and,
6. Mandate training for newly elected Elected Members.

The six options listed above seek to increase the participation of Elected Members in training, which is presumed, for the purposes of this discussion, to be a desirable policy goal. Increased participation in training is believed to increase the capacity and capability of Elected Members and therefore Councils in Western Australia.

The options explored below are not exhaustive, nor mutually exclusive, and feedback from Local Governments relating to a combined or amended policy framework is welcome.

3.1 Enhance Desirability of Training Offerings

The first policy option to be explored in attempting to increase Elected Member training participation is for stakeholders to ensure training is offered in desirable locations and formats. This option would not require significant policy or legislative change.

There is evidence that policy interventions of this nature are having an impact, as demonstrated by Elected Member participation in Royalties for Regions subsidised training held in a range of non-metropolitan locations since 2013. In 2014-15, 308 Elected Members participated in training provided by the program in eight different WALGA Zones. As discussed in Section 1.2, participants in this training found it to be extremely valuable in terms of their personal learning objectives.

A key benefit of pursuing this option is that it would require minimal change to legislation or the Elected Member remuneration framework.

The main disadvantage of this approach is that some Elected Members may not seek further training or skill development under a strictly voluntary framework no matter the training offered. Secondly, the training program discussed above relies on funding from the Royalties for Regions program, and such funding may not be consistently forthcoming. Further, given



recent calls from the Minister for Local Government to incentivise or mandate training in Western Australia, coupled with the trend in this direction evident in other states, pursuing this option may not be satisfactory to the Minister and therefore there would be a risk of further Government intervention.

3.2 Best Practice Induction Programs

Another policy option that may not require significant legislative or policy change is for Local Governments to adopt and deliver a best practice Council induction program for newly elected Elected Members.

While Council induction programs should be seen as complementary to formal training programs, they often provide the first point of learning about the role for newly elected Elected Members.

The adoption and delivery of a best practice induction program could either be voluntary or through legislative change requiring Local Governments to provide an induction program to a particular standard. There may be a role for WALGA in the development and publication of a best practice induction guide.

The main advantage of this policy option is that it would be relatively straightforward to implement, particularly if it was not a legislative requirement.

There are a number of disadvantages of this approach. Firstly, an induction program is not a replacement for the formal Elected Member training outlined in Section 2.1. Secondly, if induction programs are delivered by individual Local Governments there is likely to be a significant variance in the content and depth of induction programs across the state. Finally, adoption of this policy option in isolation risks future Government intervention as it may not be considered a sufficient policy response by the State Government.

3.3 Require Councils to Adopt a Training Policy

Another policy option that has been considered previously in Western Australia and other states of Australia is for Councils to be required to adopt a training policy.

As discussed in Section 1.3.6, the Final Report of the Systemic Sustainability Study recommended that Councils be required to allocate funds to Elected Member training or professional development.

Councils in South Australia have been required to adopt a training and development policy for Elected Members for many years (see Section 1.3.4) and a similar policy approach was considered by the New South Wales Independent Local Government Review Panel.

An option for Western Australia could be for the *Local Government Act 1995* to be amended to require Councils to adopt a training policy similar to the policy framework in South Australia. The training policy would outline the training that Elected Members should aim to



complete upon their election and during their first and subsequent terms. It could be a requirement that the training and development policy is reviewed and updated following every biennial election.

This approach would ensure that Elected Members have access to suitable training and skill development, and would ensure that each Council continuously reviews and documents their training and development needs.

Implemented in isolation, this policy approach may not achieve the desired outcomes and would risk further Government legislative or policy intervention. Further, requiring Councils to adopt a training and development policy would add a compliance requirement to the Local Government sector.

3.4 Requirements for Candidacy

Another policy option is for candidates to be required to attend an introductory training session or an information session prior to their nomination for Council being accepted. This was put forward recently by the New South Wales Independent Local Government Review Panel, as detailed in Section 1.3.5.

Proponents of this approach want to ensure that candidates have an awareness of the role and responsibilities of an Elected Member prior to their nomination for election to Council. This approach may even dissuade some 'single issue' candidates from nominating once they have an understanding of the Local Government legislative framework, particularly in relation to conflicts of interest.

In advance of the upcoming 2015 Local Government elections, WALGA is developing a webinar that will be able to be accessed by candidates seeking to gain an understanding of Local Government. Further, WALGA and the Department of Local Government and Communities often speak at candidate information sessions hosted by Local Governments seeking to inform prospective candidates about the role of an Elected Member.

The typical argument against compelling candidates to attend an information session is that such an approach may create a barrier to nominating for some candidates, thereby reducing the potential pool of candidates and undermining the democratic process. Further, ensuring access for all candidates to the training or information session could be a significant practical challenge in Western Australia, notwithstanding the increasing ubiquity of online resources and internet access.

WALGA's introductory training offering, as outlined in Section 2.1.1, is *Understanding Local Government*, which can be completed in two hours online, and could be applied to a regime requiring candidates to undertake specified training prior to acceptance of their nomination for election.



If legislation were to be changed to require potential candidates to attend a training or information session, or complete an online module, it may be considered more appropriate for the material to be provided by the Department of Local Government and Communities.

3.5 Incentivisation of Training

A more nuanced policy approach, being explored in a number of jurisdictions and suggested by the Minister for Local Government (see Section 1.3.1), would be for Elected Members to be incentivised to undertake training through the remuneration framework.

3.5.1 Elected Member Remuneration Framework

Elected Members are remunerated in one of two ways in Western Australia: a meeting attendance fee for each Council, Committee or prescribed meeting attended, or an annual allowance in lieu of meeting fees.

Further, the Mayor or President is entitled to an additional annual allowance that takes into account the additional responsibilities of their role. The Deputy Mayor or Deputy President is entitled to receive 25 percent of the Mayor or President's annual allowance. Logically, it would make sense that a framework seeking to incentivise greater Elected Member participation in training would focus on payments made to all Elected Members, not on payments made to the Mayor, President, Deputy Mayor or Deputy President. Therefore, only the payments for meeting attendance, made on a per-meeting basis or an annual basis, will be discussed in this paper.

The Salaries and Allowances Tribunal categorises Local Governments into four bands based on their relative size in terms of population, operating revenue and other factors, and publishes a range that Local Governments can pay within their attributed band.

The following table applies to Local Governments that choose to pay an annual attendance fee in lieu of Council meeting, Committee meeting and prescribed meeting attendance fees.

Table 5: Elected Member Annual Attendance Fees

Band	For a Council member other than the Mayor or President		For a Council member who holds the office of Mayor or President	
	Minimum	Maximum	Minimum	Maximum
1	\$24,000	\$30,900	\$24,000	\$46,350
2	\$14,500	\$22,660	\$14,500	\$30,385
3	\$7,500	\$15,965	\$7,500	\$24,720
4	\$3,500	\$9,270	\$3,500	\$19,055

The following tables outline the meeting fees payable to Elected Members where the Local Government elects to pay on a per-meeting basis.



Table 6: Council Meeting Fees per Meeting

Band	For a Council member other than the Mayor or President		For a Council member who holds the office of Mayor or President	
	Minimum	Maximum	Minimum	Maximum
1	\$600	\$773	\$600	\$1,159
2	\$363	\$567	\$363	\$760
3	\$188	\$400	\$188	\$618
4	\$88	\$232	\$88	\$477

Where a Local Government pays on a per-meeting basis, Elected Members are also entitled to meeting fees for attendance at Committee meetings and Prescribed meetings.

Table 7: Committee Meeting and Prescribed Meeting Fees per Meeting

Band	For a Council Member (including the Mayor or President)	
	Minimum	Maximum
1	\$300	\$386
2	\$181	\$283
3	\$94	\$200
4	\$44	\$116

3.5.2 Incentivisation Policy Options

There are a range of options that could be applied to the Elected Member remuneration framework to incentivise greater participation in training, some of which may require legislative change.

One option would be for Elected Members to be paid an annual 'training allowance' if they have met specified training standards. For example, an Elected Member could receive a specified amount on top of their other allowances for completing the Elected Member Skill Set or equivalent. Then, an additional allowance could be paid for Elected Members who have completed advanced training, such as the Local Government (Elected Member) Diploma or the Company Directors Course.

A second option would be for Elected Members to get a percentage bonus of their meeting fee or annual allowance for completing specified training. Again, this could be tiered with Elected Members who have completed the Elected Member Skill Set or equivalent eligible for a percentage bonus and Elected Members who have completed advanced training, such as the Diploma of Local Government (Elected Member) or the Company Directors Course, eligible for a greater percentage bonus.

A key benefit of the incentivisation approach is that providing a monetary incentive is more likely to successfully increase participation in training than some of the other options discussed above without the need to mandate participation in training. Further, linking training participation with the Elected Member remuneration framework would explicitly



recognise the additional capacity and capability that Elected Members who have undertaken training will bring to their role as an Elected Member.

A major disadvantage of this approach would be the complexity that would potentially be added to the remuneration framework. This would also add to the compliance requirements for Local Governments to ensure that each Elected Member is remunerated appropriately. Further, consideration regarding smaller Local Governments' ability to pay increased remuneration should be considered.

3.6 Mandatory Training

The final policy approach to be explored is the mandating of training for Elected Members. There are options regarding the type of training that could be mandated and the consequences for non-completion. It is suggested that only foundation training (see Section 2.1.2) would be suitable for a mandatory training regime, as is the case in South Australia (see Section 1.2.4), because advanced training, discussed in Section 2.1.3, would be too onerous for a mandatory regime at this stage.

3.6.1 Mandatory Foundation Training

One policy option would be for completion of foundation training, typified by the Elected Member Skill Set, to be a requirement for newly elected Elected Members within a given timeframe. This is similar to the South Australian regime (see Section 1.3.4) and was recommended in the Systemic Sustainability Study report (see Section 1.3.6) and in the NSW Independent Local Government Review Panel Report (see Section 1.3.5).

In pursuing this policy option, consideration is necessary regarding the timeframe within which newly elected Elected Members would be required to complete their training.

Further, consequences for non-completion would also need to be determined. One option would be for an Elected Member's position to be declared vacant at the next available election if they did not complete the training within the required timeframe. Another option would be for allowances and sitting fees to be withheld until the required training has been completed.

Another policy option would be to apply the mandatory training to all Elected Members, not only newly elected Elected Members. Such a policy framework may require completion of a proficiency test or demonstration of prior learning by existing Elected Members to be exempted from completion of the training.

The benefit of mandatory foundation training would be that participation rates would be expected to be very high, and would, if implemented appropriately, provide most newly elected Elected Members with a reasonable level of knowledge soon after commencing their role.

There are advantages and disadvantages associated with a mandatory training regime. In particular, Local Governments would have to resource the provision of training and ensure



compliance with the mandatory training regime and this could present a fiscal challenge for some Local Governments. Further, mandatory training could be a barrier that prevents some people from nominating for election to Council, which could represent an impediment to democracy. It is also argued that, since elected officials in other spheres of government are not subject to a mandatory training regime, training for Local Government Elected Members should not be mandatory. While it is true that training is not mandatory for politicians in State or Federal Parliament, it could be countered that parliamentarians are not often 'executive' – i.e. 'Cabinet' – decision-makers on day one as is the case for Local Government Elected Members.



4. Conclusion

This paper has sought to explore policy options for increasing Elected Member participation in training in the context of increasing calls in Western Australia, and other jurisdictions, for Elected Member training to be mandated or incentivised through the remuneration framework.

Utilising the existing training framework, and in the context of calls for Elected Member participation in training to be increased, six policy options have been explored:

1. Enhance desirability of training offerings;
2. Delivery of best practice Council induction programs;
3. Require Councils to adopt a training policy;
4. Require candidates to attend training prior to nominating for election;
5. Incentivise training through the remuneration framework; and,
6. Mandate training for newly elected Elected Members.

The advantages and disadvantages of each of the six policy options explored in Section Three are summarised in the table below.

Table 8: Advantages and Disadvantages of Policy Options

	Advantages	Disadvantages
Enhance desirability of training offerings	No legislative change.	May not achieve desired results – some Elected Members may not pursue training. Funding for subsidised training may not be forthcoming. Risk of further Government intervention.
Local Governments to adopt and deliver best practice induction program	Potentially no legislative change. Straightforward implementation.	Not a replacement for formal training. Potential variance in standard if Local Government delivered. Risk of further Government intervention without other policy changes.
Require Councils to adopt a training policy	Ensures Councils review, document and resource training.	May not achieve desired results. Compliance requirement for Local Government. Risk of further Government intervention.
Require candidates to attend information session	Ensures candidates have knowledge of the role and responsibilities of being an Elected Member.	Could be a barrier to nomination. Practical challenges for some candidates to access material.
Incentivised training	Monetary incentive expected to raise participation rates. Link between capability and reward.	Added complexity to remuneration framework. Potential compliance requirement.



Mandatory training	Expected to raise participation rates. Would be expected to increase overall Elected Member knowledge.	Compliance requirement for Local Governments. Could be a barrier to nomination. Not consistent with other spheres of government.
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The six policy options explored in this paper are not exhaustive, nor mutually exclusive. In practice, a combination of some of the policy options explored above may be the most suitable framework. Further, there may be other policy options that have not been countenanced by this paper.

The aim of this paper has been to seek feedback and stimulate discussion in the Local Government sector about potential policy options to increase Elected Member participation in training. Accordingly, the policy options have been explored openly and feedback is sought on the how they could be applied in practice. Furthermore, no figures were used regarding annual training bonus payments, or timeframes in which training must be completed. Feedback from the sector is also sought in relation to these types of practical issues.

4.1 Process for Feedback

This paper represents an opportunity for the Local Government sector to proactively shape the debate in relation to increased Elected Member participation in training prior to Government policy or legislative change.

Local Governments are invited to provide feedback on any and all of the policy options explored in this paper, and any other relevant matter, including their preferred policy framework by **Friday, 13 November 2015**.

While the submission of general comments is welcome, the following questions have been prepared to assist in eliciting comparable information from Local Governments.

1. **Best Practice Induction Programs** – does Council support Local Governments adopting and delivering a structured and thorough Council induction program?
 - a. If so, should legislation be changed for this to be a requirement, or should it remain voluntary?
2. **Training and Development Policy** – does Council support legislative amendments to require all Councils to review and adopt an Elected Member Training and Development Policy following every biennial election?
3. **Candidate Requirements** – does Council support legislative amendment to require candidates to attend an information session or complete an equivalent online information session prior to nominating for election?



-
4. **Incentivised Training** – does Council support legislative amendments to enable Elected Members to be paid additional allowances commensurate with the level of training undertaken?
 - a. If so, how should the fees and allowances framework be structured? I.e. should Elected Members be paid a specified annual amount, a percentage bonus or using some other method?
 5. **Mandatory Training** – does Council support legislative amendment to require Elected Members to be required to undertake foundation training (such as the Elected Member Skill Set or equivalent)?
 - a. Should mandatory training be applied to all Elected Members or only to newly elected Elected Members?
 - b. For newly elected Elected Members, what is the appropriate timeframe within which training should be completed?
 - c. What is the appropriate penalty for non-completion of the required training?

Please provide feedback, including general comments as well as answers to the questions above, by **Friday, 13 November 2015** to:

Tim Lane
Manager, Strategy and Reform
tlane@walga.asn.au
+61 8 9213 2029

Following feedback from the sector, an item will be prepared for future Zone and State Council consideration. Outcomes from the State Council meeting will then be put forward as a formal Local Government sector policy position to the Minister for Local Government, the Department of Local Government and Communities or the Salaries and Allowances Tribunal as appropriate.

Appendix 1 – Councillor Position Description Mapped to Skill Set Unit Requirements

Skills and Knowledge Required to Perform Councillor Role (as per DLGC Position Description)	Elected Member Skill Set	LGAGENE501A Undertake councillor roles and responsibilities												
	Units of Competency	Performance Criteria			Skills							Knowledge		
	Requirements of the Elected Member Position Description (vertical axis) mapped against the unit of competency (horizontal axis)	Demonstrate awareness of roles and responsibilities in the performance of council activities	Conduct productive meetings in line with compliance requirements	Uphold council's legislative responsibilities	decision making	problem solving	conflict resolution	communication	networking	leadership and management	presentation and public speaking	state or territory legislation affecting councils and influencing bodies	councillor, executive, administrative and specialist roles within council structure	polices and protocols governing effective legal and ethical operation of council
1. Role (and responsibilities), as prescribed by the Local Government Act 1995	represent the interests of electors, ratepayers and residents of the district;		✓	✓	✓			✓					✓	✓
	provide leadership and guidance to the community district;		✓			✓		✓	✓	✓			✓	✓
	facilitate communication between the community and the council;		✓			✓		✓	✓	✓			✓	✓
	participate in the local government decision making process at council and committee meetings;		✓		✓	✓	✓	✓	✓	✓	✓		✓	✓
	perform such other functions as are given to a councillor by the Local Government Act 1995 or any other written law							✓	✓					
2. Accountabilities, as prescribed by the Local Government Act 1995	an understanding of the role and structure of local government as prescribed by the Local Government Act 1995 and Regulations;	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓
	an understanding of the quasi-judicial town planning role of local government, as prescribed by the Planning and Development Act 2005;											✓		✓
	an understanding of Integrated Strategic Planning – the strategic plans for the future of the local government, the processes involved and the strategic role of a councillor;													
	an understanding of the process of managing the Chief Executive Officer's performance;											✓	✓	✓
	ability to read and understand financial statements and reports;													
	a basic understanding of legal processes		✓									✓	✓	✓
3. Governance and ethical standards	an understanding of the 'separation of powers' between councillors and the administration (the difference between governing and managing);	✓	✓	✓	✓			✓				✓	✓	✓
	an understanding of meeting process, including Standing Orders ;	✓	✓		✓	✓						✓	✓	✓
	an appreciation for policy development processes;	✓	✓	✓	✓							✓	✓	✓
	an awareness of risk management strategies;	✓												
	an understanding of the accountability framework prescribed by the Local Government Act 1995 and the Corruption and Crime Commission Act 2003, and other legislation						✓							✓
4. Values, characteristics and commitment to the role	the ability to communicate, debate and actively participate in meetings; ability to enhance discussion and assist discussions to reach closure; ability to disagree, without being disagreeable;	✓	✓					✓	✓	✓				
	the ability to develop and maintain effective working relationships and to manage Interpersonal conflicts;	✓	✓	✓	✓			✓	✓	✓				
	ability to exercise independent judgements	✓	✓		✓	✓	✓	✓		✓				



Skills and Knowledge Required to Perform Councillor Role (as per DLG Position Description)	Elected Member Skill Set Units of Competency	LGAGENE003 Perform the role of an elected member												
		Performance			Skills					Knowledge				
		Identify the role and working environment of elected members	Provide support to council as an elected member	Function effectively as an elected member	Teamwork to work effectively with elected members	Oral and written communication skills for interacting with the community during consultation	Contributing to discussions on complex issues - negotiating and influencing others, debating and solving problems in collaboration with other elected members	Numeracy and financial literacy skills for budgeting, asset management, strategic planning, financial planning and reporting	Relevant state/territory Local Government Acts and amendments	Code of conduct and relevant policies and procedures	Separation of powers of council and administration	Rights and responsibilities of elected members	WHS responsibilities pertaining to elected member operating environment	Meeting standing orders
1. Role (and responsibilities), as prescribed by the Local Government Act 1995	represent the interests of electors, ratepayers and residents of the district;	✓	✓	✓	✓				✓	✓		✓	✓	✓
	provide leadership and guidance to the community district;	✓		✓	✓				✓	✓		✓		✓
	facilitate communication between the community and the council;		✓	✓	✓	✓			✓			✓		
	participate in the local government decision making process at council and committee meetings;		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
	perform such other functions as are given to a councillor by the Local Government Act 1995 or any other written law	✓		✓	✓			✓	✓	✓		✓		✓
2. Accountabilities, as prescribed by the Local Government Act 1995	an understanding of the role and structure of local government as prescribed by the Local Government Act 1995 and Regulations;	✓	✓	✓			✓		✓		✓	✓	✓	✓
	an understanding of the quasi-judicial town planning role of local government, as prescribed by the Planning and Development Act 2005;								✓			✓		✓
	an understanding of Integrated Strategic Planning – the strategic plans for the future of the local government, the processes involved and the strategic role of a councillor;											✓		✓
	an understanding of the process of managing the Chief Executive Officer's performance;								✓			✓		
	ability to read and understand financial statements and reports;		✓					✓						
	a basic understanding of legal processes								✓			✓	✓	✓
3. Governance and ethical standards	an understanding of the 'separation of powers' between councillors and the administration (the difference between governing and managing);	✓	✓						✓		✓	✓		✓
	an understanding of meeting process, including Standing Orders ;	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	
	an appreciation for policy development processes;	✓	✓						✓	✓	✓	✓		
	an awareness of risk management strategies;		✓						✓	✓	✓	✓		
	an understanding of the accountability framework prescribed by the Local Government Act 1995 and the Corruption and Crime Commission Act 2003, and other legislation		✓						✓	✓		✓		
4. Values, characteristics and commitment to the role	the ability to communicate, debate and actively participate in meetings; ability to enhance discussion and assist discussions to reach closure; ability to disagree, without being disagreeable;		✓	✓	✓	✓	✓			✓		✓		✓
	the ability to develop and maintain effective working relationships and to manage interpersonal conflicts;	✓	✓	✓	✓	✓	✓			✓	✓	✓		✓
	ability to exercise independent judgements		✓	✓		✓	✓	✓	✓			✓		

Skills and Knowledge Required to Perform Councillor Role (as per DLGC Position Description)	Elected Member Skill Set Units of Competency	LGAGENE302A Contribute to effect decision making										
		Performance Criteria				Skills				Knowledge		
		Identify problems or issues needing response	Develop solutions to problems	Evaluate solutions	Implement decisions	questioning	listening	research	management	lateral thinking	decision making processes	responsibilities conferred upon councillors to act responsibly and ethically
1. Role (and responsibilities), as prescribed by the Local Government Act 1995	represent the interests of electors, ratepayers and residents of the district;	✓	✓								✓	✓
	provide leadership and guidance to the community district;	✓	✓	✓				✓	✓		✓	✓
	facilitate communication between the community and the council;	✓	✓	✓		✓	✓		✓		✓	✓
	participate in the local government decision making process at council and committee meetings;		✓		✓	✓	✓		✓	✓	✓	✓
	perform such other functions as are given to a councillor by the Local Government Act 1995 or any other written law							✓			✓	✓
2. Accountabilities, as prescribed by the Local Government Act 1995	an understanding of the role and structure of local government as prescribed by the Local Government Act 1995 and Regulations;	✓	✓	✓	✓						✓	✓
	an understanding of the quasi-judicial town planning role of local government, as prescribed by the Planning and Development Act 2005;										✓	
	an understanding of Integrated Strategic Planning – the strategic plans for the future of the local government, the processes involved and the strategic role of a councillor;										✓	
	an understanding of the process of managing the Chief Executive Officer's performance;											✓
	ability to read and understand financial statements and reports;											
	a basic understanding of legal processes											✓
3. Governance and ethical standards	an understanding of the 'separation of powers' between councillors and the administration (the difference between governing and managing);		✓	✓	✓						✓	
	an understanding of meeting process, including Standing Orders ;		✓	✓	✓	✓	✓				✓	✓
	an appreciation for policy development processes;			✓	✓				✓		✓	
	an awareness of risk management strategies;			✓								
	an understanding of the accountability framework prescribed by the Local Government Act 1995 and the Corruption and Crime Commission Act 2003, and other legislation			✓							✓	✓
4. Values, characteristics and commitment to the role	the ability to communicate, debate and actively participate in meetings; ability to enhance discussion and assist discussions to reach closure; ability to disagree, without being disagreeable;	✓		✓		✓	✓		✓	✓	✓	✓
	the ability to develop and maintain effective working relationships and to manage Interpersonal conflicts;			✓		✓	✓		✓		✓	✓
	ability to exercise independent judgements		✓		✓	✓	✓		✓	✓		✓

12.2 FINANCE & ADMINISTRATION BUSINESS

12.2.6 STAFF STRUCTURE REVIEW

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Not applicable
APPLICANT:	Not applicable
FILE REF:	ADM398
DISCLOSURE OF INTEREST:	None
DATE:	20 October 2015
AUTHOR:	P Durtanovich – Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Ordinary Council Meeting 30 July 2015

ATTACHMENTS:

None

SUMMARY:

Council approval is sought for a change to Senior Management positions in Shire of Menzies Organisational Structure.

BACKGROUND:

The Shire of Menzies Organisational Structure was reaffirmed in the Shire's Corporate Business Plan at the Ordinary Council Meeting in July 2015.

A minor amendment was made to the title of one Senior Officer in August 2015, i.e. the Deputy Chief Executive Officer was reclassified to Manager Finance and Administration.

COMMENT:

The position of Manager Finance and Administration was advertised however there were no suitable applicants for the position.

Council is now requested to discontinue the position of Manager finance and Administration to allow the Chief Executive Officer to implement other options for the delivery of financial/ administration services.

CONSULTATION:

Not applicable.

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Council does not have policies relevant to this matter.

FINANCIAL IMPLICATIONS:

Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That the position of Manager Finance and Administration be discontinued and the Chief Executive Officer implement alternative processes / staffing for the delivery of finance / administration services.

12.3 WORKS AND SERVICES BUSINESS

12.3.1 MAINTENANCE GRADING REPORT

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Menzies
APPLICANT:	Shire of Menzies
FILE REF:	ADM443
DISCLOSURE OF INTEREST:	None
DATE:	19 October 2015
AUTHOR:	Ray Pepper, Manager Works and Services
SIGNATURE OF AUTHOR:	
SENIOR OFFICER:	Pascoe Durtanovich, Acting Chief Executive Officer
SIGNATURE OF SENIOR OFFICER:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:
None

SUMMARY:
To inform Council of Maintenance Grading options.

BACKGROUND:
The Shire has approximately 2,000 kilometres of unsealed roads, Council needs to set the Level of Service they require for each road and decide how to achieve the desired level.

Road	Type of work	Frequency
Gravel	Grading to fill in potholes, depressions and other defects in the surface. Re-sheeting to take place when the quantity of gravel is reduced to a level where it cannot be graded any longer or when there is insufficient fines to hold the coarse material together.	Grading 3-4 times per year. Re-sheeting as required.

COMMENT:
Currently the Shire is able to keep up with its Maintenance Grading Program on roads that have the most use, but minor roads are lacking in a regular maintenance grading service. If Council requires these minor roads to be serviced on a regular basis it will need to consider the following options:

1. Employ a second maintenance grader operator which would then necessitate the purchase of another grader and a second accommodation unit, higher initial cost but Shire benefits by having extra assets and provides employment for an extra person.
2. Use a contract grader to carry out the maintenance, lower initial outlay but no lasting benefit to Shire.

3. Provide a less frequent and lower level of service on the remaining Shire roads, maintains Shire road network at a reduced level and reduced cost.

CONSULTATION:

N/A.

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Council has no Policies in relation to this matter.

FINANCIAL IMPLICATIONS:

Estimated costs of the various options above are:

1. Employ a second operator, purchase a new grader and accommodation unit approx. cost \$700,000 for the first year.
2. A full time contract grader cost approx. \$500,000 per annum.
3. Wages, overheads, plant and fuel costs for current maintenance grader operator approx. \$250,000 per annum.

STRATEGIC IMPLICATIONS:

None

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That:

1. Road maintenance grading be continued with one Shire owned and operated grader; and
2. A budget allocation for contract grader hire be determined in the annual budget.

12.3 WORKS AND SERVICES BUSINESS

12.3.2 OUTSOURCING OF WASTE COLLECTION SERVICE

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Not applicable
APPLICANT:	Shire of Menzies
FILE REF:	ADM431
DISCLOSURE OF INTEREST:	None
DATE:	5 October 2015
AUTHOR:	P Durtanovich – Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Budget discussions

ATTACHMENTS:

Nil

SUMMARY:

During discussions on the 2015/2016 Budget the need to assess the option of outsourcing waste collection services was identified. One option was for the Shire of Leonora to provide the service.

This report recommends that Council continue to provide the service in house.

BACKGROUND:

Currently Council provides a waste collection service to the towns of Menzies and Kookynie. The service is undertaken weekly on Mondays. Lake Ballard and Niagara Dam are serviced on the same day.

There is a total of 64 pickups in Menzies and 8 in Kookynie.

The total estimated expenditure for refuse collection, including plant, labour and plant depreciation is \$42,000.

COMMENT:

The Shire of Leonora has provided a cost estimate of \$1,140 +GST per week or \$15.80 per bin to provide the service.

Waste collected would be transported back to the Leonora Shire landfill.

It should be noted that if the service is outsourced Council will have to retain appropriate equipment to provide the service for specific community events, such as the Cyclassic.

In summary, the annual cost for Council to provide the waste collection service in house is approximately \$42,000. If it is outsourced to the Shire of Leonora the cost would be approximately \$60,000 per annum.

It should be noted that the current collection unit will require, in due course, considerable refurbishment or replacement.

This would increase depreciation costs, possibly up to \$20,000 per annum, and hence overall cost to the in house operation.

The other obvious benefit of retaining the service in house is the local full time employment created. It is recommended therefore that Council continue to provide the waste collection service in house.

CONSULTATION:

Not applicable.

STATUTORY ENVIRONMENT:

Under the Health Act there is an obligation on Council to provide a waste collection service.

Depending on the term of a Service Level Agreement, if the service was outsourced, the service would have to be put to tender.

POLICY IMPLICATIONS:

At the September 2015 Council meeting, it was resolved that a compulsory annual fee for residential kerbside waste pickup would apply from 1 July 2016.

FINANCIAL IMPLICATIONS:

The cost of providing the waste pick up service is detailed in this report.

The cost of kerbside domestic collection is \$30,000 per annum. Income is \$6,500. The annual collection fee levied is \$135.

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That waste collection services for the Shire of Menzies not be outsourced.

12.3 WORKS AND SERVICES BUSINESS

12.3.3 TOURIST INFORMATION BAY / HEAVY VEHICLE PARKING AREA

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	East side of Goldfields Highway – 205.17 to 205.35 SLK
APPLICANT:	Shire of Menzies/Main Roads WA
FILE REF:	ADM148
DISCLOSURE OF INTEREST:	None
DATE:	22 October 2015
AUTHOR:	P Durtanovich, Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:

12.3.3 Attachment #1 Guideline Drawing

12.3.3 Attachment #2 Locality Plan

SUMMARY:

Council is required to decide on the location and design of a Tourist Information Bay/ Heavy Vehicle parking area.

BACKGROUND:

Previous administration has discussed with Main Roads WA the provision of a Tourist Information/ Heavy vehicle parking bay for Menzies. The author of this report is not aware of any previous Council decisions on this matter, however Councillors are obviously aware of the issue.

The existing, unofficial facility, north of the town centre has a number of constraints, namely highway site distances and the impact on freehold land. Main Roads WA does not support formalization of the facility at this location.

In discussions with administration and their own investigations, Main Roads has identified a site south of town. (see locality plan attached)

COMMENT:

Under Main Roads guidelines for information bays local government responsibilities include:

- Contribution to 1/3 of the cost of the handstand area, kerbing and drainage work.
- The full cost of the sign structure, landscaping and all other additional facilities.
- Maintenance of the sign structure, landscaping and all other facilities.
- Administration of the information displayed on the sign structure.
- Maintenance of litterbin and general litter within the information bay area.
- Maintenance of all unsealed handstand areas, all kerbing and all drainage.

The location proposed has a number of positives and negatives including:

Positives

- Close to town centre and existing businesses.
- Close to ablution facilities.
- Adequate site distance for north and south bound traffic.

Negatives

- Mixture of tourist traffic and heavy vehicles.
- Close to recreation precinct.
- May require the removal of some trees.

Comparing with other similar tourist information bay projects it is envisaged that the cost would be in the range of \$400,000 to \$500,000 (total cost). The Shire's contribution is 1/3, or \$166,000. Council would also be responsible for the rehabilitation of the existing unofficial site, detailed costing for this aspect is not available at this stage.

Should council not be supportive of the proposed site, the only other option is to provide a smaller tourist information bay on the site and request Main Roads to construct, at Main Roads cost, a heavy vehicle bay north or south of the town centre, up to five kilometres outside of the townsite. This option is substantially more expensive as the Shire would be responsible for the full cost of the tourist information bay, which could be up to \$250,000.

CONSULTATION:

No public consultation has been undertaken to date, Council may wish to undertake some form of public consultation.

STATUTORY ENVIRONMENT:

Land tenure issues will be addressed by Main Roads WA.

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

Estimated cost is as per this report.

Main Roads WA does not have funds allocated for this project in their 2015/2016 budget, however, the regional office is confident that the project can be funded in 2016/2017.

Main Roads WA is agreeable to the Shire of Menzies constructing the facility, with their supervision.

STRATEGIC IMPLICATIONS:

Shire of Menzies Strategic Plan –
Priority 14.1 – Sustainable Local Economy
Ref 14.1.7 Tourism Growth

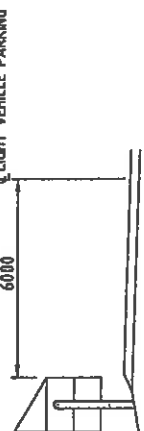
VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That :

1. The proposed Tourist Information Bay / Heavy Vehicle Parking facility be located on the east side of the Goldfields Highway, south of town, between 205.17 to 205.35 SLK; and
2. The 1/3 contribution from the Shire of Menzies for the project be considered in the 2016/2017 budget.

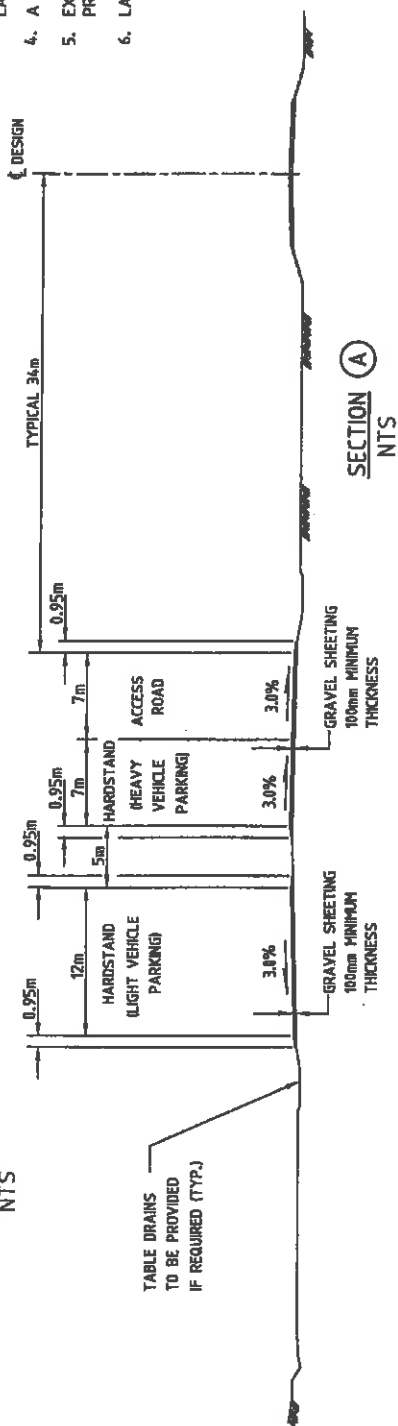


BIN LOCATION DETAIL
NTS

NOTE

1. REST AREA FURNITURE TO BE PROVIDED IN ACCORDANCE WITH THE ROADSIDE STOPPING PLACES DESIGN GUIDELINE. FURNITURE TO BE POSITIONED ON-SITE TO SUIT.
2. SEAL APPLIED TO REST AREA ENTRANCES.
3. DESIGN VEHICLE FOR THE ENTRANCE/EXIT IS A SINGLE UNIT (SU) VEHICLE. INTERSECTIONS TO BE MODIFIED FOR LARGER DESIGN VEHICLES.
4. A HARSTAND OF MINIMUM AREA 3000m² SHOULD BE PROVIDED.
5. EXISTING SITE VEGETATION SHALL BE RETAINED WHERE PRACTICAL.
6. LANDSCAPING SHOULD BE PROVIDED WHERE PRACTICAL.

PLAN
SCALE 1:100



SECTION
NTS

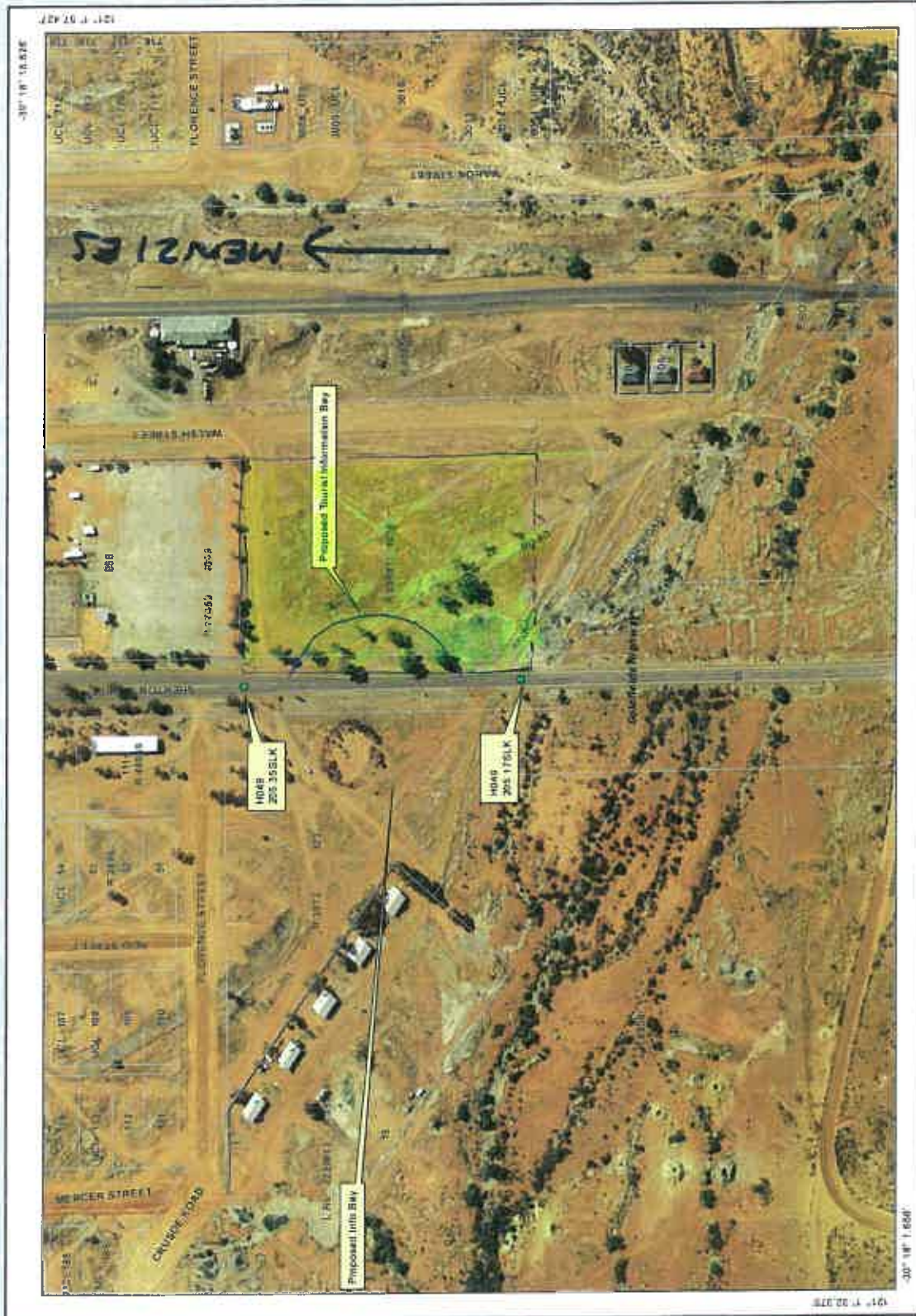
ALL UNITS ARE IN MILLIMETRES UNLESS OTHERWISE NOTED.

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DESCRIPTION
Menzies Information Bay

Menzies Information Bay

LEGEND
Cadastral



AUTHOR: DOMINIC HARRIS
DATE: 4 April 2015
CREATED BY: INTEGRATED MAPPING SYSTEM
GEOCENTRIC DATUM OF AUSTRALIA



12.4 COMMUNITY DEVELOPMENT BUSINESS

12.4.1 MENZIES YOUTH CENTRE

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
FILE REF:	ADM075
DISCLOSURE OF INTEREST:	None
DATE:	10 October 2015
AUTHOR:	P Durtanovich – Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Ordinary Council Meeting 22 October 2014

ATTACHMENTS:

- 12.4.1 Attachment #1 Floor Plan
- 12.4.1 Attachment #2 Concept Drawings
- 12.4.1 Attachment #3 Grant Application
- 12.4.1 Attachment #4 Indicative Cost Estimate
- 12.4.1 Attachment #5 Operational Management Plan
- 12.4.1 Attachment #6 Student Survey Forms

SUMMARY:

In accordance with Council's previous decision concept plans and a funding application have been finalised for a new youth centre in Menzies.

Council is now required to determine whether to proceed with the project as proposed.

BACKGROUND:

At the Ordinary Council meeting on 22 October 2014, it was resolved as follows:

That Council:

1. *Agree that the Menzies Youth Centre will be sited on the sports field at the Walsh Street boundary;*
2. *Direct the Chief Executive Officer to prepare a project plan for the securing, placement and setting up of the Menzies Youth Centre;*
3. *Submit funding applications to the relevant bodies to secure funding support for the provision of the Menzies Youth Centre; and*
4. *Pursue funding for the engagement of qualified personnel to provide sporting and social activities for the youth of the town.*

Core Business Australia was engaged to work with Councillors, staff and local youth to progress concept plans, operational plan and funding applications. This phase of the project has now been completed (see attachments).

COMMENT:

Planning aspects of the project include:

Youth Centre Location

The proposed centre will be located within the Shire of Menzies Recreation Precinct, adjacent the playground and courts area. The vicinity was identified and discussed during the site meeting of the 26 August 2015. This land is owned freehold by the Shire of Menzies. There will be the opportunity to vary the location.

User Groups

The following demographic group will predominately use the centre;

- Youth;
- 80% indigenous youth population in Menzies;
- Ages 8-18; and
- Youth support agencies/ early intervention practitioners.

Indicative Content / Usage of Centre

The following intended uses are currently proposed for the Centre:

Provision of youth services by agencies (private office required);

Early intervention activities;

Disco;

Movie nights;

Small/ rehear kitchen.

CONSULTATION:

To date the following have been consulted in the planning phase:

- Mark Weller – Core Business Australia
- Acting Chief Executive Officer
- Councillors
- Local Youth

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Council does not have a policy on this proposal.

FINANCIAL IMPLICATIONS:

Estimated Capital Expenditure is \$350,000 of which it is anticipated that \$150,000 will be grant funds and \$200,000 Council funds.

The annual operating budget is estimated at \$100,000 per annum.

STRATEGIC IMPLICATIONS:

Will provide a facility for young people to connect and contribute positively to their community.

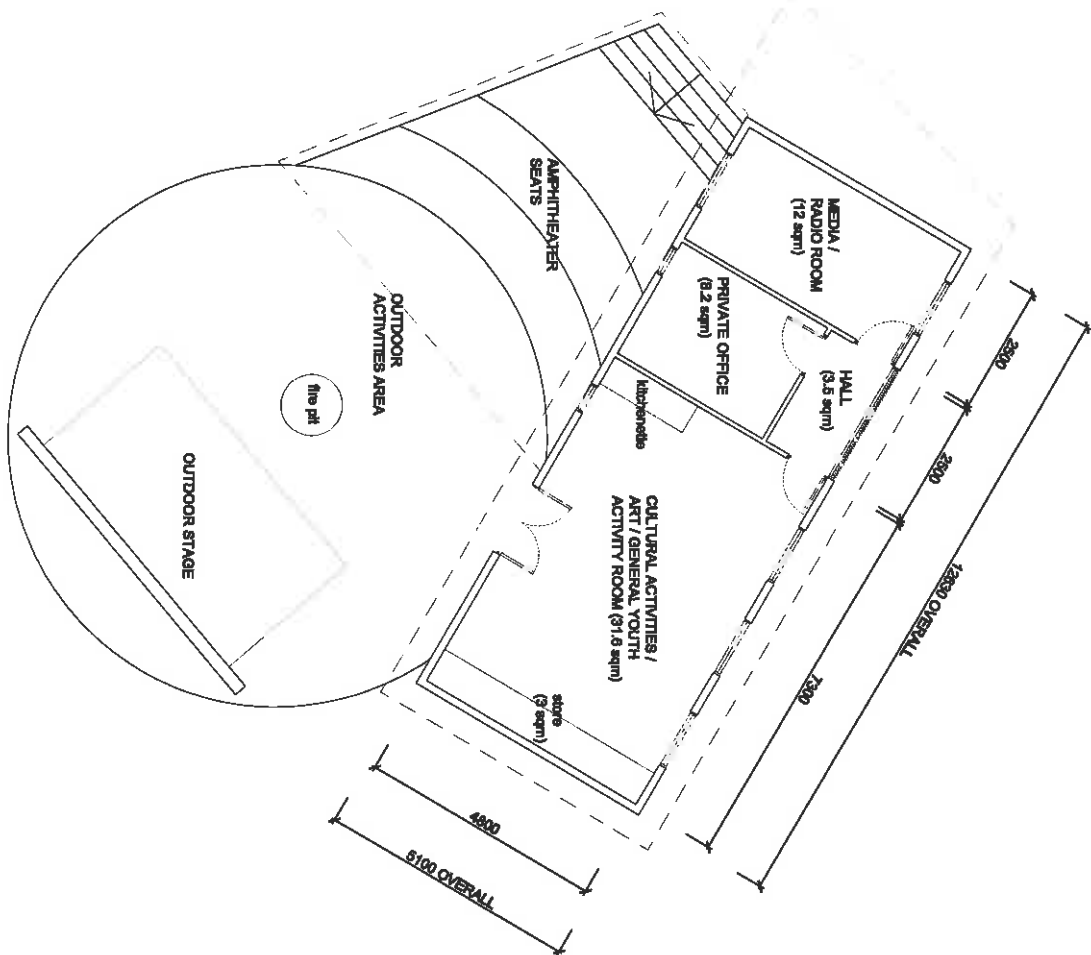
VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That:

1. The draft concept plans for the proposed Menzies Youth Centre be adopted; and
2. The funding application submitted to Lotterywest be proceeded with.



TOTAL AREA: 64.2 sqm



ANNABEL WILLS ARCHITECTURE PTY LTD
10A Holman Street MELVILLE 6168
9317 3251
0400 606 606
willsa@bigpond.net.au

Date	Project
01 OCTOBER 2015	MENZIES YOUTH CENTRE - OPTION 1
Drawn: AW	Client: SHIRE OF MENZIES
Checked: AW	Drawing Title: FLOOR PLAN
Scale: 1:100 @ A3	Drawing #: 1
Proj. #: AW	



core business
AUSTRALIA

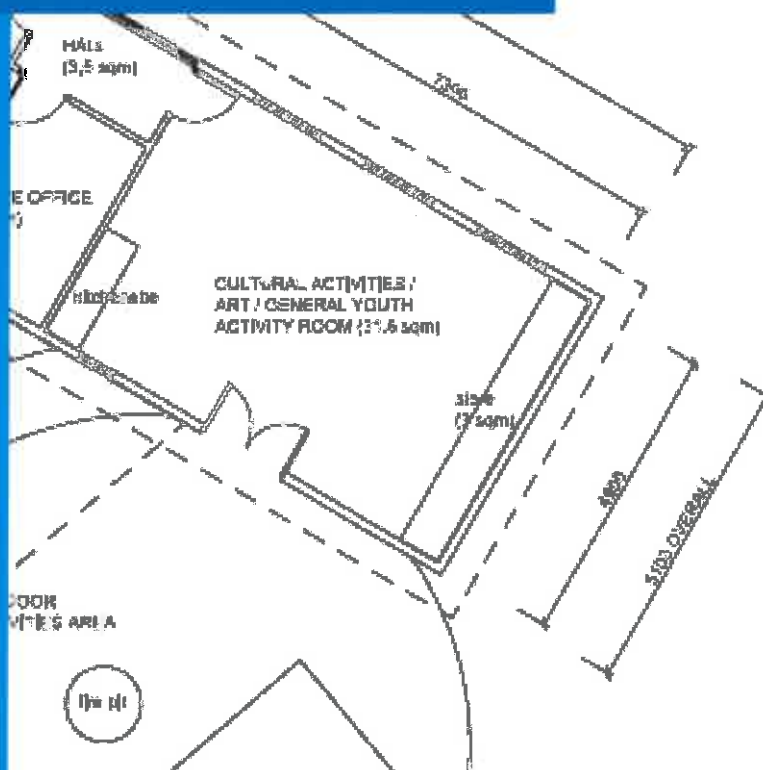


Shire of Menzies

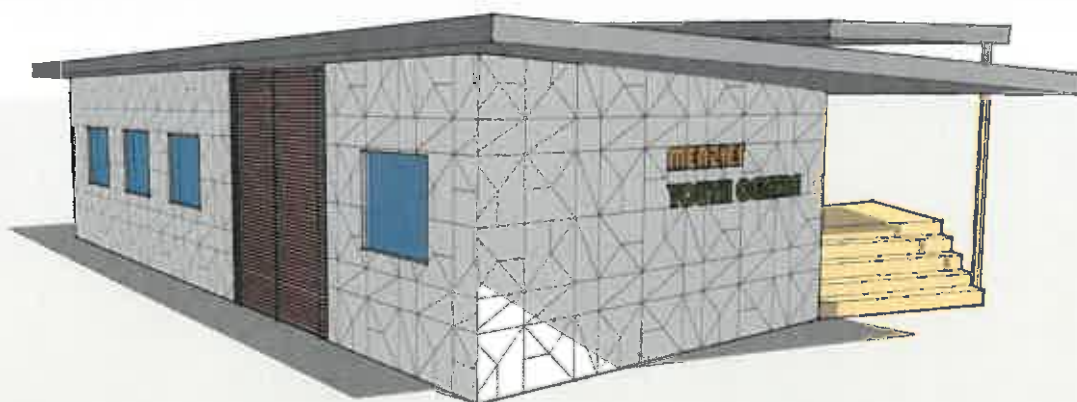
New Menzies Youth Centre

Concept Drawings

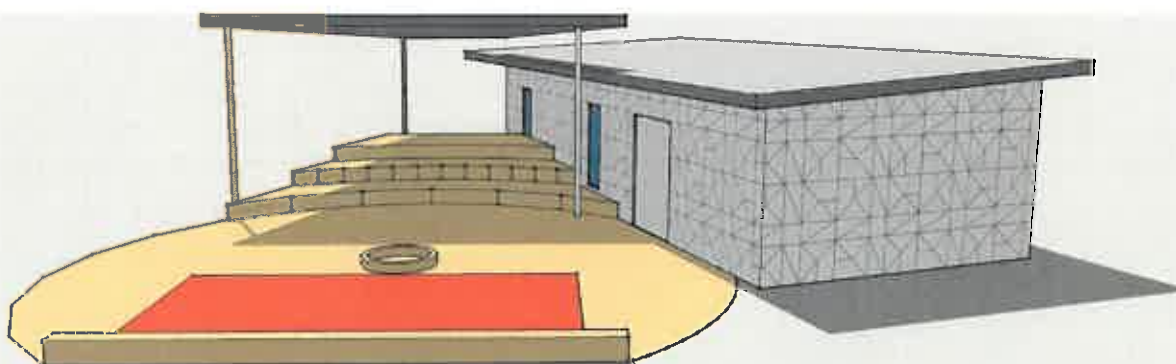
Prepared by Robert Gardiner Architects



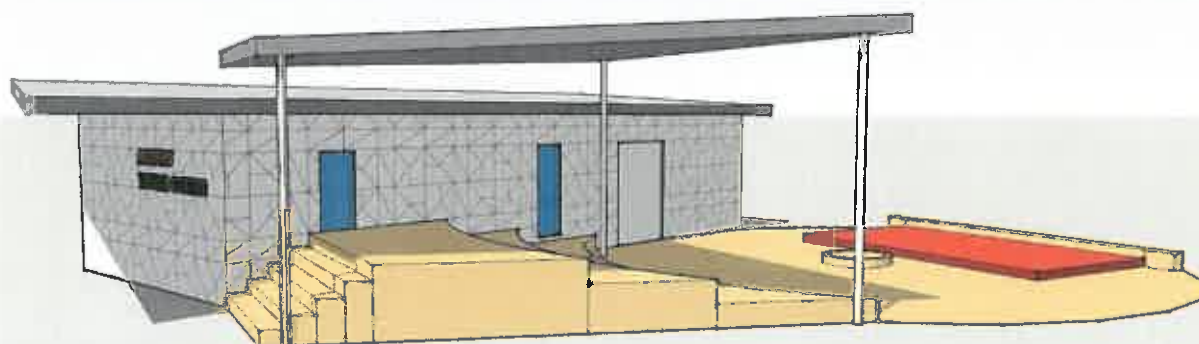
1. Menzies Youth Centre: Concept Front View



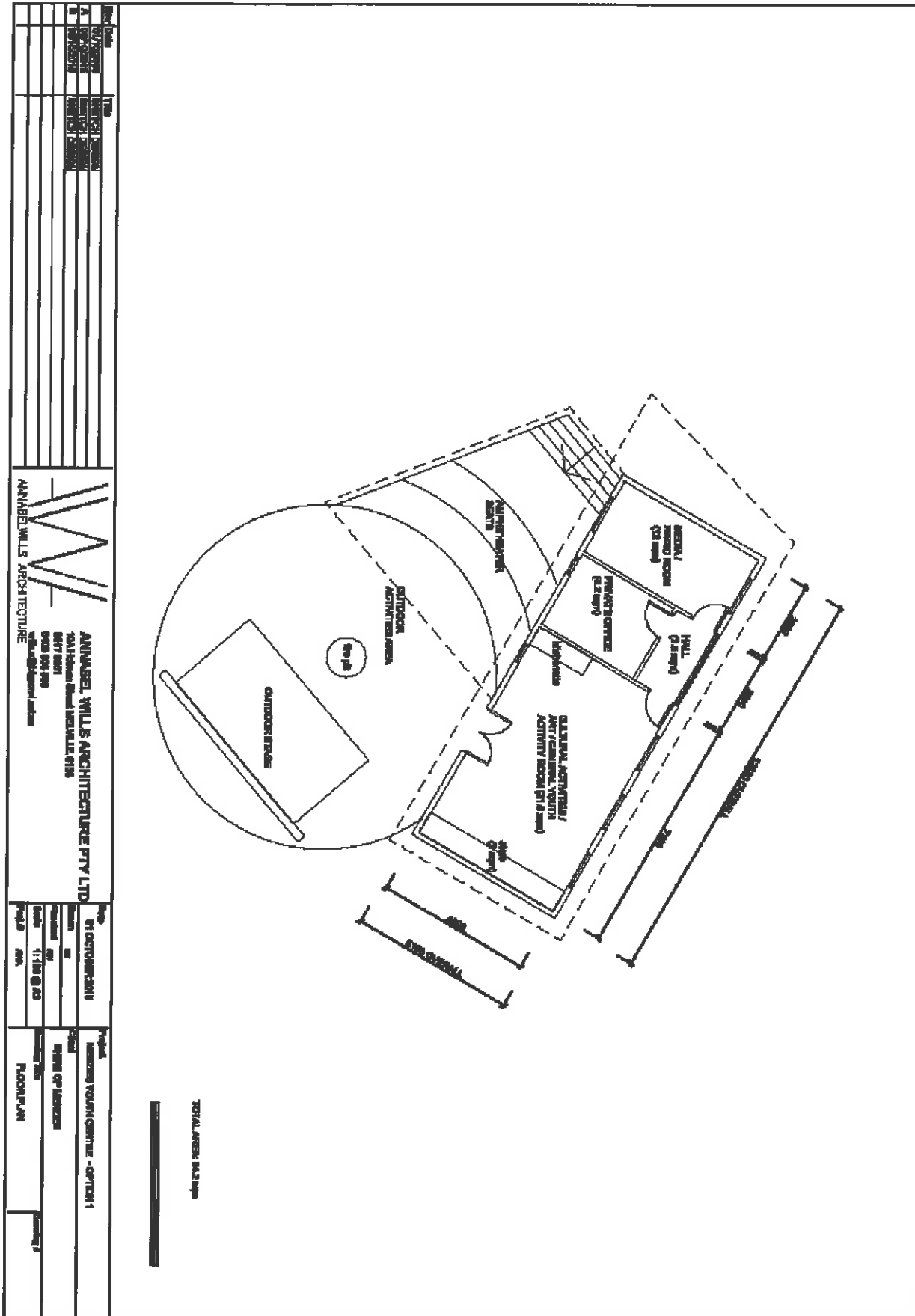
2. Menzies Youth Centre: Concept Back View



3. Menzies Youth Centre: Concept Side View



4. Menzies Youth Centre: Concept Plan



5. Menzies Youth Centre: Site Plan

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Concept Drawing Notes:

The concept drawings and diagrams for the Menzies Youth Centre have been prepared by Roberts Gardiner Architects. These drawings and diagrams are concept only and not for use for construction purpose.

Grant Application Form Community Spaces - Buildings & Fit out



If your organisation is thinking about applying for a Lotterywest Grant towards a significant construction of any kind, please talk to us as soon as possible. A member of our Grants Team will be happy to explore your idea with you and offer suggestions on how to progress.

Version 6.1

Please note: This form will expire on Sunday, 28 February 2016

For more information [visit our website](#).

Filling in your form: Please give us all the information you feel is useful for your grant application. Just type straight into the text boxes provided for your answers. These will expand as you begin typing. You can save yourself time if you have information in another document. Simply [attach the document](#) to your application and include the question number your information refers to.

1. What is the legal name of your organisation?

Shire of Menzies

2. Please indicate which best describes your organisation.

Local Government Authority

3. Has your organisation ever been known by any other name?

Yes ☐ No ☒

4. Is your organisation part of the Christmas or Cocos (Keeling) Islands or surrounding island territories?

Yes ☐ No ☒

For more information related to Indian Ocean Territories please see our [website](#).

5. Does your organisation have an Australian Business Number (ABN)? Click here for more information on ABNs.

Yes ☒ No ☐

5a. What is your ABN?

7 0 7 9 9 2 6 4 7 8 3

6. Is your organisation registered for GST?

Yes ☒ No ☐

7. Please provide details of your organisation's main operating account.

Account Name

Shire of Menzies Municipal Account

BSB Number

0 8 6 - 7 1 2

Account Number

5 0 8 3 3 6 9 0 4

Bank Name

National Bank

Contact us

Technical Help

Phone. 08 9340 5260 or toll free on 1800 199 833

[Security and Privacy Information.](#)



Grant Steps



Grant Conditions



Form FAQ's



Further Resources

Grant Information

Phone. 08 9340 5270 or toll free on 1800 655 270

[Email: grants@shireofmenzies.wa.gov.au](#)



Grant Information



Community Spaces Grant Information

[Please check my details with Lotterywest](#)
[Continue without checking](#)

8. Please enter your organisation's details.

Street Address

Address

124 Shenton Street

Suburb

MENZIES

State

WA

Postcode

6 4 3 6

Phone

0 8 9 0 2 4 2 0 4 1

Fax

0 8 9 0 2 4 2 1 1 0

Organisation Email

admin@menzies.wa.gov.au

Website/URL

www.menzies.wa.gov.au

Postal Address

☐ Please tick if same as above

Address

P.O Box 4

Suburb

MENZIES

State

WA

Postcode

6 4 3 6

9. Please provide your Chief Executive Officer's contact details. This will be used to confirm the information provided and to secure agreement to Lotterywest's conditions of grant.

Title

Mr

Name

Pascoe Durtanovich

Position/Role

Chief Executive Officer

Postal Address

P.O Box 4

City/Town

Menzies

State

WA

Postcode

6 4 3 6

Phone

0 8 9 0 2 4 2 0 4 1

Mobile

0 4 0 9 1 1 4 5 0 9

Email

ceo@menzies.wa.gov.au

10. What is your preferred method of receiving communication from Lotterywest (including conditions of grant, grant approvals and other correspondence)?

11. For the purposes of this application, does the person listed in Q9 choose to give responsibility for signing the Lotterywest Conditions of Grant to someone else within your organisation? [here for more information.](#)

Yes ☐ No ☒

12. Does your organisation manage more than one service or activity?

Yes ☒ No ☐

12a. What is the name of the service(s) or activities which this application is made for?

Community Services

12b. Is this service(s) or activity based at a different location than your organisation's main address?

Yes ☐ No ☒

13. If you have been in discussion with a member of our Grants team about this application, who have you talked with? (if you have not had contact with us please leave blank)

Name

Kate Grosso and Michelle Beers

14. Who is the best person for Lotterywest to talk to about this application?

Title

Mr

Name

Pascoe Durtanovich

Position / Role

Chief Executive Officer

Phone

0 8 9 0 2 4 2 0 4 1

Mobile

0 4 0 9 1 1 4 5 0 9

Email

ceo@menzies.wa.gov.au

What is the best time for us to contact you?

9am - 5pm Monday to Friday (Western Standard Times)

15. Please estimate how many people will benefit from the activity for which you are seeking this grant.

101-250

16. How will they benefit from the activity for which you are seeking this grant?

Youth will have a safe and inclusive environment to interact with peers as well as participate in activities that are interactive and, at times, intergenerational. Youth service providers will also have a place to operate from which has direct access to young people of the community.

17. What geographical area will this activity serve?

Goldfields-Esperance

The information you provide in Questions 18 to 25 will be kept on file and you will not be required to provide the information again unless your details change.

18. In total, please estimate how many people benefit from your organisation's services each year.

251-500

19. What is your organisation's main purpose?

To provide services that keep the Shire of Menzies as a safe and welcoming environment that supports residents including road maintenance, community facilities maintenance, rubbish collection, ranger services, environmental health services, community and recreation services and parks and garden maintenance

20. What year was your organisation established?

1	8	9	5
---	---	---	---

21. Is there a main group that your organisation is set up to serve ?

Yes ☒ No ☐

21a. What is the main group you seek to serve?

Residents of the Shire of Menzies

22. How many paid staff does your organisation have?

16-25

23. How many volunteers does your organisation have?

1-5

24. Does your organisation have members?

Yes ☐ No ☒

25. What geographical area does your organisation serve?

Goldfields-Esperance

26. Is your request to Lotterywest for

more than \$100,000 ? ☒ \$100,000 or less? ☐

If your organisation is thinking about applying for a Lotterywest Grant towards a significant construction of any kind, please talk to us as soon as possible. A member of our Grants team will be happy to explore your idea with you and offer suggestions on how to progress.

27. Please provide an overview of the proposal.

The purpose of the project is to construct a new Youth Centre which will provide a safe, inclusive and accessible environment for young people to connect and contribute to their community. This will be achieved through building positive relationships, teamwork and empowering decision making.
The project has resulted from identification of need by local youth and other community members and leaders and confirmed during engagement sessions.

28. What description below best describes your proposal?

Construction of a building

29. To assist us in assigning your application to our grants team, will your community facility be used for one of the following purposes? (Please choose only one)

More than one of the above

30. Provide a brief summary of the building, including size and location.

It is proposed that the MYC will be located within the Shire of Menzies Recreation Precinct, adjacent to the playground and courts area (GPS Coordinates: S 29 41'42.15"; E 121 1'46.10") and will include:

- Space for activities;
- Small kitchenette area;
- Administration area;
- Private office space for external youth agencies to operate;
- Amphitheatre; and
- Fire pit area.

The building will be approximately 64.2m². Attachment 1: Concept Drawings, provides an overview on the facility design and area. This design takes into consideration results of community consultation and the size of the target market within the community.

31. Who currently owns the land/building?

Shire of Menzies

32. Is the land where the building is or will be located...

Freehold ☒ Leasehold ☐ Crown land ☐

Section A: Determining the best response for community.

Please Note: If you have an existing document that outlines the information requested below please attach and move to Section B.

☒ I will attach a document outlining the information requested

33. Does your organisation have a Strategic Plan?

Yes ☐ No ☐

34. Who else will be contributing financially to this project? Please include details in the budget.

35. What community consultation has occurred, particularly with proposed users? Include details such as: when it happened; who was involved and what you found out, agreed or decided.

When did it happen?	Who was involved?	What did you find out, agree or decide?	Remove
			<input type="checkbox"/>

Add new item

Section B: Who will be accommodated and what services will be provided?

Please Note: If you have an existing document that outlines the information requested below please attach and move to Section C.

☒ I will attach a document outlining the information requested

36. What organisations will permanently occupy and/or have occasional access to the building?

37. What activities and services will be provided within the building?

38. What community(s) will benefit from the building?

39. Approximately how many people will access the facility?

40. Is the building accessible? Include your considerations for disability access as well as the provision for parking facilities and/or proximity to public transport.

Section C: How costs will be met.

Please Note: If you have an existing document that outlines the information requested below please attach and move to Section D.

☒ I will attach a document outlining the information requested

41. What resources (e.g. funding) are required for completion of the project?

42. Indicate the status of other funding requests that have been made in relation to this building (unconfirmed or confirmed).

43. Are you reinvesting the proceeds of the sale of current or previous premises?

Yes ☒ No ☐

Provide a fully costed budget for the ongoing management of the facility. The budget should be for a minimum of 3 years. Include expected annual income where relevant (i.e. rentals from tenants and users) and expenditures for all operating and maintenance costs.

Section D: Legislative and planning requirements.

Please Note: If you have an existing document that outlines the information requested below please attach and move to Section E.

☒ I will attach a document outlining the information requested

44. What planning and construction permissions are required and what is the status of these requests?

Permission required	Status	Remove
		<input type="checkbox"/>

Add new item

45. Please provide details of the building's compliance with the Code of Australian Standards on Access.

46. Please provide details of the building's compliance with the Aboriginal Heritage Act 1972 (if applicable).

47. Please provide details of the building's compliance with the Contaminated Sites Act 2003 (if relevant).

48. Please provide details of any other relevant codes, standards and legislation that are applicable and how the building complies.

49. Have you considered principles of sustainability in the planning of the project?

Yes ☐ No ☐

Section E: How the facility will be managed.

Please Note: If you have an existing document that outlines the information requested below please attach and move to Section F.

☒ I will attach a document outlining the information requested

50. What is the intended management structure for the building?

51. Why is this the most appropriate option?

52. How will you know if the building is operating effectively and meeting the needs of its users?

53. How will the building be maintained ?

Section F: How the proposal will be achieved.

Please Note: If you have an existing document that outlines the information requested below please attach.

☒ I will attach a document outlining the information requested

54. Please list the key stages of the project and the tasks or activities occurring at each stage
(if you have this information in another format, you can attach it when submitting the application).

Key stage (description)	Tasks or activities to occur	Dates	Remove
			<input type="checkbox"/>

Add new item

Referees

Please provide details of three independent referees whom Lotterywest can speak to about your organisation and about this application. Referees cannot be members of your organisation or your Board. Referees may include relevant individuals, peak bodies or other organisations.

1. Title	Mr
Name	Mark Weller
Organisation	Core Business Australia
Phone	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
Mobile	<input type="text"/> 0 <input type="text"/> 4 <input type="text"/> 1 <input type="text"/> 9 <input type="text"/> 4 <input type="text"/> 3 <input type="text"/> 7 <input type="text"/> 3 <input type="text"/> 6 <input type="text"/> 9
Email	mark@corebusiness.net.au
Position/Role	Executive Associate
2. Title	Mrs
Name	Michelle Pass
Organisation	Menzies Community School
Phone	<input type="text"/> 0 <input type="text"/> 8 <input type="text"/> 9 <input type="text"/> 0 <input type="text"/> 2 <input type="text"/> 4 <input type="text"/> 2 <input type="text"/> 0 <input type="text"/> 4 <input type="text"/> 9
Mobile	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
Email	<input type="text"/>
Position/Role	School Principal
3. Title	Mrs
Name	Tricia White
Organisation	Core Business Australia

Shire of Menzies
 Phone Ordinary Council Meeting Agenda 29 October 2015

Mobile 0 4 0 0 8 7 9 1 0 1

Email tricia@corebusiness.net.au

Position/Role Associate

Please note: Lotterywest may consult any others as it considers appropriate in the assessment of your application. This means we may also contact people other than the referees nominated by you.

Proposed budget for this application

Summary	Amount \$
A) Request from Lotterywest	
B) Your organisation's contribution	185,000
C) Other contributions	
A +B+ C = Total \$ cost of items	185,000
D) In kind contribution(s) estimated value	

In order to assess your application we will require the following documents:

- ☒ Annual Report
- ☒ Quotes
- ☒ A community usage policy
- ☒ Attachments for Section A
- ☒ Attachments for Section B
- ☒ Attachments for Section C
- ☒ Attachments for Section D
- ☒ Attachments for Section E
- ☒ Attachments for Section F
- ☒ A three year management and operation plan
- ☒ A fully costed budget
- ☒ A project management plan including a risk management plan

Please note, if your annual report is published to a website, please provide the URL address link here instead of attaching the document.

Website/URL

http://www.menzies.wa.gov.au/Assets/Documents/Document-Centre/Annual-Reports/141128_Signed_Scanned_Annual_Report_2013-14

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INDICATIVE COST ESTIMATE

MENZIES YOUTH CENTRE

OPTION 1

ANNABEL WILLS ARCHITECTURE

CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT

Oct-15

**MENZIES YOUTH CENTRE
OPTION 1**

Ref : A811

INDICATIVE COST ESTIMATE

19/10/2015

PROJECT COST SUMMARY

Total Cost from Summary	\$ 159,000
Design/Construction Contingency (10%)	\$ 16,000
Menzies District Allowance (40%)	\$ 70,000
Subtotal	\$ 245,000
GST	\$ 24,500
TOTAL STAGE 1 INDICATIVE COST ESTIMATE	\$ 269,500

Exclusions :

This estimate excludes the following costs :

Cost escalation to date of construction

Loose furniture & equipment

Siteworks/Services/Access & Landscaping (\$60,000)

Project Management/Approvals/Professional Fees (\$30,000)

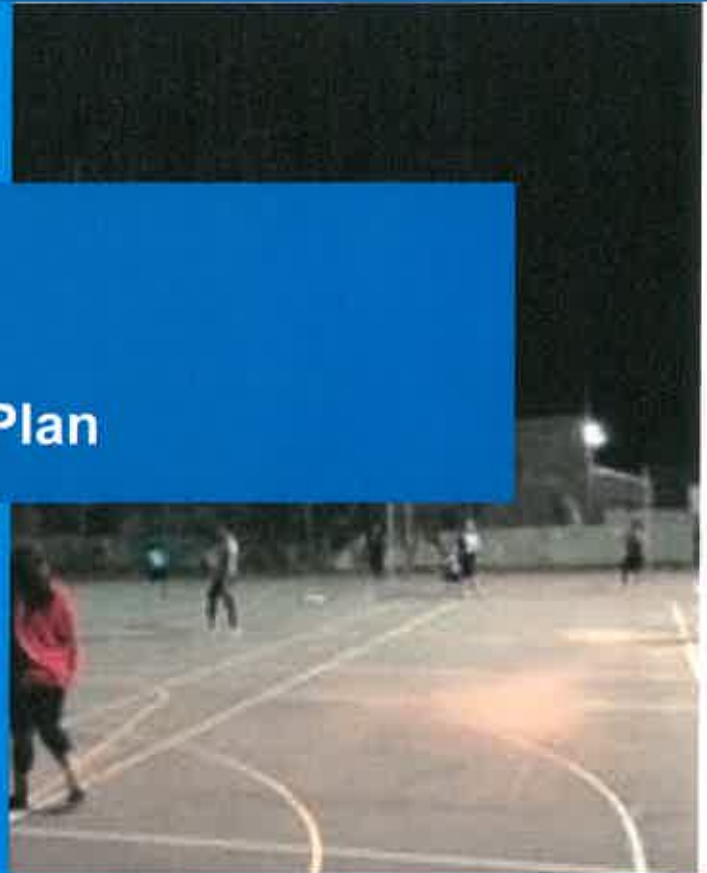


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AUSTRALIA

Shire of Menzies

Menzies Youth Centre

Operational Management Plan



DOCUMENT CONTROL

DOCUMENT CONTROL	
Core Business Australia Pty Ltd PO Box 797 BUSSELTON WA 6280 Office: +61 8 9754 1117 Mobile: +61 418 931 067 Email: mark@corebusiness.net.au Web: corebusiness.net.au	Document: Menzies Youth Centre Operational Management Plan Client: Shire of Menzies
	Project Manager: Mark Weller Author: Tricia White Date: 20 September 2015
	Synopsis: The purpose for developing this Operational Management Plan is to: <ul style="list-style-type: none"> • Detail the operational philosophy of the MYC; • Provide key market information that will assist with strategic decision making based on an evidence and a justified approach to MYC operations; • Establish facility management parameters, service levels and functionality; • Propose an effective management and staffing structure that details key responsibilities and authority; • Detail a five year operational financial plan; and • Communicate as well as propose controls for operational risks of the MYC.

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1	07/10/2015	Shire of Menzies CEO MYC Management Committee	365 Menzies Youth Centre Operational Management Plan (V1)
2	20/10/2015	Shire of Menzies CEO MYC Management Committee	365 Menzies Youth Centre Operational Management Plan (V2)

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Front Cover Photos: Menzies Youth



1.0 Introduction

The Town of Menzies is a mining and pastoral town in the Eastern Goldfields, 730 kilometres East of Perth, about an 8 hour drive via Kalgoorlie. The Shire of Menzies covers approximately 125,000 km² with a total population of 384 of which 27.1% are under the age of 19.^{1 2} According to the Australian Bureau of Statistics (ABS) Aboriginal and Torres Strait Islanders make up 66.4% of the population in the Shire compared with the Australian average of 2.5%.

Menzies is a close knit family focused community that believes in empowering the next generation to become leaders. The process of developing the proposed Menzies Youth Centre (MYC) Project has evolved through consultation with all sectors of the community but primarily with young people. Through representation on the Menzies Youth Council, young people have also had the opportunity to make strategic decisions on the potential development and operations of the proposed MYC.

It is proposed that the MYC will be constructed at the recreation precinct in Menzies and will include:

- Space for activities;
- Kitchen;
- Administration area;
- Private office space for external youth agencies to operate; and
- Outdoor stage and movie screen wall.

Amenities are already located within close proximity to the proposed site for the MYC.

The MYC will be a safe and welcoming place for young people to connect, develop relationships and be involved. In addition to the MYC being a place for young people to 'hang out', there will also be opportunities that encourages and empowers them to initiate their own projects and activities.

The aim for the Shire of Menzies is "to be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources".³

In accordance with the Shires Strategic Community Plan 2013-2023, objective 4.2 relates to maintaining a strong sense of community. This objective is specifically defined as:

- Our community will be cohesive, inclusive and interactive, where people feel safe, are welcomed and can live comfortably;
- Our community will value each other, building relationships and networks to interact, socialise and for recreation;
- Our community will have access to all necessary service requirements;
- The Shire to review disability access throughout the Shire of Menzies; and
- The Shire to acquire appropriate resources to assist with developing the services and facilities required by the community.

The construction of the MYC strongly aligns with the defined objective and will assist the Shire in accomplishing its aim for the future.

¹ Strategic_Community_Plan_2013-2023_-_Adopted_July_2015.pdf

² http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/LGA55390?opendocument&navpos=220

³ Strategic_Community_Plan_2013-2023_-_Adopted_July_2015.pdf



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1.1 Document Purpose

The purpose for developing this Operational Management Plan is to:

- Detail the operational philosophy of the MYC;
- Provide key market information that will assist with strategic decision making based on an evidence and a justified approach to MYC operations;
- Establish facility management parameters, service levels and functionality;
- Propose an effective management and staffing structure that details key responsibilities and authority;
- Detail a five year operational financial plan; and
- Communicate as well as propose controls for operational risks of the MYC.

MYC management, staff and volunteers will use this document as an operational model that will continually evolve.

2.0 Operational Philosophy

2.1 Vision

"Empowering young people to connect and contribute positively to a safe, strong and active community."

2.2 Values

The MYC aims to operate in a manner which promotes the following core values:

- Inclusiveness
- Empowering positive decision making in young people
- Accessibility
- Teamwork
- Building positive relationships
- Enjoyment

2.3 Purpose

The purpose of the MYC is to provide a safe, inclusive and accessible environment for young people to connect and contribute to their community. This will be achieved through building positive relationships, teamwork and empowering decision making.

2.4 Community Use Policy

The following points describe the level of service and parameters that the MYC business should operate within. MYC:

- Operates in accordance with legislative requirements to ensure that duty of care is extended to all people;
- Operates under the regulations of the State Health Act, Australian Performing Rights Association, Occupational Health and Safety Regulations, Department of Communities relevant



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guidelines and Early Childhood Education and Care legislation, Working With Children legislation and any other relevant licences, legislation, regulations and guidelines;

- Exists for the benefit of the community through providing a unique service to children and youth that the private sector does not cater for due to a lack of return on investment;
- Provides the resource, education and environment for children and youth to pursue recreational and leisure opportunities as well as a safe, accessible and inclusive environment that promotes positive social interaction with peers;
- Strives to responsibly meet a gap in the local market through implementing community led programme and usage initiatives. This is undertaken by continual resource and service development to maintain industry standards, investigating industry trends and community demand as expected by our customers;
- Is managed in such a way as to limit its financial impact on the community by optimising income collection and minimising expenditure;
- Contributes significantly to meet the objectives of the Shire of Menzies Strategic Community Plan by:
 - Aligning to the strategic vision and values of the Shire through the development of the Centres own vision, values and purpose;
 - Ensuring facilities and services are accessible to people with disabilities;
 - Providing programmes that engages with not only children and the youth but also parents, grandparents and other care givers and support personnel;
 - Educating the community on the positive benefits of mental wellbeing;
 - Facilitate the health and wellbeing of the community by ensuring the provision and promotion of leisure services and programmes;
 - Understanding the social needs of the community;
 - Ensuring financial control systems are appropriate to the requirements of the facility;
 - Fostering regional co-operation to maximise resources;
 - Utilising risk management techniques to protect the community's investment;
 - Responsibly managing Council's physical assets in accordance with Council policy and objectives and to ensure that options and opportunities for best use and/or return of Council's assets are investigated and implemented;
 - Providing excellence in customer service delivery;
 - Ensuring staff are skilled, motivated and determined to deliver excellent service;
 - Using and/or implementing an information technology system to enable the business to operate at an increased professional standard and capture data information relevant to facility usage;
 - Providing good governance practice; and
 - Creating a positive image of Local Government as a whole.

In addition to the above level of service and operational parameters, the following community activity statement outlines the general community use guidelines:

- The predominant purpose and use of the centre is 'not-for-profit' community youth activity;
- It is aimed that the centre will be primarily relevant to young people and service providers that target young people;
- The centre's operations will maximise the design principles at a high level of accessibility. This includes complete relevance in the Shires 'Access and Inclusion Plan' as well as ensuring all programs, activities and services are accessible and inclusive;



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- The Centre will be operated for the community by a management committee, with ultimate responsibility for the building and operations held by the Shire of Menzies;
- Youth focused community groups and individuals running 'not for profit' youth activities will receive priority use of the centre over other users;
- Youth related service providers will be allocated space for administrative use;
- Whilst the Centre will primarily be used for youth activities, the centre's bookings policy and systems will ensure equitable access for any external use; and
- In order to maximise the benefit of the facility for all users' general storage at the facility will be kept at a minimum.

2.4.1 Statement of Core Business

The following core business forms the future operations of the MYC:

- Provision of supervised initiatives, projects and activities for young people;
- Building strong relationships with young people through providing examples of positive leadership for them to aspire to;
- Facility maintenance and cleanliness;
- Financial management and governance; and
- Risk management (including safe and efficient work practices).

2.5 Management Plan Timeframe and Measuring Success

Implementation of this plan will occur over a five year period with a strong focus on the first twelve months of operation, which is proposed to commence in February 2017. The plan will also allow for long term forecasts where appropriate.

As part of ongoing community consultation the MYC Management Committee will conduct an annual usage and satisfaction survey using the most appropriate method at the time.

The operations of the MYC will be deemed a success when the identified specific key performance indicators are met and the operational philosophy outlined in this plan is implemented. Assessing the results will be performed using the following data to measure performance:

- Satisfaction rates through results of community surveys;
- The annual operational budget and five year financial forecast;
- Attendance records;
- User profile data (age, sex, demographics, time of use);
- Number and nature of compliments, complaints and suggestions;
- Maintenance report forms;
- Timetables and activity sheets; and
- Incident, accident and hazard reporting documents.

Specific key performance indicators are detailed in section 7.0 of this plan.

3.0 Industry and Societal Trends

The Department of Sport and Recreation documented that "Australian society is continually evolving, with societal trends having an immense impact on the way we participate in sport and recreation.



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Therefore, it is imperative that these trends are considered when developing the future of the sport and recreation industry in Western Australia⁴.

The impact that a changing society has toward participation is vast. Evolving trends, even those not directly associated with the industry affect the way programming occurs and how it is supported within a community. The following trends should be considered when planning and implementing initiatives (as defined in the Department of Sport and Recreation's SD4 document):

- Cultural diversity is increasing;
- Western Australia has the highest proportion of persons born overseas;
- The population is ageing and living longer;
- The proportion of single parent and couple only families is increasing;
- Western Australians are less likely to marry, more likely to divorce, are marrying later and are having fewer children;
- There is an increase diversity of employment arrangements, more flexible working time patterns, and significant increases in the extent of part-time and casual employment;
- The proportion of full-time workers is decreasing while the proportion of women in the labour force is increasing;
- Men spend more hours in paid employment & a greater proportion of women work part-time;
- Sport, recreation and physical activities are facing increasing competition with many activities for individuals' time and money. There is an increased number and diversity of competition choices for leisure time activities;
- Disposable income has increased. However, consumer debt has increased to record levels;
- There is increased societal concern for personal safety;
- Education levels are increasing;
- Volunteers are increasingly more prepared to commit to a well-organised and professional organisation for a specific task and/or a finite period;
- Australian athletes' performance in international competition is extremely high;
- There is an increased community expectation of higher standards of infrastructure and service delivery;
- The prevalence of overweight and obesity has increased in Australia over the past few decades;
- In Western Australia, almost one in three girls and one in four boys are overweight or obese;
- There has been heightened community and individual awareness of the benefits of physical activity;
- There is overwhelming evidence of unacceptably low and declining levels of physical activity;
- There is a trend away from traditional club-based organised activities;
- Computers and the internet are becoming a part of everyday life for many Australians;
- A shift towards higher density urban development is emerging in Western Australia;
- There are increasing pressures on Perth's water resources; and
- The greenhouse effect is increasing temperatures worldwide and reducing rainfall in Western Australia's South West region.

Impact: To achieve effective outcomes the MYC should take into consideration these societal trends, as well as local culture, when making decisions on the operations of the facility and developing projects and initiatives.

⁴ Department of Sport and Recreation. SD4 2006-2010



4.0 Customer Service Plan

The following information details the target market for the MYC as well as potential services and activities available from the centre. It also outlines the access parameters and the promotional opportunities that may exist to enhance the facilities operations and reputation.

4.1 People

The identified primary target market for the MYC is young people of the Menzies community as well as visiting youth. It is important to note that whilst the MYC is primarily targeted at young people, an intergenerational interaction program is recommended when developing programs run by the centre.

4.2 Product

4.2.1 Services

It is proposed that the YMCA will assist with the initial setup and operations of the MYC through providing fortnightly visits. This may extend into program development and delivery.

It is also expected that external youth agencies will utilise the MYC as a physical location to provide face to face services to young people.

Other services shall be developed once the MYC is operational. These may include, but are not limited to, access to computers and internet for educational purposes, mentoring and leadership training, provision of educational and health information as well as volunteer opportunities.

4.2.2 Activities

It is recommended that in addition to the MYC being a youth 'drop in' centre, a range of activities both structured and unstructured are available based on demand and access to funding. Activities identified to date includes:

- Wii/Playstation competitions
- Pool competitions
- Radio Station Presenting
- Movie Production
- Lego and board games
- Bush Tucker Workshops and other Elder interaction activities
- Singing and dancing
- Art and Craft
- Barbeques and fire pit usage activities
- Educational Workshops
- Movie nights
- Disco's
- Community Events
- School Holiday Programs
- Fitness Programs

Any organised activity that requires additional space will utilise the Menzies Town Hall located adjacent to the proposed MYC.



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4.3 Pricing

The pricing structure for Local Government fees and charges is adopted and administered by Council on an annual basis throughout the budget build process.

It will be recommended that Council adopt the principle that unstructured access to the MYC during ordinary operating hours is free of charge. The fees and charges associated with other structured activities or initiatives will be determined based on availability of additional internal or external funding and sponsorship.

4.4 Place

4.4.1 Physical Location

It is proposed that the MYC will be located within the Shire of Menzies Recreation Precinct, adjacent the playground and courts area (GPS Coordinates: S 29 41'42.15"; E 121 1'46.10"). A diagram of the location of the MYC is attached (**attachment 1**).

4.4.2 Accessibility

The MYC will be designed and constructed ensuring all accessibility standards are adhered to. The facility will also be managed in such a way to be inclusive and inviting for all levels of abilities.

The facility operational hours will be conducive to when young people are most likely to use the MYC whilst not intruding on school hours.

It is likely that activities will also occur during school holidays and on weekends when special events or projects have been planned.

4.4.3 Design Features / Concept Plan

The concept plan provided below details the facility design features which include:

- Space for activities;
- Kitchen;
- Administration area;
- Private office space for external youth agencies to operate; and
- Outdoor stage and movie screen wall.

Amenities are already located within close proximity to the proposed site for the MYC.

The concept design of the MYC is attached (attachment 2: MYC Concept Design).

4.5 Promotion

Prior to commencing facility operations, the Menzies Youth Council will be responsible for the development of 'branding' for the centre that will showcase its inclusive, vibrant and unique position. Branding should connect with the target market as well as have a high degree of local ownership and pride. Branding includes, but is not limited to, logo design, colour schemes and marketing templates.

The Menzies Youth Council may consider undertaking a competition for logo design.



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The Shire will be employing a coordinator for the MYC who will be responsible for leading the development of a marketing plan for the centre with contribution by the Menzies Youth Council. Key considerations for this plan include:

- Identifying the most appropriate source of marketing, such as:
 - Social media (ie Facebook page)
 - School and other newsletters
 - Community notice boards
 - Shire web site
 - Posters and flyers
 - Announcements
 - Email distribution
- Developing partnerships with other organisations and agencies that can assist with information distribution;
- Appropriate timing of promotions; and
- Defining parameters of promotions (who is responsible, authorisation process, budget, quality of information).

It should also be noted that the MYC will rely heavily on promotion through word of mouth and therefore it is important to build a positive relationship with young people.

The Shire will maintain a related web page as a service for the MYC which will be viewed on their Web Site as well as a Facebook page dedicated specifically to the MYC. The purpose of these two media tools is to promote services and activities to the target market as well as inform parents, guardians, service providers and sponsors on what is occurring. These tools could also provide an opportunity to receive and provide feedback and suggestions.

In general, an effective overall promotions strategy to apply when developing a marketing and promotions schedule is described in the following diagram. Initially, the MYC will be working in the 'new / new' quadrant.

PROGRAMS AND SERVICES (product)			
MARKET SEGMENTS (people)			
	EXISTING	EXISTING	NEW
	NEW	Increase market penetration of existing program/service	Develop & implement programs that meet demand and penetrate the existing market
		Develop new promotions to attract new markets	Develop & implement programs that meet demand and develop promotions to attract new markets

Figure 1: General Promotions Strategy

5.0 Management Structure and Responsibilities

The MYC will operate as part of the Shire of Menzies community service provision. The Coordinator of the MYC will report directly to the CEO. The Shire will be responsible for managing the facility in a



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responsible and safe manner that aligns with their strategic community plan, the needs of the community and is compliant to all legislative requirements.

The Coordinator will be responsible for undertaking tasks listed in section 6.2 of this plan.

Menzies Youth Council

The Menzies Youth Council is a group of people that represent the community, the target market, youth service providers and the Shire.

One of the primary objectives of the Menzies Youth Council will be to guide the operations of the MYC and provide operational recommendations and strategic direction for the effective and efficient management of the MYC.

Representation on this council consists of:

- Primary School students (x2)
- High School Students (x4)
- Shire Councillor (x1)
- Menzies Aboriginal Corporation (x1)
- Parents (x2)

The MYC Coordinator shall work closely with this Council.

6.0 Operational Plan

This section outlines the proposed operational parameters of the MYC.

6.1 Opening Times

The MYC will operate after school hours 3:00pm – 6:00pm Monday to Friday. The Centre may also open for planned events on weekday evenings, weekends as well as alter opening times during school holiday periods.

6.2 Human Resource / Staffing

The Shire will employ a Coordinator for the MYC to manage the day-to-day operations of the Centre as well as recording data and reporting at a strategic level. Key areas this person will be responsible for include:

- Supervision of facilities and its users;
- Support and encourage young people to contribute to the development of initiatives;
- Operational policies and procedures;
- Volunteer management;
- Program and activity development;
- Marketing and promotions;
- Budget development and financial management;
- Facility maintenance and cleanliness;
- Asset management;
- Product purchasing; and
- Risk Management.



6.3 Maintenance

The following maintenance requirements will apply:

- The Shire will undertake, or where appropriate coordinate, all internal and external maintenance in accordance with the Centres approved budget; and
- An auditing and reporting process will be defined to ensure all unforeseen maintenance requirements are identified and rectified where applicable.

6.4 Licences and Permits

An APRA AMCOM licence will be required for the production and use of music. APRA AMCOM is the authorised body under the ACCC that licences organisations to play, perform, copy, record or make available recorded music. The cost of an APRA AMCOM licence fee will depend on what the annual activities of the MYC are and how often they occur.

Any other licences and permits will need to be identified and applied for on an 'as needs basis' and will depend on the activity or project being undertaken.

7.0 Goals, Performance Measures and Strategies

GOALS <i>(What we want to achieve)</i>		
Facility Management	Financial Management	Activities, Initiatives and Participation
<p>To effectively and efficiently manage our facility through:</p> <ul style="list-style-type: none"> - Providing a fun, safe and accessible facility for the young people of our community; - Maintaining a good working relationship with key stakeholders; - Embracing a culture of risk management; and - Implementing relevant compliance and governance practices. 	<p>To operate our facility in a financially sustainable manner through implementing comprehensive financial management practices</p>	<p>To implement relevant and sustainable social, cultural and recreational initiatives that encourages participation and decision making opportunities for our young people that focuses on:</p> <ul style="list-style-type: none"> - Being adaptable to the changing needs of our community; - Being up to date with societal and industry trends; and - Improving the liveability of Menzies.
Performance Measures <i>(Key Performance Indicators)</i>		
<ul style="list-style-type: none"> - Development of an operational risk assessment and implementation of the identified controls prior to opening the MYC (reviewed and updated annually) - Operational policies and procedures are developed 	<ul style="list-style-type: none"> - A comprehensive budget is adopted by Council annually - Financial policies and procedures are developed and endorsed within three months of operations 	<ul style="list-style-type: none"> - Facilities to operate agency youth services are available at the MYC - A minimum of five social, cultural, recreational or charitable activities occur each school term



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<ul style="list-style-type: none"> - and endorsed within three months of operation - No major compliance or governance issues are identified (minor continuous improvement issues are acceptable) - Annual community service survey results in a satisfaction rate of 75% or more regarding accessibility, safety and cleanliness - Feedback from key stakeholders is positive 	<ul style="list-style-type: none"> - A budget for each activity or initiative is developed and funds are sourced prior to implementation - The MYC operates within annual budget parameters 	<ul style="list-style-type: none"> - A minimum of six youth provide representation on the Menzies Youth Council Committee - There is a minimum of 30 entries by young people each week to the MYC - A youth forum that encourages young people to brainstorm potential activities and develop a program of activities occurs prior to the commencement of each school term
Strategies <i>(High level overview of how we are going to achieve this)</i>		
Develop and implement operational policies	Develop and endorse relevant fees and charges	Promote and attract youth services agencies to utilise the facilities at the MYC to access face time with Menzies youth
Develop and implement operational procedures	Develop and implement financial policies	Initiate a forum that young people can brainstorm ideas for activities or initiatives each school term.
Develop an operational risk assessment	Develop and implement financial procedures	Develop a program of activities for each school term
Implement controls endorsed through the risk assessment process	Develop an annual budget for the operations of the MYC as well as activities and initiatives	Develop a school holiday program
Develop and implement a cleaning schedule	Develop a data sheet that identifies potential external funding agencies and sponsors	Have assets that attract young people to attend the MYC (pool table, Wii, PC and internet connection, games, lego)
Develop and implement a code of behaviour for facility users	Apply for external grants to fund stage two of the MYC Fit-out (Radio station equipment, pool table etc)	Implement initiatives that promote attract and retain volunteers
Develop an asset register and replacement program		Empower the youth to initiate charitable and community events such as plant a tree day, clean-up Australia Day, Youth Week, NAIDOC etc
Develop and implement a marketing and promotions schedule / plan		Implement strategies that encourage and initiate intergenerational interaction

Table 1: Goals, Performance Measures and Strategies



8.0 Asset Management Plan

An asset register will be developed in accordance with Shire requirements. This will occur during the fit-out stage of facility development and will be updated whenever additional capital assets are purchased.

Upon developing the asset register, a replacement program will then be developed based on the life expectancy of each capital asset.

It will be the Shires responsibility to develop and update the Asset Management Plan.

9.0 Budget / Financial Plan

The below tables detail the indicative five year operational budget projections. The following parameters, limitations and notes apply in relation to this budget:

- Expenditure estimates are based on the operations of comparable sized centres, taking into account concept plans;
- It is likely that the Centres fitout will occur progressively and include:
 - Administration furniture and equipment;
 - Kitchen 'white goods', equipment and utensils;
 - Tables and chairs,
 - Movie screen and projector;
 - Fire pit;
 - Signage;
 - First aid kits and equipment;
 - Fire protection and suppression equipment;
 - Radio Station Equipment;
 - BBQ;
 - Sound System;
 - Pool Table;
 - Additional equipment for activities (example: lego, games)
 - Computers for access by young people; and
 - Television, Play Station/Wii.

Disclaimer: The MYC five year operational budget projections are indicative based on information provided by the Shire of Menzies and are subject to review, change and confirmation by the Shire prior to commencement of the construction phase.

Menzies Youth Centre Operational Budget: Operations Prior to July 2017

	TOTAL	Feb-17	Mar-17	Apr-17	May-17	Jun-17
INCOME						
Shire of Menzies Contribution	42500	8500	8500	8500	8500	8500
YMCA Contribution	0	0	0	0	0	0
External Agency Contribution	0	0	0	0	0	0
External Grant Funding - capital equipment	0	0	0	0	0	0
External Grant Funding - Activities and Initiatives	2000	1000	0	0	1000	0
Fundraising/Sponsorship Income	0	0	0	0	0	0
TOTAL INCOME	44500	9500	8500	8500	9500	8500
EXPENDITURE						
Electricity and Gas	500	100	100	100	100	100
Water	375	75	75	75	75	75
Telephone and Internet	425	85	85	85	85	85
Permits (APRA)	100	0	0	100	0	0
Insurance (Building, Public Liability)	1875	375	375	375	375	375
Consumables (light globes, first aid etc)	250	50	50	50	50	50
Kitchen Consumables	500	100	100	100	100	100
Cleaning Consumables (products)	250	50	50	50	50	50
Pest Control	100	0	0	0	100	0
Ground Maintenance	300	100	0	100	0	100
Staff Costs (Coordinator wages)	20835	4167	4167	4167	4167	4167
Staff Overheads (excluding Wages)	10420	2084	2084	2084	2084	2084
Staff and Volunteer Training	500	500	0	0	0	0
Administration Allocation (stationary, postage, printing etc)	500	100	100	100	100	100
Marketing and Promotions	125	25	25	25	25	25
Building inspections/audits (health, fire equipment)	0	0	0	0	0	0
General Building Maintenance and Equipment Servicing	2500	500	500	500	500	500
Capital Equipment	0	0	0	0	0	0
Activity and Project consumables	1250	400	150	150	400	150
TOTAL EXPENDITURE	40805	8711	7861	8061	8211	7961
Income - Expenditure	3695	789	639	439	1289	539
Reserve Balance		789	1428	1867	3156	3695

Table 2: Projected Operational Budget Prior to July 2017



Shire of Menzies – Menzies Youth Centre Project

Menzies Youth Centre Operational Budget: Year One (July 2017-June 2018)

	TOTAL	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
INCOME													
Shire of Menzies Contribution	102000	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
YMCA Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Agency Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Grant Funding - capital equipment	40000	0	0	0	0	40000	0	0	0	0	0	0	0
External Grant Funding - Activities and Initiatives	5000	1000	0	0	1000	0	1000	1000	0	0	1000	0	0
Fundraising/Sponsorship Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	147000	9500	8500	8500	9500	48500	9500	9500	8500	8500	9500	8500	8500
EXPENDITURE													
Electricity and Gas	1200	100	100	100	100	100	100	100	100	100	100	100	100
Water	900	75	75	75	75	75	75	75	75	75	75	75	75
Telephone and Internet	1020	85	85	85	85	85	85	85	85	85	85	85	85
Permits (APRA)	100	0	0	100	0	0	0	0	0	0	0	0	0
Insurance (Building, Public Liability)	4500	375	375	375	375	375	375	375	375	375	375	375	375
Consumables (light globes, first aid etc)	600	50	50	50	50	50	50	50	50	50	50	50	50
Kitchen Consumables	1200	100	100	100	100	100	100	100	100	100	100	100	100
Cleaning Consumables (products)	600	50	50	50	50	50	50	50	50	50	50	50	50
Pest Control	300	0	0	0	100	0	0	0	100	0	0	0	100
Ground Maintenance	600	100	0	100	0	100	0	100	0	100	0	100	0
Staff Costs (Coordinator wages)	50004	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167
Staff Overheads (excluding Wages)	25008	2084	2084	2084	2084	2084	2084	2084	2084	2084	2084	2084	2084
Staff and Volunteer Training	1500	500	0	0	0	0	500	0	0	0	0	500	0
Administration Allocation (stationary, postage, printing etc)	1200	100	100	100	100	100	100	100	100	100	100	100	100
Marketing and Promotions	300	25	25	25	25	25	25	25	25	25	25	25	25
Building inspections/audits (health, fire equipment)	0	0	0	0	0	0	0	0	0	0	0	0	0
General Building Maintenance and Equipment Servicing	6000	500	500	500	500	500	500	500	500	500	500	500	500
Capital Equipment *	40000	0	0	0	0	40000	0	0	0	0	0	0	0
Activity and Project consumables	2800	400	150	150	400	150	150	400	150	150	400	150	150
TOTAL EXPENDITURE	137832	8711	7861	8061	8211	47961	8361	8211	7961	7961	8111	8461	7961
Income - Expenditure	9168	789	639	439	1289	539	1139	1289	539	539	1389	39	539
Reserve Balance		789	1428	1867	3156	3695	4834	6123	6662	7201	8590	8629	9168

* Capital Equipment in year 1 operations to include: Pool table, radio station equipment, BBQ, additional equipment for activities like lego and board games, computers, television, Wifi / playstation

Table 3: Projected Operational Budget July 2017 - June 2018



Shire of Menzies – Menzies Youth Centre Project

Menzies Youth Centre Operational Budget: Year Two (July 2018-June 2019)

	TOTAL	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
INCOME													
Shire of Menzies Contribution	102000	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
YMCA Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Agency Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Grant Funding - capital equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
External Grant Funding - Activities and Initiatives	5000	1000	0	0	1000	0	1000	1000	0	0	1000	0	0
Fundraising/Sponsorship Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	107000	9500	8500	8500	9500	8500	9500	9500	8500	8500	9500	8500	8500
EXPENDITURE													
Electricity and Gas	1224	102	102	102	102	102	102	102	102	102	102	102	102
Water	924	77	77	77	77	77	77	77	77	77	77	77	77
Telephone and Internet	1044	87	87	87	87	87	87	87	87	87	87	87	87
Permits (APRA)	102	0	0	102	0	0	0	0	0	0	0	0	0
Insurance (Building, Public Liability)	4572	381	381	381	381	381	381	381	381	381	381	381	381
Consumables (light globes, first aid etc)	612	51	51	51	51	51	51	51	51	51	51	51	51
Kitchen Consumables	1224	102	102	102	102	102	102	102	102	102	102	102	102
Cleaning Consumables (products)	612	51	51	51	51	51	51	51	51	51	51	51	51
Pest Control	306	0	0	0	102	0	0	0	102	0	0	0	102
Ground Maintenance	612	102	0	102	0	102	0	102	0	102	0	102	0
Staff Costs (Coordinator wages)	50760	4230	4230	4230	4230	4230	4230	4230	4230	4230	4230	4230	4230
Staff Overheads (excluding Wages)	25380	2115	2115	2115	2115	2115	2115	2115	2115	2115	2115	2115	2115
Staff and Volunteer Training	1500	500	0	0	0	0	500	0	0	0	0	500	0
Administration Allocation (stationary, postage, printing etc)	1224	102	102	102	102	102	102	102	102	102	102	102	102
Marketing and Promotions	312	26	26	26	26	26	26	26	26	26	26	26	26
Building inspections/audits (health, fire equipment)	0	0	0	0	0	0	0	0	0	0	0	0	0
General Building Maintenance and Equipment Servicing	6096	508	508	508	508	508	508	508	508	508	508	508	508
Capital Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Activity and Project consumables	2844	405	153	153	405	153	153	405	153	153	405	153	153
TOTAL EXPENDITURE	99348	8839	7985	8189	8339	8087	8485	8339	8087	8087	8237	8587	8087
Income - Expenditure	7652	661	515	311	1161	413	1015	1161	413	413	1263	-87	413
Reserve Balance		661	1176	1487	2648	3061	4076	5237	5650	6063	7326	7239	7652

Table 4: Projected Operational Budget July 2018 - June 2019



Shire of Menzies – Menzies Youth Centre Project

Menzies Youth Centre Operational Budget: Year Three (July 2019-June 2020)

	TOTAL	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
INCOME													
Shire of Menzies Contribution	102000	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
YMCA Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Agency Contribution	2400	200	200	200	200	200	200	200	200	200	200	200	200
External Grant Funding - capital equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
External Grant Funding - Activities and Initiatives	5000	1000	0	0	1000	0	1000	1000	0	0	1000	0	0
Fundraising/Sponsorship Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	109400	9700	8700	8700	9700	8700	9700	9700	8700	8700	9700	8700	8700
EXPENDITURE													
Electricity and Gas	1248	104	104	104	104	104	104	104	104	104	104	104	104
Water	948	79	79	79	79	79	79	79	79	79	79	79	79
Telephone and Internet	1068	89	89	89	89	89	89	89	89	89	89	89	89
Permits (APRA)	104	0	0	104	0	0	0	0	0	0	0	0	0
Insurance (Building, Public Liability)	4668	389	389	389	389	389	389	389	389	389	389	389	389
Consumables (light globes, first aid etc)	624	52	52	52	52	52	52	52	52	52	52	52	52
Kitchen Consumables	1248	104	104	104	104	104	104	104	104	104	104	104	104
Cleaning Consumables (products)	624	52	52	52	52	52	52	52	52	52	52	52	52
Pest Control	312	0	0	0	104	0	0	0	104	0	0	0	104
Ground Maintenance	624	104	0	104	0	104	0	104	0	104	0	104	0
Staff Costs (Coordinator wages)	51780	4315	4315	4315	4315	4315	4315	4315	4315	4315	4315	4315	4315
Staff Overheads (excluding Wages)	25884	2157	2157	2157	2157	2157	2157	2157	2157	2157	2157	2157	2157
Staff and Volunteer Training	1500	500	0	0	0	0	500	0	0	0	0	500	0
Administration Allocation (stationary, postage, printing)	1248	104	104	104	104	104	104	104	104	104	104	104	104
Marketing and Promotions	324	27	27	27	27	27	27	27	27	27	27	27	27
Building Inspections/audits (health, fire equipment)	0	0	0	0	0	0	0	0	0	0	0	0	0
General Building Maintenance and Equipment Servicing	6216	518	518	518	518	518	518	518	518	518	518	518	518
Capital Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Activity and Project consumables	2900	413	156	156	413	156	156	413	156	156	413	156	156
TOTAL EXPENDITURE	101320	9007	8146	8354	8507	8250	8646	8507	8250	8250	8403	8750	8250
Income - Expenditure	8080	693	554	346	1193	450	1054	1193	450	450	1297	-50	450
Reserve Balance		693	1247	1593	2786	3236	4290	5483	5933	6383	7680	7630	8080

Table 5: Projected Operational Budget July 2019 - June 2020



Shire of Menzies – Menzies Youth Centre Project

Menzies Youth Centre Operational Budget: Year Four (July 2020-June 2021)

	TOTAL	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
INCOME													
Shire of Menzies Contribution	102000	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
YMCA Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Agency Contribution	3600	300	300	300	300	300	300	300	300	300	300	300	300
External Grant Funding - capital equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
External Grant Funding - Activities and Initiatives	5000	1000	0	0	1000	0	1000	1000	0	0	1000	0	0
Fundraising/Sponsorship Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	110600	9800	8800	8800	9800	8800	9800	9800	8800	8800	9800	8800	8800
EXPENDITURE													
Electricity and Gas	1272	106	106	106	106	106	106	106	106	106	106	106	106
Water	972	81	81	81	81	81	81	81	81	81	81	81	81
Telephone and Internet	1092	91	91	91	91	91	91	91	91	91	91	91	91
Permits (APRA)	106	0	0	106	0	0	0	0	0	0	0	0	0
Insurance (Building, Public Liability)	4764	397	397	397	397	397	397	397	397	397	397	397	397
Consumables (light globes, first aid etc)	636	53	53	53	53	53	53	53	53	53	53	53	53
Kitchen Consumables	1272	106	106	106	106	106	106	106	106	106	106	106	106
Cleaning Consumables (products)	636	53	53	53	53	53	53	53	53	53	53	53	53
Pest Control	318	0	0	0	106	0	0	0	106	0	0	0	106
Ground Maintenance	636	106	0	106	0	106	0	106	0	106	0	106	0
Staff Costs (Coordinator wages)	52812	4401	4401	4401	4401	4401	4401	4401	4401	4401	4401	4401	4401
Staff Overheads (excluding Wages)	26400	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200
Staff and Volunteer Training	1500	500	0	0	0	0	500	0	0	0	0	500	0
Administration Allocation (stationary, postage, prim	1272	106	106	106	106	106	106	106	106	106	106	106	106
Marketing and Promotions	336	28	28	28	28	28	28	28	28	28	28	28	28
Building inspections/audits (health, fire equipment)	0	0	0	0	0	0	0	0	0	0	0	0	0
General Building Maintenance and Equipment Servi	6336	528	528	528	528	528	528	528	528	528	528	528	528
Capital Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Activity and Project consumables	2956	421	159	159	421	159	159	421	159	159	421	159	159
TOTAL EXPENDITURE	103316	9177	8309	8521	8677	8415	8809	8677	8415	8415	8571	8915	8415
Income - Expenditure	7284	623	491	279	1123	385	991	1123	385	385	1229	-115	385
Reserve Balance		623	1114	1393	2516	2901	3892	5015	5400	5785	7014	6899	7284

Table 6: Projected Operational Budget July 2020 - June 2021



Shire of Menzies – Menzies Youth Centre Project

Menzies Youth Centre Operational Budget: Year Five (July 2021-June 2022)

INCOME	TOTAL	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Shire of Menzies Contribution	102000	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
YMCA Contribution	0	0	0	0	0	0	0	0	0	0	0	0	0
External Agency Contribution	4800	400	400	400	400	400	400	400	400	400	400	400	400
External Grant Funding - capital equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
External Grant Funding - Activities and Initiatives	5000	1000	0	0	1000	0	1000	1000	0	0	1000	0	0
Fundraising/Sponsorship Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	111800	9900	8900	8900	9900	8900	9900	9900	8900	8900	9900	8900	8900
EXPENDITURE													
Electricity and Gas	1296	108	108	108	108	108	108	108	108	108	108	108	108
Water	996	83	83	83	83	83	83	83	83	83	83	83	83
Telephone and Internet	1116	93	93	93	93	93	93	93	93	93	93	93	93
Permits (APRA)	108	0	0	108	0	0	0	0	0	0	0	0	0
Insurance (Building, Public Liability)	4860	405	405	405	405	405	405	405	405	405	405	405	405
Consumables (light globes, first aid etc)	648	54	54	54	54	54	54	54	54	54	54	54	54
Kitchen Consumables	1296	108	108	108	108	108	108	108	108	108	108	108	108
Cleaning Consumables (products)	648	54	54	54	54	54	54	54	54	54	54	54	54
Pest Control	324	0	0	108	0	0	0	0	108	0	0	0	108
Ground Maintenance	648	108	0	108	0	108	0	108	0	108	0	108	0
Staff Costs (Coordinator wages)	5368	4489	4489	4489	4489	4489	4489	4489	4489	4489	4489	4489	4489
Staff Overheads (excluding Wages)	26928	2244	2244	2244	2244	2244	2244	2244	2244	2244	2244	2244	2244
Staff and Volunteer Training	1500	500	0	0	0	0	500	0	0	0	0	500	0
Administration Allocation (stationary, postage, printing e	1296	108	108	108	108	108	108	108	108	108	108	108	108
Marketing and Promotions	348	29	29	29	29	29	29	29	29	29	29	29	29
Building inspections/audits (health, fire equipment)	0	0	0	0	0	0	0	0	0	0	0	0	0
General Building Maintenance and Equipment Servicing	6468	539	539	539	539	539	539	539	539	539	539	539	539
Capital Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Activity and Project consumables	3012	429	162	162	429	162	162	429	162	162	429	162	162
TOTAL EXPENDITURE	105360	9351	8476	8692	8851	8584	8976	8851	8584	8584	8743	9084	8584
Income - Expenditure	6440	549	424	208	1049	316	924	1049	316	316	1157	-184	316
Reserve Balance		549	973	1181	2230	2546	3470	4519	4835	5151	6308	6124	6440

Table 7: Projected Operational Budget July 2021 - June 2022

10.0 Risk Management

The following table details the main operational risks and controls to be put in place as part of ensuring the defined MYC operational philosophy is met.

Risk	Risk Rating	Control	Post Control Rating
Not achieving external funding to undertake activities	C2 Moderate	<ul style="list-style-type: none"> Develop a well-defined program of activities and assign a budget to each activity Develop a data base of potential external funding providers and sponsors Apply for funds well in advance to program initiation Have a back-up plan if funding is not achieved 	D1 Low
Fire, gas leak, bomb threat, earthquake, major injury or other emergency	D4 High	<ul style="list-style-type: none"> Develop and display an emergency evacuation procedure Train staff and volunteers to evacuate the Centre Ensure smoke alarms are working on a regular basis Ensure first aid kits are available Supervisor to have Senior First Aid Certificate 	E3 Moderate
Verbal or physical abuse to staff or other customers	A3 Extreme	<ul style="list-style-type: none"> Develop and display a code of conduct Develop a procedure for dealing with abusive customers Make telephone contact with the local police easily available 	C3 High
Staff retention (loss of knowledge, ability to replace expertise, facility access issues)	C2 Moderate	<ul style="list-style-type: none"> Ensure that succession planning and staff crossover training as part of the development of key centre staff Build a strong community volunteer base Ensure operational procedures are in place 	D1 Low
Abuse by a supervisor to a young person or claim of abuse	D4 High	<ul style="list-style-type: none"> Ensure that staff and volunteers have their working with children's check 	E4 High

Shire of Menzies – Menzies Youth Centre Project



		<ul style="list-style-type: none"> National Police Clearance Ensure that staff and volunteers do not work on their own, a minimum of 2 required 	
Centre's reputation isn't inclusive or accessible	B2 High	<ul style="list-style-type: none"> Develop a program of activities that takes into consideration a range of ages and abilities Provide unstructured games or activities that considers a range of ages and abilities 	D1 Low
Trips, slips and falls	C3 High	<ul style="list-style-type: none"> Ensure equipment is set up in a manner that minimises risk Ensure equipment is packed up effectively Have equipment readily available to mop up any spills Ensure staff and volunteers are aware of their responsibilities First aid kit available Staff have first aid training 	D2 Low
Lifting or shifting heavy items	C3 High	<ul style="list-style-type: none"> Have trolleys available Ensure staff and volunteers understand correct technique of lifting Use more than one person to lift where appropriate 	D2 Low
Young person goes missing	C3 High	<ul style="list-style-type: none"> Ensure a procedure is in place to report and conduct search Have a level of supervision relevant to the activity Ensure all contact details are taken and available 	D3 Moderate
Food poisoning	B3 High	<ul style="list-style-type: none"> Develop a food handling procedure Prepare food in a clean environment Keep appropriate food chilled Organise food handling training for staff, volunteers and youth (great for resume) 	D3 Moderate

Table 8: MYC Risk Assessment



Risk: Likelihood vs. Consequence Rating

LIKELIHOOD OF THE CONSEQUENCE	MAXIMUM REASONABLE CONSEQUENCE				
	(1) Insignificant	(2) Minor	(3) Moderate	(4) Major	(5) Catastrophic
(A) Almost certain	11 High	16 High	20 Extreme	23 Extreme	25 Extreme
(B) Likely	7 Moderate	12 High	17 High	21 Extreme	24 Extreme
(C) Occasionally	4 Low	8 Moderate	13 High	18 Extreme	22 Extreme
(D) Unlikely	2 Low	5 Low	9 Moderate	14 High	19 Extreme
(E) Rare	1 Low	3 Low	6 Moderate	10 High	15 High

Source: AS/NZS 4360:2004 Risk Management

Risk: Description of Likelihood

Level	Descriptor	Description	Guideline
A	Almost certain	Consequence is expected to occur in most circumstances	Occurs more than once per month
B	Likely	Consequence will probably occur in most circumstances	Occurs once every 1 month – 1 year
C	Occasionally	Consequence should occur at some time	Occurs every 1 year – 10 years
D	Unlikely	Consequence Could Occur at some time	Occurs once every 10 years – 100 years
E	Rare	Consequence may occur in exceptional circumstances	Occurs less than once every 100 years

Source: AS/NZS 4360:2004 Risk Management



Risk: Description of Consequence Ratings

Consequence	Category	Description
Catastrophic	5	Financial impact of more than \$1 million; death or permanent disablement; public embarrassment, high widespread multiple news profile, third party actions; major breach of environmental legislation, extensive contamination or environmental damage requiring third party intervention; non-achievement of key organisation objectives
Major	4	Financial impact of \$500,000 to \$1 million; extensive injuries or disablement; substantial public embarrassment, high impact news profile; non-achievement of major organisational deliverables, minor breach of environmental legislation or significant contamination or damage requiring third party assistance
Moderate	3	Financial impact of \$100,000 - \$500,000; medical treatment required; moderate public embarrassment, moderate news profile, significant delays to organisational deliverables, environmental damage requiring restitution or internal clean-up
Minor	2	Financial impact of \$1,000 - \$100,000; first aid treatment required; low level public embarrassment; low news item; inconvenient delays to organisational objectives, minor damage or contamination
Insignificant	1	Financial impact of up to \$1,000; consequence would be dealt with by routine operations, e.g. no injuries, no financial loss

Source: AS/NZS 4360:2004 Risk Management

11.0 Review of the Management Plan

The plan will be used as a guiding document for Centre operational management and will be used at each committee meeting to gauge and report progress on identified actions and performance indicators (section 7).

Additionally, a full review of the plan will be undertaken every twelve months prior to developing the annual budget. The review will focus on:

- What financial resources are required for the next year;
- Evaluating and recording results of the previous year; and
- Assessing any changes required to ensure the document continues to be an achievable working model.

Shire of Menzies – Menzies Youth Centre Project



For further details on the Operational Management Plan please contact

Shire of Menzies

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Proposed Menzies Youth Centre

NAME:	Lori Harris
AGE:	10
YEAR AT SCHOOL:	4



My favourite activities to do are:

riding mod bike, Teeball, ball ball, pin in, Legs, discos, art, movie

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input checked="" type="checkbox"/> Other: <u>computer, pool and pool, idie</u> | | |



Proposed Menzies Youth Centre

NAME:	Angie Harris
AGE:	8
YEAR AT SCHOOL:	2



My favourite activities to do are:

• walk around
• draw

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|--|
| <input checked="" type="checkbox"/> WII or Play-station setup | <input type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input type="checkbox"/> Microphone system (for singing and events) | <input type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> WII/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input type="checkbox"/> School holiday program | | <input type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Shenae Tucker
AGE:	15
YEAR AT SCHOOL:	10



My favourite activities to do are:

riding motorbikes, netball, basketball, volleyball
playing in the park

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input type="checkbox"/> Computer and Internet access | <input type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input checked="" type="checkbox"/> Other: <u>a spray paint room</u> | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input type="checkbox"/> Karaoke | <input checked="" type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Lola Murray
AGE:	5
YEAR AT SCHOOL:	PP



My favourite activities to do are:

buy milkshakes and icecreams

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input type="checkbox"/> Microphone system (for singing and events) | <input type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input type="checkbox"/> Bush tucker workshops |
| <input type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input type="checkbox"/> School holiday program | | <input type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Rookhdaie Dasley
AGE:	10
YEAR AT SCHOOL:	4



My favourite activities to do are:

going swimming going to the movies
playing with friends

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input type="checkbox"/> Wii/playstation challenge |
| <input type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Cheyenna
AGE:	13
YEAR AT SCHOOL:	8



My favourite activities to do are:

Ride motorbikes
Go shopping
Swimming
going Places

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder Interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input checked="" type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input checked="" type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Shakira Tucker
AGE:	11
YEAR AT SCHOOL:	6



My favourite activities to do are:

going to play at the park and waterpark
when it's hot

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input type="checkbox"/> Microphone system (for singing and events) | <input type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|--|---|--|
| <input type="checkbox"/> Disco's | <input type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input type="checkbox"/> Bush tucker workshops |
| <input type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input type="checkbox"/> Wii/playstation challenge |
| <input type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input type="checkbox"/> School holiday program | | <input type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Shauna Blizzard
AGE:	13
YEAR AT SCHOOL:	8



My favourite activities to do are:

• Sports
• Cooking
• Swimming

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|--|---|---|
| <input type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input checked="" type="checkbox"/> Tree-planting day |
| <input type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input type="checkbox"/> Wii/playstation challenge |
| <input type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Tahlee Bliggard
AGE:	13
YEAR AT SCHOOL:	8



My favourite activities to do are:

- helping out with community events.
- going to the waterpark
- walking around Menzies

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input checked="" type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input checked="" type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input checked="" type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input checked="" type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Jake Tuxer
AGE:	8
YEAR AT SCHOOL:	3



My favourite activities to do are:

riding Motorbiks

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input checked="" type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input checked="" type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	PTODIE MURRAY
AGE:	9
YEAR AT SCHOOL:	3



My favourite activities to do are:

ride playing on a bike, listening to music,
bouncing on a trampoline

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input type="checkbox"/> Computer and internet access | <input checked="" type="checkbox"/> Lego and games |
| <input type="checkbox"/> Microphone system (for singing and events) | <input type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input checked="" type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Thomas Tucker
AGE:	10
YEAR AT SCHOOL:	4



My favourite activities to do are:

- ride motorbikes
- playing with Jake

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input type="checkbox"/> Art/craft | <input type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Darien
AGE:	15
YEAR AT SCHOOL:	10



My favourite activities to do are:

Swimming
Watching TV
Playing Games

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input checked="" type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input checked="" type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input checked="" type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input checked="" type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Gary
AGE:	12
YEAR AT SCHOOL:	YEAR 7



My favourite activities to do are:

riding motor bikes
climbing hoops
playing footy
going bush

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: _____ | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input type="checkbox"/> Karaoke | <input checked="" type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input checked="" type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Tiniel Harris
AGE:	12
YEAR AT SCHOOL:	7



My favourite activities to do are:

Playing on the Playstation 3 Game and going on the computer also riding Motorbikes.

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input type="checkbox"/> Ping Pong Table |
| <input type="checkbox"/> Equipment for movie production | <input type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input type="checkbox"/> Other: <u>Art competition</u> | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input checked="" type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input checked="" type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input type="checkbox"/> Other: _____ | | |



Proposed Menzies Youth Centre

NAME:	Sethen Sheehan - Lee
AGE:	15
YEAR AT SCHOOL:	Year 9



My favourite activities to do are:

My favourite activities are cooking food, making movies, taking photos and listening to music.

I think that the Menzies Youth Centre needs (please ☒ as many as you like):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Wii or Play-station setup | <input checked="" type="checkbox"/> Pool table |
| <input checked="" type="checkbox"/> Equipment for movie nights | <input checked="" type="checkbox"/> Ping Pong Table |
| <input checked="" type="checkbox"/> Equipment for movie production | <input checked="" type="checkbox"/> Radio Station Equipment |
| <input checked="" type="checkbox"/> Computer and Internet access | <input checked="" type="checkbox"/> Lego and games |
| <input checked="" type="checkbox"/> Microphone system (for singing and events) | <input checked="" type="checkbox"/> BBQ facilities |
| <input checked="" type="checkbox"/> Amphitheatre (stage for dancing and performances) | <input checked="" type="checkbox"/> A fire pit |
| <input checked="" type="checkbox"/> Other: Kitchen with stove and oven | |

When the Menzies Youth Centre is built, the activities that I want to participate in include (please ☒ as many as you like):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Disco's | <input checked="" type="checkbox"/> Movie nights | <input checked="" type="checkbox"/> Tree planting day |
| <input checked="" type="checkbox"/> Lego | <input checked="" type="checkbox"/> Board games | <input checked="" type="checkbox"/> Bush tucker workshops |
| <input checked="" type="checkbox"/> Art/craft | <input checked="" type="checkbox"/> Elder interaction activities | <input checked="" type="checkbox"/> Producing movies |
| <input checked="" type="checkbox"/> Karaoke | <input checked="" type="checkbox"/> Radio station announcing | <input checked="" type="checkbox"/> Wii/playstation challenge |
| <input checked="" type="checkbox"/> Dancing | <input checked="" type="checkbox"/> Fitness programs | <input checked="" type="checkbox"/> Educational workshops |
| <input checked="" type="checkbox"/> Youth/community Christmas event | | <input checked="" type="checkbox"/> Clean up Australia Day |
| <input checked="" type="checkbox"/> School holiday program | | <input checked="" type="checkbox"/> Pool competition |
| <input checked="" type="checkbox"/> Other: Cooking lessons | | |

12.5 MANAGEMENT AND POLICY BUSINESS

12.5.1 APPOINTMENT OF COUNCILLORS AND STAFF AS DELEGATES TO REPRESENT COUNCIL ON VARIOUS LOCAL AND REGIONAL COMMITTEES

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
FILE REF:	ADM428
DISCLOSURE OF INTEREST:	None
DATE:	20 October 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Item 13.4.1 Ordinary Council Meeting 31 October 2015

ATTACHMENTS:

None

SUMMARY:

Council is requested to appoint representatives to various local and regional committees, boards etc.

BACKGROUND:

Nil

COMMENT:

Below is a list of the various committees etc and names of the Councillor or Councillors and or staff that have been filling these roles, since the last review or if changes have subsequently been made:

Regional Roads Group

Councillor Delegate x 1

Staff Observer x 1

Cr G Dwyer	Delegate
Cr P Twigg	(Proxy) Delegate
Mr P Crawford	(Proxy) CEO Shire of Menzies
Mr R Pepper	(Proxy) MWS Shire of Menzies

Goldfields Esperance Zone (GECZ) of WALGA - (GVROC)

Councillor Delegate x 1

Staff Delegate x 1

Cr G Dwyer	Delegate to GECZ and GVROC
Cr J Mazza	(Proxy) Delegate
Cr P Twigg	(Proxy) Delegate
Cr J Graham	(Proxy) Delegate
Mr P Crawford	(Proxy) CEO Shire of Menzies

Goldfields Esperance Regional Collaborative Group (GERCG)

Cr G Dwyer	Delegate to GECZ and GVROC
Cr J Mazza	(Proxy) Delegate
Cr P Twigg	(Proxy) Delegate
Cr J Graham	(Proxy) Delegate
Mr P Crawford	(Proxy) CEO Shire of Menzies

Note: GVROC and GERCG meetings are combined therefore the same representatives should be appointed to both organisations.

~~Lake Ballard Association (Discontinued)~~

Cr G Dwyer	
Cr J Mazza	
Cr J Lee	
Cr I Tucker	
Mr P Crawford	Secretary (LBA) CEO Shire of Menzies

Northern Goldfields Inter Agency Committee

Councillor Delegate x 1

Staff Delegate x 1

Cr G Dwyer	Delegate
Cr J Lee	(Proxy)
Mrs D Crawford	(Proxy) MCD Shire of Menzies

Tidy Towns Working Group

Informal Working Group

Cr J Lee	Delegate
----------	----------

Note: This Committee has been inactive for some time.

Goldfields Tourism Network

Councillor Delegate x 1

Cr G Dwyer	Delegate
Cr J Mazza	(Proxy) Delegate
Mrs D Crawford	(Proxy) MCD Shire of Menzies

Goldfields Cyclassic – Menzies Carnival Working Group

Councillor Delegate x 2

Cr G Dwyer	Delegate
Cr J Lee	Delegate
Mrs D Crawford	(Proxy) MCD Shire of Menzies

Greater Western Woodlands Biodiversity Committee

Councillor Delegate x 1

Cr G Dwyer	Delegate
Cr J Graham	Delegate (Proxy)

Yilgarn Iron Producers Association (YIPA)

Councillor Delegate x 1

Cr G Dwyer	Delegate
Cr J Mazza	(Proxy) Delegate

~~Mr P Crawford~~ (Proxy) Delegate Shire of Menzies

Payment for attendance at any meetings/workshops/conferences by duly authorised Members is included in the annual payments to Members. Travel costs will however be approved by the CEO subject to the Member being authorised to attend such events.

CONSULTATION:

None

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Council has no policies in relation to this matter.

FINANCIAL IMPLICATIONS:

Travel costs for Elected Members and staff have been provided for in the current Budget.

STRATEGIC IMPLICATIONS:

None

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That Council appointment of Councillors and Staff as representatives on the various committees and organisations for the next two years be endorsed:

Regional Roads Group

Cr _____	Delegate
Cr _____	(Proxy) Delegate
CEO Shire of Menzies	Delegate
MWS Shire of Menzies	(Proxy) Delegate

Goldfields Esperance Zone (GECZ) of WALGA - (GVROC)

Cr _____	Delegate to GECZ and GVROC
Cr _____	Delegate to GECZ and GVROC
Cr _____	(Proxy) Delegate
	(Proxy) CEO Shire of Menzies

Goldfields Esperance Regional Collaborative Group (GERCG)

Cr _____	Delegate
Cr _____	Delegate
Cr _____	(Proxy) Delegate
	(Proxy) CEO Shire of Menzies

Northern Goldfields Inter Agency Committee

Cr _____	Delegate
	(Proxy) Shire of Menzies

Tidy Towns Committee

Cr _____

Goldfields Tourism Network

Cr _____

**Delegate
(Proxy) Shire of Menzies**

Goldfields Eastern Woodlands Biodiversity Committee

Cr _____

Delegate

Goldfields Cycclassic – Menzies Carnival Working Group

Cr _____

Cr _____

Cr _____

(Proxy) Shire of Menzies

Yilgarn Iron Producers Association (YIPA)

Cr _____

Delegate

Cr _____

(Proxy) Delegate

(Proxy) Delegate Shire or Menzies

12.5 MANAGEMENT AND POLICY BUSINESS

12.5.2 POLICY REVIEW

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Not applicable
APPLICANT:	Not applicable
FILE REF:	ADM355
DISCLOSURE OF INTEREST:	None
DATE:	30 September 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:

12.5.2 Attachment #1 Draft Policy 4.10 – Financial Management – Payment of Accounts and Purchasing Authority Limits

SUMMARY:

Council is requested to adopt additional policies to enable effective and efficient management of Council resources and to assist staff in decision making.

BACKGROUND:

Nil

COMMENT:

Council has a number of Policies in place which give guidance to Administration in the management of Shire activities. Policy statements enable the day to day management of Council affairs to be undertaken by Administration, allowing Elected Members to concentrate on major strategic issues.

The additional policy proposed is:

4.10 Financial Management – Payment of Accounts and Purchasing Authority

This policy provides a clearer direction on officer responsibilities and authority. It also gives tighter control of budget expenditure to the Chief Executive Officer.

CONSULTATION:

Public consultation is not required in respect to the policies proposed.

STATUTORY ENVIRONMENT:

There are no statutory obligations.

POLICY IMPLICATIONS:

If the proposed policy is adopted by Council the policy will be included in the Policy Manual.

FINANCIAL IMPLICATIONS:

There are no known financial implications.

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That draft policy 4.10 Financial Management – Payment of Accounts and Purchasing Authority Limits identified as 12.5.2 Attachment #1 be adopted.

4.10 Financial Management – Payment of Accounts & Purchasing Authority Limits

Introduction

Objective To ensure that all payments made by the Council are in accordance with the Local Government (Financial Management) Regulations 1996.

History New Policy 29 October 2015

Policy Statement

The signing of official purchase orders and certification of invoices for payment can only be carried out by the following positions and in accordance with their respective purchasing limits.

Chief Executive Officer

Authorised to incur expenditure to the delegated level approved by Council, including salaries and wages and in accordance with annual budget provisions.

Authorised as a **primary signatory** for cheques and online payment processing from all Shire bank accounts.

Manager Finance & Administration

Authorised to incur expenditure to the delegated level approved by the Chief Executive Officer, including salaries and wages and in accordance with annual budget provisions.

Authorised as a **primary signatory** for cheques and online payment processing from all Shire bank accounts.

Accounts/Payroll Officer

Authorised as a **second signatory** only for the signing of cheques and processing of online payments from all Shire bank accounts.

Manager Works & Services

Authorised to incur budgeted expenditure relating to roads, works, parks, gardens and other technical services to the value of \$10,000.

Works Supervisor

Authorised to incur budgeted expenditure relating to roads, works, parks, gardens and other technical services to the value of \$5,000.

Officers in an acting capacity may sign official orders and authorise invoices for payment for goods and services as detailed above. Acting capacity, for the purpose of this policy, is defined when the officer is absent, on annual leave, long service leave, sick leave, conferences, meetings or absent from the area during the course of business.

All official orders for goods and services must be countersigned by the Chief Executive Officer where the purchase is likely to exceed \$10,000.

– End of Policy

COMMENT

12.5 MANAGEMENT AND POLICY BUSINESS

12.5.3 MINUTES OF GVROC MEETING – 28 AUGUST 2015

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
FILE REF:	ADM126
DISCLOSURE OF INTEREST:	None
DATE:	30 September 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Item 12.5.1 Ordinary Council Meeting 24 September 2015

ATTACHMENTS:

12.5.3 Attachment #1 – Minutes of GVROC Meeting 28 August 2015

12.5.3 Attachment #2 – Minutes of GVROC Meeting 8 October 2015

SUMMARY:

For Council to receive the Minutes of the GVROC Teleconference held on Friday 28 August 2015 and the in person meeting on 8 October 2015.

BACKGROUND:

The subject meeting of GVROC was held by Teleconference on Friday 28 August 2015.

COMMENT:

The minutes of the GVROC meeting are tabled for Council's perusal and no implications for Council are evident at this point.

CONSULTATION:

None

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Council has no policies in relation to this matter

FINANCIAL IMPLICATIONS:

None

STRATEGIC IMPLICATIONS:

14.3.6 Council and Community Leadership

Provide leadership and advocacy on behalf of the community

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That Council receive the Minutes of the GVROC meeting held by Teleconference on Friday 28 August 2015 and in person on 8 October 2015.



GOLDFIELDS VOLUNTARY REGIONAL ORGANISATION OF COUNCILS
PO BOX 6456 EAST PERTH WA 6892

Ph: (08) 9328 1991
Fax: (08) 9228 0071
Email: hwestcott@wsquared.com.au

Council Meeting

Friday 28 August 2015
Teleconference
Commencing at 8.30am

MINUTES

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**GOLDFIELDS VOLUNTARY REGIONAL ORGANISATION OF COUNCILS
AND**

GOLDFIELDS ESPERANCE COUNTRY ZONE OF WALGA

**Teleconference Meeting held on Friday 28 August 2015
commencing at 8.30am**

MINUTES

1. DECLARATION OF INTEREST

Pursuant to the Code of Conduct, Councillors and CEOs must declare to the Chairman any potential conflict of interest they may have in a matter before the Goldfields Voluntary Regional Organisation of Councils and Goldfields Esperance Country Zone of WALGA as soon as they become aware of it. Councillors, CEOs and Deputies may be directly or indirectly associated with some recommendations of the Goldfields Voluntary Regional Organisation of Councils and the Goldfields Esperance Country Zone of WALGA and the WALGA State Council. If you are affected by these recommendations, please excuse yourself from the meeting and do not participate in deliberations.

2. ANNOUNCEMENTS

The purpose of the meeting is to consider and provide advice to the WALGA State Council Representative, Mayor Ron Yuryevich AM, RFD.

3. ATTENDANCE AND APOLOGIES

Mayor Ron Yuryevich (Chair)

Cr Suzie Williams

Mr Rob Radosevich

Cr Mal Cullen

Mr Paul Webb

Cr Jacquie Best

Mr Richard Brookes

Mr Matthew Scott

Mr Steve Deckert

Mr Jim Epis

Mr Pascoe Durtanovich

Mr Chris Paget

Cr Ian Goldfinch

Cr Ken Norman

Mr Ian Fitzgerald

Cr Jim Quadrio

Cr Graham Harris

Mayor, City of Kalgoorlie-Boulder
Councillor, City of Kalgoorlie-Boulder (entered the meeting at 9.04am)

A/CEO, City of Kalgoorlie-Boulder

President, Shire of Coolgardie

CEO, Shire of Coolgardie

Deputy President, Shire of Dundas

CEO, Shire of Dundas

CEO, Shire of Esperance

CEO, Shire of Laverton (left the meeting at 9.25am)

CEO, Shire of Leonora

A/CEO, Shire of Menzies

CEO, Shire of Ngaanyatjaraku

Councillor, Shire of Ravensthorpe

Councillor Shire of Ravensthorpe

CEO, Shire of Ravensthorpe

President Shire of Wiluna

Deputy President, Shire of Wiluna

Ms Helen Westcott, Joint Executive Officer

3.1 Apologies

Cr Beverley Stewart, Councillor, Shire of Esperance

Cr Patrick Hill, President Shire of Laverton

Cr Shaneane Weldon, Deputy President Shire of Laverton
Cr Des Cannons, Shire of Laverton
Cr Peter Craig, President Shire of Leonora
Cr Greg Dwyer, President Shire of Menzies
Cr Damian McLean, President Shire of Ngaanyatjaraku
Cr Keith Dunlop, President Shire of Ravensthorpe
Ms Andrea Nunan, Shire of Wiluna

Mr Bruce Wittber, Joint Executive Officer

3.2 WALGA Representatives

Ms Ricky Burges, CEO
Mr Paul Schollum, Policy Manager Economics

4. WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA) BUSINESS

Zone delegates to consider the Matters for Decision contained in the WA Local Government Association State Council Agenda and put forward resolutions to Zone Representatives on State Council

4.1 State Councillor / Goldfields Esperance Zone President's Report

Mayor Ron Yuryevich, AM RFD

4.2 WALGA Status Report (Attachment)

From Executive Officer

BACKGROUND:

Presenting the Status Report for August 2015 which contains WALGA's responses to the resolutions of previous Meetings (refer also to Item 5.1 of the WALGA State Council Agenda).

ZONE COMMENT:

This is an opportunity for Member Councils to consider the response from WALGA in respect to the matters that were submitted at the previous Meeting.

RECOMMENDATION:

That the Goldfields Voluntary Regional Organisation of Councils notes the:

1. State Councillor / Goldfields Esperance Zone President's Report; and
2. WALGA Status Report.

Noted

4.3 Review of WALGA State Council Agenda - Matters for Decision

From Executive Officer

Background:

WALGA State Council meets five times each year and as part of the consultation process with Member Councils circulates the State Council Agenda for input through the Zone structure.

The Zone is able to provide comment or submit an alternate recommendation that is then presented to the State Council for consideration.

5.1 2015 Annual General Meeting Minutes (01-003-02-0003 WS)

WALGA Recommendation

That Annual General Meeting Motions:

1. Items 4.2, 4.10, and 4.11 be noted as in accordance with Association Policy
2. Items 4.1, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8 and 4.9 be noted and forwarded to the relevant WALGA business unit for consideration; and

3. Item 4.14 be endorsed and referred to the relevant business unit for the development of the policy.

GVROC COMMENT:

Item 4.8 relates to the management of Narrow Leafed Cotton Bush. One part of the resolution from the Annual General Meeting reads as follows:

That WALGA be requested to conduct a state wide forum on issues around biosecurity, including the management of narrow leafed cotton bush, and its impact on Local Governments across the State with all key stakeholders to be invited.

This request came from GVROC.

It is proposed that the matter be noted and forwarded to the relevant WALGA business unit for consideration. Given the increasing concern around biosecurity across the sector, it is a little disappointing to note that the possibility of the conduct of a state wide forum is not likely to be considered until the December 2015 State Council Meeting, which means that any forum is unlikely to be held until the first quarter of 2016.

Are Member Councils satisfied that such a delay will not impact significantly on the development of a response to biosecurity needs for the local government sector?

With respect to Item 4.14 it is proposed that the matter be endorsed and referred to the relevant business unit for the development of a policy as it relates to rate capping. The resolution from the Annual General Meeting in part reads as follows:

That WALGA:

1. *Oppose the introduction of rate-capping for Western Australian Local Governments as reported to be proposed by the current State Government.*
2. *Develops a policy which ensures that the sector is prepared to oppose any attempt by the government to introduce rate-capping in the future.*

The Executive Officer has a concern that the State Government may move more quickly on rate capping than the time WALGA may require for the development and adoption of a policy on the issue. Whilst the WALGA Recommendation above endorses that rate capping be opposed it may be prudent to demonstrate publicly by formally including its opposition in the recommendation/resolution. This will clearly articulate the WALGA position rather than leaving the reader to review the various resolutions from the Annual General Meeting.

The matter is submitted for GVROC's consideration.

ADDITIONAL GVROC MEETING COMMENT:

Ricky Burges noted that following the WALGA State Council Meeting GVROC would receive a written response to its request for a state-wide forum on issues around biosecurity.

Ricky Burges also provided Member Councils with an update on the work being undertaken around the "rate capping" issue. Information to note from this update included:

- Following the Local Government Convention the Minister for Local Government and Communities requested a meeting with WALGA. An outcome from this meeting has been the establishment of a reference group to look at the role of the Auditor General's office in overseeing the audit process within Local Government and the introduction of compulsory training for elected members. Any changes around both matters would require changes to the *Local Government Act 1995*.
- Membership to the reference group is:
 - ✓ Department of Local Government and Communities;

- ✓ Officer from the Minister for Local Government's office;
- ✓ WALGA; and
- ✓ LGMA.
- For the time being the issue of rate capping is on the "backburner".
- WALGA is and will remain opposed to rate capping. It is one that will affect all local governments.

Support

5.2 Grain Freight on Rail (05-006-02-0005 ID)

WALGA Recommendation

That WALGA write to the Minister for Transport and all Members of Parliament in areas impacted by the grain supply chain calling on the State Government to:

1. Take all reasonable steps to ensure that CBH and Brookfield rail have an interim rail access agreement in place at least three months prior to the expiry of the current interim agreement and support the parties working through and if necessary amending the Railways (Access) Code to facilitate a long term agreement.
2. Initiate and fund an independent review of the grain supply chain, identifying the critical investments (new and renewal) required to ensure the least-cost (including both public and private costs) pathway for grain exported from WA recognising the practical constraints.

GVROC COMMENT:

The issue of grain on rail was the reason for the establishment of the Local Government Grain Freight Group. Its membership takes in those local governments affected grain rail freight policy. When the issue of CBH and Brookfield Rail was discussed at the Local Government Grain Freight Group Meeting on 6 July 2015 the Group was resolved as follows:

RESOLUTION

Cr D Richards moved and Cr R Forsyth seconded –

That the WA Local Government Association be requested to seek a meeting between the President of the WA Local Government Association and the Chairman of the Local Government Grain Freight Group with the Minister for Transport for the purpose of discussing concerns of local government with delays in reaching agreement on grain freight movements including the road freight task and the rail access agreement.

CARRIED

It is noted that this request from the Local Government Grain Freight Group has not been carried through to the above WALGA recommendation.

The Executive Officer would also draw to Member Councils attention an article in the West Australian Newspaper on Wednesday 19 August 2015 headed "Aurizon hits out at access fees". The story relates to Brookfield's monopoly and the need for businesses requiring access to pay higher fees.

Does GVROC wish to amend the WALGA recommendation to incorporate the Local Government Grain Freight Group's Resolution? The Executive Officer believes that members of the Local Government Grain Freight Group would appreciate GVROC's support.

RESOLUTION: **Moved: Cr Cullen** **Seconded: Cr Harris**

1. That WALGA write to the Minister for Transport and all Members of Parliament in areas impacted by the grain supply chain calling on the State Government to:
 - a) Take all reasonable steps to ensure that CBH and Brookfield rail have an interim rail access agreement in place at least three months prior to the expiry of the current interim agreement and support the parties working through and if necessary amending the Railways (Access) Code to facilitate a long term agreement; and
 - b) Initiate and fund an independent review of the grain supply chain, identifying the critical investments (new and renewal) required to ensure the least-cost (including

both public and private costs) pathway for grain exported from WA recognising the practical constraints.

2. That WALGA seek a meeting between the President of WALGA and the Chairman of the Local Government Grain Freight Group with the Minister for Transport for the purpose of discussing concerns of local government with delays in reaching agreement on grain freight movements including the road freight task and the rail access agreement.

CARRIED

5.3 Improvement Plans and Improvement Schemes (05-047-01-0014 VJ)

WALGA Recommendation

That WALGA seek clarity from the Minister for Planning about the use of Improvement Plans and Improvement Schemes within the WA planning framework, and specifically query the lack of regulations that:

1. Clearly define why, where and when an Improvement Plan should be established;
2. Clearly define what the WAPC/Department of Planning can include in an Improvement Plan area; and
3. Clearly state why, where and when an Improvement Scheme should be established, who is responsible for its development and implementation and how this scenario differs from solely establishing an Improvement Plan.

GVROC COMMENT:

Support

5.4 Interim Submission – Draft Perth and Peel @ 3.5 million - Strategic land use planning documents (05-036-03-0052 VJ)

WALGA Recommendation

That the interim submission on the Draft Perth and Peel @ 3.5million Strategic land use planning documents be endorsed.

GVROC COMMENT:

Support

5.5 Local Government and Tourism Discussion Paper (05-060-03-0001 NH)

WALGA Recommendation

That WALGA endorses the following actions (as outlined within the Local Government and Tourism Discussion Paper developed by the Association) for discussion with Tourism WA and the Regional Development Commissions:

- a) WALGA to work with Tourism Western Australia to:
 - i. Develop a Local Government Tourism Strategy to deliver local tourism outcomes;
 - ii. Investigate the development of resources including a destination marketing management toolkit;
 - iii. Investigate tourism education and training options for Local Government;
 - iv. Improve current Local Government tourism data collection including visitor numbers and visitor activities and marketing; and
 - v. Identify funding opportunities for metropolitan and urban growth corridors to deliver tourism outcomes.
- b) WALGA to engage with the Regional Development Commissions to:

- i. Advocate for funding to implement the Regional Development Commission Investment Blueprints;
- ii. Undertake a desktop audit of tourism organizations within respective Development Commissions boundaries to facilitate better strategic planning between tourism organizations and Local Government; and
- iii. Establish a centralized and coordinated network of tourism organizations.

GVROC COMMENT:

Support

5.6 Vision and Framework for Strategic Action for Public Library Services in Western Australia (05-057-02-0051 JH)

WALGA Recommendation

1. That:
 - a. The Vision 2025 and Framework for Strategic Action for Public Library Services in Western Australia be endorsed.
 - b. WALGA seeks the Minister for Culture and Arts and Minister for Local Government and Communities' support for:
 - i. the Vision 2025 and Framework for Strategic Action for Public Library Services in Western Australia;
 - ii. development of a Public Libraries 2025 Strategic Plan; and
 - iii. the establishment of a Public Libraries Taskforce, as a matter of priority, to lead the development and implementation of the strategic plan.
2. That WALGA coordinate and conduct a second phase of research to further develop the strategies and actions outlined in the Framework for Strategic Action and identify the legislative, funding and service models required to achieve the Vision 2025.

GVROC COMMENT:

Support

RECOMMENDATION:

That the Goldfields Voluntary Regional Organisation of Councils endorses all recommendations contained in the WALGA State Council Agenda other than those recommendations separately considered.

RESOLUTION: Moved: Cr Williams Seconded: Cr Cullen

That the Goldfields Voluntary Regional Organisation of Councils endorses all recommendations contained in the WALGA State Council Agenda other than those recommendations separately considered.

CARRIED

4.4 Review of WALGA State Council Agenda - Matters for Noting/Information

- 6.1 Parliamentary Committee Review, Development Assessment Panels (05-047-01-0016 CG)
- 6.2 Report Municipal Waste Advisory Council (MWAC) (01-006-03-0008 RNB)

4.5 Review of WALGA State Council Agenda - Organisational Reports

- 7.1 Key Activity Reports

- 7.1.1 Report on Key Activities, Environment and Waste Unit (01-006-03-0017 MJB)**
- 7.1.2 Report on Key Activities, Governance and Organisational Services (01-006-03-0007 TB)**
- 7.1.3 Report on Key Activities, Infrastructure (05-001-02-0003 ID)**
- 7.1.4 Report on Key Activities, Planning and Community Development (01-006-03-0014 AH)**

4.6 Review of WALGA State Council Agenda - Policy Forum Reports

7.2 Policy Forum Reports

7.2.1 Mining Community Policy Forum

7.2.2 Container Deposit Legislation Policy Forum

7.2.3 Metropolitan Mayors Policy Forum

7.2.4 Waste Avoidance and Resource Recovery Act (2007) Review Policy Forum

7.2.5 Freight Policy Forum

4.7 WALGA President's Report (Attachment)

Presenting the WALGA President's Report

RECOMMENDATION:

That the Goldfields Voluntary Regional Organisation of Councils notes the following reports contained in the WALGA State Council Agenda:

- Matters for noting/information;
- Organisational reports;
- Policy Forum reports; and
- WALGA President's Report.

RESOLUTION:

Moved: Mr Epis

Seconded: Cr Williams

That the Goldfields Voluntary Regional Organisation of Councils notes the following reports contained in the WALGA State Council Agenda:

- **Matters for noting/information;**
- **Organisational reports;**
- **Policy Forum reports; and**
- **WALGA President's Report.**

CARRIED

5 AGENCY REPORTS

Nil

6. OTHER BUSINESS

6.1 2015 Local Government Elections – Zone Office Bearer Elections

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 18 August 2015

Attachments: Nil

Background:

WALGA has requested that Zone delegates are made aware of the need to conduct Zone officer bearer elections following the 2015 Local Government elections.

A Chronological overview of the process is detailed below:

- Local Government elections occur on 17 October 2015.
- Member Councils to elect/appoint their Zone Delegates and to advise the Zone Executive Officer, as soon as possible but preferably by 9 November 2015.
- For the purpose of electing their representatives and deputy representatives to the WALGA State Council, the zones are required to hold these elections at their November 2015 meeting.
- Zones to advise WALGA, in writing, of their elected State Council representative and deputy representative immediately following the 2015 November Zone meeting.
- State Councillor Induction Session – morning of **2 December 2015**.
- New State Council will take office at the Ordinary Meeting of State Council on **2 December 2015**.
- The position of President and Deputy President of WALGA will be elected at the March 2016 State Council Meeting.

In relation to the nominations and election process to be followed by each Zone in electing a representative and deputy representative to the WALGA State Council, the below process has been instituted by State Council:

1. Zone Executive Officer to write to all Member Councils no later than 1 month prior to the Zone meeting at which the election is to be held calling for nominations from delegates to the Zone for the positions of representative and deputy representative to State Council. The correspondence is to state that all nominations are to be made in writing to the Zone Executive Officer, and only Elected Members who are a nominated Zone delegates are eligible to nominate. The time period for the receipt of nominations is to be **one week prior** to the Zone meeting at which the election will be held.
2. Zone Executive Officer to receive written nominations from Zone delegates for the positions of representative and deputy representative to State Council and then provide written confirmation to Member Councils of the nominations received.
3. Elections are to be held at the next Zone meeting as the first item of business. Where there is more than one nomination for each vacant position, an election will be conducted using a secret ballot, with the Zone Executive Officer to represent WALGA as the returning officer for the election. Prior to the ballot, nominees for each position are to be extended the opportunity to provide a 2 minute election bid to delegates.
4. All voting delegates to the Zone are entitled to cast one (1) vote in the ballot process. The candidate with the greater or greatest number of votes is elected to the office.
5. **Tied vote** – in the event of a tied vote, election will be determined by drawing names from a box. The Secretariat will put the names of the candidates concerned in a box and the first name drawn is the Elected Member.
6. Zone Executive Officer to advise WALGA in writing immediately following the Zone meeting of the outcome of their elections.

Executive Officer Comment:

No further comment required.

RECOMMENDATION:

That:

1. Member Councils be requested to advise the Executive Officer of their delegates to the Zone as soon as possible after the 2015 Local Government elections; and
2. that the election of the Zone's State Council representative, State Council deputy representative, Zone President and Zone Deputy President and Zone Executive Committee be conducted at the Zone meeting scheduled for Friday 27 November 2015.

RESOLUTION:

Moved: Cr Harris

Seconded: Cr Cullen

That:

1. Member Councils be requested to advise the Executive Officer of their delegates to the Zone as soon as possible after the 2015 Local Government elections; and
2. that the election of the Zone's State Council representative, State Council deputy representative, Zone President and Zone Deputy President and Zone Executive Committee be conducted at the Zone meeting scheduled for Friday 27 November 2015.

CARRIED

6.2 WALGA Governance Review Discussion Paper (Attachment)

Reporting Officer: Helen Westcott, Executive Officer
Disclosure of Interest: Nil
Date: 19 August 2015
Attachments: Governance Review Discussion Paper

Background:

A review of the governance arrangements for the WALGA State Council and Zones commenced in late June, with a discussion paper prepared and emailed to all Councils to facilitate the review. A copy of the discussion paper forms an attachment to the meeting agenda.

The review focuses on WALGA's three key governance documents – the Constitution, Corporate Governance Charter and Standing Orders – as well as the effectiveness of the relationship between Zones and State Council.

WALGA in its Discussion Paper advises that it is seeking general feedback on the Constitution as well as responses to a number of discussion points that have been listed. Feedback on the issues explored in the discussion paper, as well as any other relevant matter, is sought by **Wednesday 16 September 2015**.

Executive Officer Comment:

The issues listed in the Discussion Paper tend to relate more to seeking the views of Member Councils so that a formal position on matters can be prepared for consideration by all Zones at the November round of Meetings.

Against that background there are some issues on which the Zone may wish to comment as they affect the Zone.

Corporate Governance Charter

2.2.1 Clause 7 – Role of State Councillor

State Councillors are the Association's Board members, elected by Zones. State Councillors, through collective decisions of State Council, have ultimate responsibility for the successful operation of the Association. This includes responsibility for policy positions, strategic direction and financial operations.

Discussion Paper Comment:

Does the role of a State Councillor adequately capture the contemporary requisites and expectations of the position?

GVROC Comment:

Submitted for discussion

2.2.2 Clause 7 – Role of State Councillor – Zone Meetings

There is scope to consider broadening sub-clause (iii) 'Expectations of State Councillors in State Council Meetings' to include expectations when attending Zone Meetings to reflect the collegiate approach to State Council Policy positions that arise through formal decision-making processes.

Discussion Paper Comment:

There is a requirement in Local Government that Elected Members support their Council's formal resolutions, and not speak adversely or negatively on decisions that Council has made. Should this transfer to the expectation of the behaviour of State Councillors?

GVROC Comment:

Submitted for discussion

2.2.6 Clause 13 – State Council Meeting Agenda

The Corporate Governance Charter currently states:

The State Council meeting agenda will generally address the following:

- *Standing matters, including attendance, announcements, previous minutes, business arising from minutes and declarations of interest*
- *Emerging Issues*
- *Matters for Decision*
- *Matters for Noting*
- *Organisational Reports including Key Activity Reports and Policy Forum Updates*
- *The President's Report*
- *The Chief Executive Officer's Report, and*
- *Meeting Assessment.*

Discussion Paper Comment:

Should there be allocation for a report from an Ex-Officio member? Currently the LGMA (WA) President attends all meetings; however there is no item for a report. WALGA, by comparison, has a reporting item at LGMA meetings through the CEO's Ex Officio capacity.

GVROC Comment:

Submitted for discussion

2.2.11 Clause 33 – Relationship between State Council, Zones and Local Governments

This clause outlines the relationship between State Council, Zones and Member Local Governments and includes sub clauses on the following:

- State Council
- State Council Co-Chairs
- Forum of Co-Chairs
- Policy Forums
- Zones
- Member Local Governments

Discussion Paper Comment:

A potential reform option, which was contemplated in the previous Governance review in 2011, is considering the formation of an Executive Committee.

Under this model, State Council would maintain its primacy as the Association's governing Board but would be able to delegate some powers to an Executive Committee, which would be in a position to meet more regularly than the current two-monthly cycle of State Council meetings.

The Executive Committee could be utilised for policy and advocacy decisions required outside of the State Council meeting cycle and could be delegated powers that are currently the responsibility of the Finance and Services Committee.

Should the formation of an Executive committee be contemplated? Such a committee, if constituted, could then take on the political, policy and advocacy roles and responsibilities of the State Council Co-Chairs (see clause 33(ii) above) and the Forum of Co-Chairs (clause 33(iii) above).

Currently, the Co-Chairs, corresponding to WALGA's four key policy development portfolios (Governance, Infrastructure, Environment and Waste, and Planning and Community Development) consider and provide input to interim submissions prior to their submission to the relevant agency.

The membership of the Forum of Co-Chairs is the President and the two State Councillors who act as Co-Chairs for each of the Association's key policy portfolios: Governance and Strategy, Infrastructure, Environment and Waste and Planning and Community Development.

Consideration could also be given to reviewing the Policy Forum concept as opposed to the previous construct of four portfolio Policy Teams (six members each) where a State Councillor would be allocated to at least one policy team. The four Policy Teams corresponded to each of WALGA's four key policy development portfolios: Governance, Infrastructure, Environment and Waste, and Planning and Community Development.

The Policy Teams were recently replaced by Policy Forums which are explained in Clause 33(iv) above.

Current Policy Forums are:

- Mining Communities Policy Forum
- Metropolitan Mayors Policy Forum
- WARR Act Policy Forum
- Container Deposit Legislation Policy Forum
- Freight Policy Forum

Comment is invited on Clause 33 generally, and specifically:

- the potential for an 'Executive Committee' to be formed;
- the utility of the Co-Chairs and Forum of Co-Chairs; and,
- a review of the Policy Forum / Policy Teams concept and their appointment processes.

GVROC Comment:

GVROC may wish to comment on the suggestion that WALGA consider the "creation" of an Executive Committee. This is not a matter that has previously been considered by the Zone.

The creation of Forums on an "as need basis by the Association President" has caused some angst within some Zones, as technically the representatives are not Zone appointees and do not have to report back to the Zone. This could mean that Zones are kept out of loop on what may be a highly significant matter to the Zone. There also seems to be no formal reporting process from the Forums back to local government either individually or through the Zones. The method by which people are appointed to a Forum could be improved as appointments can be perceived as personal appointments.

Review of State Council and Zone Effectiveness

4.1 State Council Decision Making Process

The current decision making process of State Council is inclusive. Zones consider State Council items and the recommendations to State Council at their meetings. The Zones are able to move amendments to, or oppose, the recommendations to State Council.

At the State Council meeting, every Zone's resolution regarding State Council items will be considered by all State Councillors. This is done by a process of composite resolutions, where the original recommendation is blended with all Zone motions to form a new, 'composite' resolution.

In this way, the input from Zones is crucial to the State Council decision making process and means that, in practice, State Council invariably arrives at a representative and consensus position.

4.1.1 Inclusiveness vs. Timeliness of State Council Decisions

There has been discussion in recent times about the timeliness of State Council decision making, particularly when State Council seeks to ensure all Zones are able to input into the decision making process. State Council strives to find a balance between timeliness and inclusiveness in their decision making processes and can be reluctant to make decisions without Zone consultation. Notwithstanding, the ability for State Councillors to bring 'Emerging Issues' to the State Council meeting provides State Council with some flexibility to make decisions in a more timely manner when necessary.

Another relevant issue is the treatment of motions from Zones. Currently, State Council considers other Zone resolutions en bloc during their meeting, and then the Zone resolutions are referred to the relevant WALGA business or policy unit for action. This process can also take time for Zones to receive a response. One option would be for State Councillors to raise sector-wide issues when Zone

resolutions are considered for State Council to make a more timely decision or for the State Council to formally prioritise Zone resolutions when they are considered.

Discussion Paper Comment:

1. Does the current State Council decision-making process strike the right balance between timeliness and inclusiveness?
2. Should the method in which State Council considers Zone resolutions be changed?

GVROC Comment:

The Executive Officer is aware that some Zones from time to time express concern that a number of matters for decision on the State Council Agenda are endorsing submissions that have already been made due to deadlines set by the inviting organisation. This makes it very difficult to influence a significant change and whilst it is acknowledged that the submissions are always titled "Interim Submission" if the closing date is long past the reality is that any changes are going to carry "little weight".

The other aspect of timeliness of issues being considered by the State Council has been raised on a number of occasions. For example the Shire of Wagin placed a matter on the agenda in February 2014 and the resultant WALGA position did not finally complete its progress until December 2014. Given the significance of the issue around "forced" amalgamations this was an extremely long time lapse before a formal position was reached.

The method by which State Council considers Zone resolutions is also of concern for some Zones as they are of the view that issues are not given as high a priority as they believe the issue may deserve. For example the Zone may pass a resolution in that it is seeking for WALGA to do something "urgently" and yet the resolution is generally voted on "en bloc" to be referred to the relevant policy section with the resultant delay. The next that is heard from WALGA is when the issue appears on the Status Report.

4.1.2 Zone Motions – Consistency with Council Policy

There has been discussion on the issue of some Zone representatives bringing forward items that are not supported or are actively opposed by their Council. Some have therefore suggested that motions at Zone meetings should require the support of the mover's Council.

This would ensure that the Zone is confident that the motion being considered has undergone some thought and research. Conversely, requiring a Council resolution to submit a motion to a Zone meeting would increase the time required for policy issues to be considered and would reduce the flexibility of Zones to make their own decisions. Further, as Zones are autonomous in their construct, it may be considered inappropriate to restrict matters that can be considered by Zones.

Discussion Paper Comment:

Should zone motions be required to have the Local Government's consent or be consistent with their Council's policy position?

GVROC Comment:

Submitted for discussion

4.2 Zone Autonomy

While Zones have a requirement to elect one or more State Councillors and to consider the State Council agenda, they have the autonomy to build on or expand this role.

Some Zones are more active than others in this regard. Some Zones expand on the role of the Zone and undertake some of the following activities:

- developing and advocating positions of regional significant affecting Local Government;
- progressing regional Local Government initiatives;
- identifying relevant issues for action by WALGA;
- presentations from external stakeholders;
- networking and sharing information; and

- contributing to policy development.

Other Zones are more minimalist in their approach and have not taken the opportunity to expand their role beyond that defined in the Constitution.

Discussion Paper Comment:

Any comment relating to Zone Autonomy is invited.

GVROC Comment:

The Executive Officer is of the view that each Zone will develop its own strategy on how autonomous it wishes to be. The level of autonomy for each Zone comes partly from the role the Zone requires the Executive Officer to undertake and the Zone's relationship with WALGA. Some earlier comments about timeliness on issues may well encourage Zones to be more active.

4.3 Zone Presentations and Delegations

Zones have the opportunity to receive delegations and presentations from politicians and government departments and agencies.

This provides the Zone with opportunities for information exchange and communication between Local Governments and stakeholders.

The Zone meetings are also a primary point of contact between WALGA and its members. The Association has the opportunity to update Local Government representatives on the work of the Association and Zone meetings present the opportunity for Zone delegates to ask questions of the WALGA President and senior WALGA staff.

Discussion Paper Comment:

Any comment relating to Zone Presentations and Delegations is invited.

GVROC Comment:

In addition to the opportunity for WALGA to attend and present updates etc the Zone process also enables Government agencies and others who wish to present to Local Government the opportunity to attend one meeting and in the case of the Central Country Zone meet with 16 Councils.

Members of Parliament also enjoy the opportunity to attend and hear the current issues' impacting on the community's represented.

The matter is presented for decision.

RESOLUTION: **Moved: Cr Williams** **Seconded: Cr Cullen**

That the WALGA Governance Review Discussion Paper be received.

CARRIED

7. URGENT BUSINESS as permitted by the Chair
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Nil

8. DATE, TIME AND PLACE OF NEXT MEETINGS
--

Friday 4 September 2015 - an in-person meeting of the GVROC Technical Officers Working Group in Norseman;

Thursday 8 October 2015 - an in-person meeting of the GVROC Council in Kalgoorlie

Friday 27 November 2015 - an in-person meeting of the GVROC Council at which the WALGA State Council Agenda for the State Council meeting to be held Wednesday 3 December 2015 will also be considered. Elections must also be held at this time (in Kalgoorlie unless otherwise determined);

Friday 4 December 2015 - an in-person meeting of the GVROC Technical Officers Working Group (in Kalgoorlie unless otherwise determined)

Friday 29 January 2016 - an in-person meeting of the GVROC Council in Esperance

9. CLOSURE

There being no further business the Chair declared the meeting closed at 9.44am

DECLARATION

These minutes were confirmed by the Goldfields Voluntary Regional Organisation of Councils at the meeting held 8 October 2015

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



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GVROC Council Meeting

Thursday 8 October 2015
In-Person Meeting
Councillors Conference Room, City of Kalgoorlie-Boulder

MINUTES

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GOLDFIELDS VOLUNTARY REGIONAL ORGANISATION OF COUNCILS (GVROC)

**An in-person meeting of the GVROC Council to be held Thursday 8 October
2015**

MINUTES

1. DECLARATION OF INTEREST

Pursuant to the Code of Conduct, Councillors and CEOs must declare to the Chairman any potential conflict of interest they may have in a matter before the Goldfields Voluntary Regional Organisation of Councils as soon as they become aware of it. Councillors, CEOs and Deputies may be directly or indirectly associated with some recommendations of the Goldfields Voluntary Regional Organisation of Councils. If you are affected by these recommendations, please excuse yourself from the meeting and do not participate in deliberations.

2. OPENING AND ANNOUNCEMENTS

In opening the meeting at 8.30am the Chair, Mayor Yuryevich, welcomed all in attendance with a special welcome to the Minister for Local Government and Communities, the Minister for Agriculture and Fisheries and the Directors General for the Departments of Local Government and Communities, Planning and Mines and Petroleum.

3. RECORD OF ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE

3.1 Attendance

Mayor Ron Yuryevich AM RFD, (Chair)
Cr Mal Cullen
Mr Paul Webb (left meeting at 12.35pm)
Cr Jacquie Best
Mr Doug Stead
Cr Malcolm Heasman
Cr Beverley Stewart
Mr Matthew Scott
Cr Suzie Williams
Mr Rob Radosevich
Cr Patrick Hill
Cr Shaneane Weldon
Mr Steve Deckert
Cr Peter Craig
Mr Jim Epis
Cr Greg Dwyer
Mr Pascoe Durtanovich (left meeting at 12.35pm)
Cr Jim Quadrio
Cr Graeme Harris
Mr Dean Taylor

Mayor, City of Kalgoorlie-Boulder
President, Shire of Coolgardie
CEO, Shire of Coolgardie
President Shire of Dundas
CEO Shire of Dundas
President, Shire of Esperance
Councillor, Shire of Esperance
CEO, Shire of Esperance
Councillor, City of Kalgoorlie-Boulder
A/CEO, City of Kalgoorlie-Boulder
President, Shire of Laverton
Deputy President, Shire of Laverton
CEO, Shire of Laverton
President Shire of Leonora
CEO, Shire of Leonora
President, Shire of Menzies
A/CEO, Shire of Menzies
President Shire of Wiluna
Deputy President, Shire of Wiluna
A/CEO Shire of Wiluna

Ms Helen Westcott, Joint Executive Officer
Mr Bruce Wittber, Joint Executive Officer

3.2 Apologies

Shire of Ngaanyatjaraku
Shire of Ravensthorpe

Hon Mark Lewis MLC, Member for Mining and Pastoral Region

3.3 Guests

Hon Tony Simpson MLA, Minister for Local Government; Community Services; Seniors and Volunteering; Youth (left the meeting at 1.40pm)

Hon Ken Baston MLC, Member for Mining and Pastoral Region and Minister for Agriculture and Food; Fisheries (left the meeting at 1.15pm)

Ms Wendy Duncan MLA, Member for Kalgoorlie (left the meeting at 1.15pm)

Ms Jessica Lenney, Principal Policy Adviser to Minister Simpson (left the meeting at 1.40pm)

Ms Jennifer Matthews, Director General Local Government and Communities (left the meeting at 1.40pm)

Ms Gail McGowan, Director General Department of Planning (left the meeting at 1.40pm)

Mr Johan Gildenhuys, Planning Manager Central Region – Regional Planning and Strategy, Department of Planning (left the meeting at 1.40pm)

Mr Richard Sellers, Director General Department of Mines and Petroleum (left the meeting at 1.40pm)

Ms Jo Del Prete, Manager Regional Services Department of Sport and Recreation (left the meeting at 9.20am)

Ms Erin Bond, Regional Manager – Goldfields Department of Sport and Recreation (left the meeting at 9.20am)

Mr Shayne Flanagan CEO, Goldfields Esperance Development Commission (left the meeting at 10.09am)

Ms Jill O'Brien Manager Recreation and Regulatory Services, Shire of Coolgardie (left the meeting at 12.35pm)

Ms Sandy Donkin, Manager Community Services, Shire of Coolgardie (left the meeting at 12.35pm)

Mr Robert Connor, Manager Technical Services, Shire of Coolgardie (left the meeting at 12.35pm)

3.4 WALGA Representatives

Nil

4. GUEST SPEAKERS/PRESENTATIONS

4.1 Ms Jo Del Prete, Manager Regional Services and Ms Erin Bond, Regional Manager – Goldfields Department of Sport and Recreation (8.30am) (Attachment)

The Department of Sport and Recreation has requested an opportunity to meet with GVROC's Member Councils as part of its consultation in reviewing its strategic plan for the next 5 years. The Department has provided the following notes with respect to this review.

*Western Australia's sport and recreation industry is a rapidly progressing one operating in an ever changing environment in all areas, and on all levels, of the sector. The industry has a commitment to strategically address the future challenges confronting it, and to capitalise on opportunities presented and/or to be unearthed in the future, through collaboration and innovation. In part, this is guided through a state-wide, industry-led and owned strategic agenda, **Strategic Directions for the Western Australian Sport and Recreation Industry (SD)**. This provides the foundations for a coordinated and targeted industry-approach to develop and grow the Western Australian sport and recreation*

industry's capability and capacity. In turn, this results in maintaining and advancing Western Australia's status as a world leader in the field of sport and recreation.

SD6 is to guide the broader Western Australian sport and recreation industry (i.e. academic, not-for-profit, private, public) for a 5-year period comprising 2016-2020, building upon the foundations of SD 1-5 spanning the period of 1997-2015

The Department is keen to seek input from Regional Stakeholders to the SD6 process and will be doing so through forums similar to this across a number of regions. The input provided will then be fed back in to the broader industry consultation process being led by DSR.

A copy of the SD6 document forms an attachment to the meeting agenda and will be the basis discussion at the GVROC Meeting.

The presenters for this session will be Ms Jo Del Prete, Manager Regional Services and Ms Erin Bond, Regional Manager – Goldfields.

An additional document relating to the strategic plan review was also circulated to member Councils. A copy of this forms an attached the minutes of the meeting.

4.2 Mr Shayne Flanagan CEO, Goldfields Esperance Development Commission (9.20am) (Attachment)

Mr Shayne Flanagan CEO, Goldfields Esperance Development Commission (GEDC), has requested time to meet with Member Councils to discuss the draft Goldfields-Esperance Regional Investment Blueprint which is now out for public comment. The Consultation period runs from 16 September through to 11 November 2015.

A copy of the PowerPoint presentation given by Shayne Flanagan forms an attachment to the minutes of the meeting.

4.3 Hon Tony Simpson MLA, Minister for Local Government; Community Services; Seniors and Volunteering; Youth (Attachment)

As Member Councils are aware, the Minister for Local Government and Communities, Hon Tony Simpson MLA, was invited by GVROC to attend its January 2015 Meeting. Unfortunately due to other commitments at the time the Minister was unable to attend. GVROC's October meeting was the first available date for the Minister to meet with Member Councils.

The Minister has been provided with a number of topics to be discussed during his meeting with Member Councils, including:

- CEO's pay – re recent comments by the Premier that Local Government CEOs are paid excessively;
- Level of rates charged by Local Government re recent comments by the Premier that Council rates are too high – Member Councils are interested in the Minister's views as to what evidence there is to base this view on. Member Councils would also be interested in hearing from the Minister as to what strategies he believes would assist in lowering the level of rates currently imposed by Councils across the region;
- Involvement of the Auditor General in the Local Government audit process;
- Compulsory elected member training;
- Section 6.40 of the Local Government Act and specifically the ambiguity of the Act in relation to a local government having to refund rates when a mining lease/tenement is surrendered.
- Municipal and essential services provision in discrete Aboriginal Communities – currently Local Government is not part of the Strategic Leadership Groups that have been established to oversee the reform of service provision to discrete Aboriginal communities. They will, however, be asked to participate in the District Leadership Groups being established as part of the governance framework for the reform process. Will the Department of Local Government and Communities have any role in this group?

- Ageing in the bush;
- Access to child care in regional and remote WA;
- Youth services in regional and remote WA;
- Declining numbers of volunteers;
- The amount of red tape faced by Local Government;
- The Goldfields Esperance Economic Blueprint - Member Councils are concerned at the delay in the Region's Blueprint being finalised;
- The Goldfields Esperance Revitalisation Fund – Member Councils are concerned at the process involved in determining projects for funding and the delays experienced in getting funding for projects give that the Fund was announced prior to the last State election;
- The inability of agencies such as the Department of Environment to provide advice as they have done in the past;
- Passage of the Local Government Legislation Amendment Bill 2014 (that part which deals with the establishment of regional subsidiaries); and
- Introduction of the Revised Policy for the Gross Rental Valuation of Mining Tenements (the revised policy comes into effect on 1 October 2015 (Circular No Mo5-2015 was published on 1 October 2015. A copy of the circular forms an attachment to the meeting agenda).

4.4 Hon Ken Baston MLC, Member for Mining and Pastoral Region

As with the Minister for Local Government and Communities, GVROC extended an invitation to the Hon Ken Baston MLC to attend its January 2015 Meeting. Unfortunately due to other commitments at the time Mr Baston was unable to attend, with GVROC's October meeting the first available date for him to meet with Member Councils.

Mr Baston has been provided with a number of topics to be discussed during his meeting with Member Councils, including:

- Agriculturally based economic development for the region;
- The recent decision by the Department of Agriculture not to lead the agriculture land release initiative as detailed in the Esperance Sub-regional Economic Development Plan (draft). Though a SuperTown project, the GEDC are currently leading the project, and despite the Shire's of Esperance, Dundas and Ravensthorpe (and support from GVROC as a whole) endorsing the document, the GEDC will not finalise the document until they can find a state agency to lead this one initiative;
- Biosecurity;
- Further information on the dissolution of the Pastoral Board and the establishment of the advisory board that will replace it;
- The Goldfields Esperance Economic Blueprint - Member Councils are concerned at the delay in the Region's Blueprint being finalised;
- The Goldfields Esperance Revitalisation Fund – Member Councils are concerned at the process involved in determining projects for funding and the delays experienced in getting funding for projects give that the Fund was announced prior to the last State election;
- The inability of agencies such as the Department of Environment to provide advice as they have done in the past; and
- Passage of the Local Government Legislation Amendment Bill 2014 (that part which deals with the establishment of regional subsidiaries).

4.5 Ms Gail McGowan, Director General Department of Planning and Mr Richard Sellers, Director General Department of Mines and Petroleum

GVROC's Member Councils have had a number of long-running concerns around planning across the region, in particular the State Government's current policy restricting development of land within a gazetted townsite over which mineral claims have been lodged and its negative impact on Councils across the region.

This concern culminated in the GVROC Chair writing to the Department of Planning's Director General to invite her to meet with GVROC Council in order that she could hear the concerns of Member Councils.

Ms Gail McGowan, Director General Department of Planning and Mr Richard Sellers, Director General Department of Mines and Petroleum have accepted the GVROC's invitation to meet and discuss these concerns. Ms McGowan and Mr Sellers have been provided with a number of topics to be discussed during their meeting with Member Councils, including:

- Town Planning Regulations 2015 and the potential adverse impact upon a number of Councils throughout the State now that a transportable dwelling is now included in the definition of a single house;
- Seek an update on mining rates in general, not just the issue of GRV rates on mining, petroleum and resource interests. An update on the review on the GRV rates issue should also be sought; and
- Discuss Member Councils concern regarding the State Government's policy with respect to mineralisation and its negative impact on the towns with mineral claims across the townsite, in particular the ongoing negative impact on their attempts to foster economic development initiatives within their communities.

5. MINUTES OF MEETINGS

5.1 Minutes of a Meeting of the Goldfields Voluntary Regional Organisation of Councils (GVROC) Council held Wednesday 5 August 2015 (Attachment)

Minutes of the GVROC Council Meeting held Wednesday 5 August 2015 have previously been circulated to Member Councils.

RECOMMENDATION:

That the Minutes of the GVROC Council Meeting held Wednesday 5 August 2015 be confirmed as a true and correct record of proceedings.

EN BLOC

RESOLUTION: **Moved: Cr Heasman** **Seconded: Cr Williams**

That the Minutes of the GVROC Council Meeting held Wednesday 5 August 2015 be confirmed as a true and correct record of proceedings.

CARRIED

5.2 Minutes of a Meeting of the Goldfields Voluntary Regional Organisation of Councils (GVROC) Council held Friday 28 August 2015 (Attachment)

Minutes of the GVROC Council Meeting held Friday 28 August 2015 have previously been circulated to Member Councils.

RECOMMENDATION:

That the Minutes of the GVROC Council Meeting held Friday 28 August 2015 be confirmed as a true and correct record of proceedings.

EN BLOC

RESOLUTION: **Moved: Cr Heasman** **Seconded: Cr Williams**

That the Minutes of the GVROC Council Meeting held Friday 28 August 2015 be confirmed as a true and correct record of proceedings, subject to the inclusion in the attendance of Cr Heasman President, Shire of Esperance.

CARRIED

5.3 Minutes of a Meeting of the Goldfields Voluntary Regional Organisation of Councils Technical Officers Working Group held Tuesday 28 July 2015 (Attachment)

Minutes of the GVROC Technical Officers Working Group Meeting held Tuesday 28 July 2015 have previously been circulated to Member Councils.

RECOMMENDATION:

That the Minutes of the GVROC Technical Officers Working Group Meeting held Tuesday 28 July 2015 be received.

EN BLOC

RESOLUTION: **Moved: Cr Heasman** **Seconded: Cr Williams**

That the Minutes of the GVROC Technical Officers Working Group Meeting held Tuesday 28 July 2015 be received.

CARRIED

5.4 Minutes of a Meeting of the Goldfields Voluntary Regional Organisation of Councils Technical Officers Working Group held Friday 4 September 2015 (Attachment)

Minutes of the GVROC Technical Officers Working Group Meeting held Friday 4 September 2015 have previously been circulated to Member Councils.

RECOMMENDATION:

That the Minutes of the GVROC Technical Officers Working Group Meeting held Friday 4 September 2015 be received.

EN BLOC

RESOLUTION:

Moved: Cr Heasman

Seconded: Cr Williams

That the Minutes of the GVROC Technical Officers Working Group Meeting held Friday 4 September 2015 be received.

CARRIED

5.5 Business Arising from a Meetings of the Goldfields Voluntary Regional Organisation of Councils (GVROC) held between July and September 2015 – Status Report

The Executive Officer will provide a report to the meeting.

RECOMMENDATION:

That the Executive Officer's report be received.

EN BLOC

RESOLUTION:

Moved: Cr Heasman

Seconded: Cr Williams

That the Executive Officer's report be received.

CARRIED

5.6 Matters for Noting

1. Unconfirmed Minutes from a Goldfields Esperance District Emergency Management Committee Minutes held Wednesday 2 September 2015; and
2. Goldfields Esperance District Emergency Management Contact List as at 2 September 2015;

RECOMMENDATION:

That the documents listed in Item 5.6 be received.

EN BLOC

RESOLUTION:

Moved: Cr Heasman

Seconded: Cr Williams

That the documents listed in Item 5.6 be received.

CARRIED

6. GVROC FINANCE

6.1 Financial Statement for 31 August 2015 and Accounts for Payment (Attachment)

From Executive Officer

Background:

Presenting the unaudited financial statement for the period 1 July 2015 to 31 August 2015 and the accounts for payment for the period 1 August 2015 to 30 September 2015

Financial Statement:

The Executive Officer provides the following comment:

1. Account 501 - Members subscriptions – at the 30 September three Member Councils had not paid their annual subscription.
2. Account 502 – Members subscriptions Goldfields District Display – see previous note
3. Accounts 1513 and 1514 – Executive Officer Services – payment for Executive Officer Services and expenses incurred such as travel and accommodation.
4. Account 512 - Project General Contributions - at the 30 September three Member Councils had not paid their Contribution.
5. Account 515 - DLG Grant Asset Management – these funds have been transferred from the City of Kalgoorlie-Boulder. During August 2015 the City of Kalgoorlie-Boulder transferred the balance of the grant funds to GVROC to administer.
6. Account 1836 – Sponsorship Goldfields District Display – expenditure to assist the preparation of the Royal Show District Display.
7. Account 1848 – DLG Asset Management Business Case – the management of this project has recently transferred to GVROC.

Accounts Paid:

Cheque	Date	Payee	For	Amount incl GST
EFT	030815	BHW Consulting	Reimbursement for: <ul style="list-style-type: none"> ▪ GVROC Meeting 19 June 2015, ▪ GVROC Meeting 28 July 2015 ▪ Professional Services February, March , April, May and June 2015 	16,458.97
EFT	170815	Up to Date Accounting	Accounting July 2015	475.20
EFT	110915	WALGA	Catering GVROC Meeting LG Week	660.00
EFT	110915	Goldfields Tourism Network	Contribution Royal Show District Display	13,200.00
				TOTAL \$30,794.17

RECOMMENDATION:

1. That the Statement of Financial Position for the period ending 31 August 2015, as attached, be received.
2. That the Accounts Paid for the period 1 August 2015 to 30 September 2015 totalling \$30,794.17 be approved.

EN BLOC

RESOLUTION: **Moved: Cr Hill** **Seconded: Cr Harris**

1. That the Statement of Financial Position for the period ending 31 August 2015, as attached, be received.
2. That the Accounts Paid for the period 1 August 2015 to 30 September 2015 totalling \$30,794.17 be approved.

CARRIED

7. GOLDFIELDS RECORDS STORAGE FACILITY - FINANCE AND OTHER MATTERS

7.1 Financial Statement for the Period ending 31 August 2015

Reporting Officer: Rob Radosevich, A/CEO City of Kalgoorlie-Boulder
Yvette Hargreaves, Manager Goldfields Records Storage Facility
Helen Westcott, Executive Officer

Disclosure of Interest: No interest to disclose

Date: 30 September 2015

Attachments: Financial Statement for the Goldfields Records Storage Facility for the period ending 31 August 2015

Background:

The A/CEO City of Kalgoorlie-Boulder will provide comment on the financial statement for the Goldfields Records Storage Facility.

Executive Officer Comment:

No further comment required.

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That the Provisional Financial Statement for period ending 31 August 2015 for the Goldfields Records Storage Facility, as attached, be received.

EN BLOC

RESOLUTION: Moved: Cr Hill Seconded: Cr Harris

That the Provisional Financial Statement for period ending 31 August 2015 for the Goldfields Records Storage Facility, as attached, be received.

CARRIED

7.2 Review of the Goldfields Records Storage Facility

Reporting Officer: Rob Radosevich, A/CEO City of Kalgoorlie-Boulder
Helen Westcott, Executive Officer

Disclosure of Interest: No interest to disclose

Date: 30 September 2015

Attachments: Records Facility Report 2015
City of Kalgoorlie-Boulder 15/16 Budget Working Document

Background:

The City of Kalgoorlie-Boulder has reviewed the operations of the Goldfields Records Storage Facility (the Facility), preparing a report for GVROC. The report provides both an update on the facility and options to consider regarding its future.

A copy of the report forms an attachment to the meeting agenda.

A copy of the City of Kalgoorlie-Boulder's Working Budget for the 2015/2016 year also forms an attachment to the meeting agenda.

Executive Officer Comment:

The report identifies that the Facility is well managed, with income increasing and expenditure just below budget expectations.

The report provides four options regarding the future of the Facility, recommending Option 1 be adopted. Option 1 provides for GVROC to continue to operate the Facility and for all Member Councils to allocate the required funds (\$16,000 per Council as in previous years) for its continued operation in the 2015/2016 financial year. Option 1 also provides for further review in 12 months time.

Consultation: The City of Kalgoorlie-Boulder

Voting Requirement: Simple majority

RECOMMENDATION:

1. That GVROC continue to operate the Goldfields Records Storage Facility;
2. That the City of Kalgoorlie-Boulder invoice GVROC's Member Councils \$16,000 each for the continued operation of the Goldfields Records Storage Facility for the 2015/2016 year;
3. That GVROC's Member Councils look to include a further allocation of \$16,000 in their 2016/2017 Budgets; and
4. That a further review of the Goldfields Records Storage Facility be undertaken no later than 31 October 2016.

EN BLOC

RESOLUTION:

Moved: Cr Hill

Seconded: Cr Harris

1. That GVROC continue to operate the Goldfields Records Storage Facility;
2. That the City of Kalgoorlie-Boulder invoice GVROC's Member Councils \$16,000 each for the continued operation of the Goldfields Records Storage Facility for the 2015/2016 year;
3. That GVROC's Member Councils look to include a further allocation of \$16,000 in their 2016/2017 Budgets; and
4. That a further review of the Goldfields Records Storage Facility be undertaken no later than 31 October 2016.

CARRIED

8. GVROC BUSINESS

8.1 Wild Dog Control across the GVROC Region

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 21 August 2015

Attachments: Correspondence to GVROC from the Chair of the Legislative Council's Standing Committee on Public Administration

Background:

The issue of wild dog control across the Goldfields Esperance Region is one that has been discussed on a number of occasions by Member Councils, most recently at the GVROC Meeting held on Friday 19 June 2015.

At this time the Shire of Coolgardie brought to Member Councils attention the fact that the Sporting Shooter Association Australia (SSAA) runs a program where recreational shooters with land owner permission will come out and "hunt out" feral animals. With pastoral industry viability severely constrained because of the large numbers of wild dogs across the pastoral region, the Shire of Coolgardie considered there may be merit in GVROC meeting with representatives from the SSAA to discuss whether such programs might be of value across the GVROC region.

In addition to the above, the Shire of Coolgardie also drew to Member Councils attention the Legislative Council's Standing Committee on Public Administration Report on Recreational Hunting Systems. One of the Committee's major recommendations was that the State Government should introduce a two-year trial of recreational hunting on public land in Western Australia. It also recommended that the trial should be located in two separate areas, such as a reclaimed pastoral station in the Mining and Pastoral region and a state forest in the South West land division.

On the basis of the information provided, the Shire of Coolgardie proposed that GVROC should consider supporting a trial at a location within the GVROC region.

Following discussion of the matter GVROC resolved as follows:

RESOLUTION: *Moved: Cr Cullen* *Seconded: Cr Goldfinch*

That an invitation be extended to Hon Liz Behjat MLC, Chair Standing Committee on Public Administration, to meet with GVROC at its August Meeting to discuss the Committee's report into recreational hunting in Western Australia.

CARRIED

Executive Officer Comment:

An invitation was extended to Hon Liz Behjat MLC, Chair Standing Committee on Public Administration, to meet with GVROC at its August Meeting. She was, however, unable to attend.

Ms Behjat, has, however, written to GVROC. A copy of her letter forms an attachment to the meeting agenda.

The Executive Officer seeks direction from Member Councils as to whether they wish to pursue the matter further with the Minister for the Environment, Hon Albert Jacob MLA.

Executive Officer Additional Comment:

Cr Cullen noted that any further action on this matter might be best addressed once the wild dog management strategy is released for public comment in November 2015.

Consultation: Nil

Voting Requirement: Simple majority

The matter is presented for consideration by Member Councils.

RESOLUTION: Moved: Cr Cullen Seconded: Cr Quadrio

That the matter lie on the table until the wild dog strategy is released for public comment.

CARRIED

8.2 Goldfields Esperance Revitalisation Fund

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 30 September 2015

Attachments: Nil

Background:

The allocation of funding for projects through the Goldfields Esperance Revitalisation Fund (GERF) has been a topic of discussion and concern for much of the funding program's existence. The matter was discussed by the Technical Officers Working Group when it met on Friday 4 September 2015 at which time it was resolved as follows:

RESOLUTION: *Moved: Jim Epis Seconded: Richard Brookes*

That the GVROC Technical Officers Working Group recommend to the GVROC Council that:

- 1. The GVROC Chair write to the Chair of the Goldfields Esperance Development Commission to seek both an update on every project that Member Councils have submitted for funding through the Goldfields Esperance Revitalisation Fund and the reasons why some projects have not met with success; and*
- 2. GVROC seek an urgent meeting with the Board of the Goldfields Esperance Development Commission to discuss the lack of progress in the allocation of funds from the Goldfields Esperance Revitalisation Fund and release of the region's economic blueprint.*

CARRIED

Executive Officer Comment:

No further comment.

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That:

1. The GVROC Chair write to the Chair of the Goldfields Esperance Development Commission to seek both an update on every project that Member Councils have submitted for funding through the Goldfields Esperance Revitalisation Fund and the reasons why some projects have not met with success; and
2. GVROC seek an urgent meeting with the Board of the Goldfields Esperance Development Commission to discuss the lack of progress in the allocation of funds from the Goldfields Esperance Revitalisation Fund and release of the region's economic blueprint.

RESOLUTION: *Moved: Cr Williams Seconded: Cr Heasman*

That:

1. The GVROC Chair write to the Chair of the Goldfields Esperance Development Commission to seek both an update on every project that Member Councils have submitted for funding through the Goldfields Esperance Revitalisation Fund and the reasons why some projects have not met with success; and
2. GVROC seek an urgent meeting with the Board of the Goldfields Esperance Development Commission to discuss the lack of progress in the allocation of funds from the Goldfields Esperance Revitalisation Fund and release of the region's economic blueprint.

CARRIED

8.3 Increase in the Emergency Services Levy

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 30 September 2015

Attachments: Nil

Background:

In the 2015/2016 State Budget the Emergency Services Levy (ESL) increased by 10.6%.

The increase was noted on the WALGA President's June Report as follows;

Increase to the Emergency Services Levy

The State budget has authorised an increase in the Emergency Services Levy (ESL) in the order of 10.8%. The Association is concerned that this represents an extraordinarily large increase when compared to rises in previous years.

WALGA understands that this substantial increase in the ESL is to offset a significant reduction in funding of the Department of Fire and Emergency Services (DFES) from consolidated revenue. This increase will see an additional \$31.3 million injected into the DFES budget via ESL funds, whilst the budget papers reflect a \$15.6 million reduction from consolidated revenue.

The Association has written to the Minister for Emergency Services, seeking clarification on the funding allocation via ESL as we understand the ESL budget increase is primarily due to an extension of activities funded by the ESL. The Association has requested a meeting with the Minister and the Fire Services Commissioner to clarify the additional activities and the impact these will have on funding for Local Governments in 2015/16.

Whilst the above comment was made no outcome of the correspondence and/or meeting with the Minister for Emergency Services has been provided to Member Councils.

In an article in the West Australian Newspaper (30 July 2015) it was commented that the ESL has increased by 81% in seven years but *"that hadn't resulted in the same increase in funding for the frontline because the Government quietly halved its allocations"*.

The article also commented *"Last financial year 78.6 per cent of DFES's total cost of services was met by property owners through the ESL. The Government is budgeting for that proportion to reach 91.2 percent by 2018/2019."*

It would seem that the average household's ESL has risen from \$144 to \$266 since the Barnett Government came to office and based on forward estimates will increase further over the next several years.

Given the ongoing increases that are likely to occur the ESL should be an issue that is pursued by WALGA to ensure that future increases are limited to CPI and that the State Government does not continue to reduce the appropriation from consolidated revenue.

Both the Central and Great Eastern Country Zones considered the impact of the ongoing increase in the ESL at their recent round of meetings. The Great Eastern Country Zone resolved as follows when it met on Friday 28 August 2015:

RESOLUTION: *Moved: Cr Hooper* *Seconded: Cr Strange*

- 1. That the Great Eastern Country Zone note the continuing disproportionate increases in the Emergency Services Levy and request that WALGA develop a strategy to advocate to the*

State Government for a return to the original intent of the funding arrangements including an increased allocation from consolidated revenue.

2. *That the Great Eastern Country Zone through its Member Councils prepares a petition to the President and Members of the Legislative Council of the Parliament of Western Australia seeking to have an inquiry into the disproportionate increases in the Emergency Services Levy and the decline in the proportion of funding from consolidated revenue.*

CARRIED

The Central Country Zone passed a similar motion.

The Technical Officers Working Officers Group considered this matter when it met on Friday 4 September 2015, resolving as follows:

RESOLUTION: *Moved: Paul Webb* *Seconded: Jim Epis*

That the GVROC Technical Officers Working Group recommend to the GVROC Council that:

1. *GVROC note the continuing disproportionate increases in the Emergency Services Levy and request that WALGA develop a strategy to advocate to the State Government for a return to the original intent of the funding arrangements including an increased allocation from consolidated revenue.*
2. *GVROC through its Member Councils prepares a petition to the President and Members of the Legislative Council of the Parliament of Western Australia seeking to have an inquiry into the disproportionate increases in the Emergency Services Levy and the decline in the proportion of funding from consolidated revenue.*

CARRIED

Executive Officer Comment:

No further comment.

RECOMMENDATION:

That GVROC:

1. note the continuing disproportionate increases in the Emergency Services Levy and request that WALGA develop a strategy to advocate to the State Government for a return to the original intent of the funding arrangements including an increased allocation from consolidated revenue.
2. through its Member Councils prepares a petition to the President and Members of the Legislative Council of the Parliament of Western Australia seeking to have an inquiry into the disproportionate increases in the Emergency Services Levy and the decline in the proportion of funding from consolidated revenue.

RESOLUTION: **Moved: Cr Harris** **Seconded: Cr Best**

That GVROC:

1. **note the continuing disproportionate increases in the Emergency Services Levy and request that WALGA develop a strategy to advocate to the State Government for a return to the original intent of the funding arrangements including an increased allocation from consolidated revenue.**
2. **through its Member Councils prepares a petition to the President and Members of the Legislative Council of the Parliament of Western Australia seeking to have an inquiry into the disproportionate increases in the Emergency Services Levy and the decline in the proportion of funding from consolidated revenue.**

CARRIED

8.4 2015 Proposed Electoral Boundary Changes

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 29 September 2015

Attachments: GVROC Submission to the WA Electoral Commission

Background:

As Members Councils are aware, the WA Electoral Commission sought comment on proposed changes to State electorate boundaries for the next State election. The Commission has proposed significant changes that will impact on representation for regional WA. A number of the proposed changes impact upon the boundaries for Councils within GVROC.

Objections and comments to the 2015 proposed boundaries were invited, with the submission period closing on 24 August 2015.

The matter was considered by the GVROC Technical Officers Working Group when it met on Tuesday 28 July 2015, with the meeting resolving as follows:

RESOLUTION: *Moved: Richard Brookes Seconded: Ian Fitzgerald*

That the GVROC Technical Officers Working Group recommend to the GVROC Council that a submission be made to the WA Electoral Commission on its recently released draft electorate boundaries for the next State election, with the submission to highlight the need to ensure adequate electoral representation for residents of regional and remote Western Australia.

CARRIED

This recommendation was adopted by GVROC Council when it met on Wednesdays 5 August.

Executive Officer Comment:

The Executive Officer prepared and lodged a submission on behalf of the GVROC by the due date.

That GVROC Technical Officers Working Group discussed completion of the submission when it met in Friday 4 September 2015 resolving as follows:

RESOLUTION: *Moved: Richard Brookes Seconded: Ian Fitzgerald*

- 1. That GVROC endorse the submission lodged with the WA Electoral Commission on its recently released draft electorate boundaries for the next State election.*
- 2. That copies of the GVROC submission be sent to all of the region's parliamentary representatives.*

CARRIED

A copy of the submission forms an attachment to the meeting agenda. Copies of the GVROC's submission have recently been forwarded to all of the region's parliamentary representatives.

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That the matter be noted.

RESOLUTION: *Moved: Cr Best Seconded: Cr Harris*

That the matter be noted.

CARRIED

8.5 Meeting with the Minister for Transport on Wednesday 14 October 2015

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 29 September 2015

Attachments: Nil

Background:

As Member Councils are aware, GVROC wrote to the Premier seeking a meeting to discuss the Member Councils' concern with the ongoing cuts to road funding and its impact on country Councils.

Due to work commitments the Premier's office advised he was unable to meet with GVROC Council. GVROC's request was forwarded to the Minister for Transport. The Minister for Transport, Hon Dean Nalder MLA, is able to meet with Member Councils to discuss these concerns. Arrangements for the meeting are underway. Details for the meeting are provided below:

Meeting Date:	Wednesday 14 October 2015
Meeting Time:	10:30am to 11:30am
Meeting Venue:	Minister Nalder's office Level 7, Dumas House, 2 Havelock Street West Perth

Executive Officer Comment:

At the time of preparing the meeting agenda the following Councils had provided advice on their attendance at the meeting and the topics they wished to raise with the Minister:

Shire of Esperance	Issues around the current air services tender from the Department of Transport - the Shire shares this problem with the City of Albany
Shire of Menzies	Sealing of the Menzies-Sandstone Road from Menzies to Lake Ballard
Shire of Wiluna	Sealing the Goldfields Highway between Wiluna and Meekatharra

Consultation: Nil

Voting Requirement: Simple majority

Noted

8.6 Goldfields Esperance Regional Investment Blueprint – Consultation on Draft Blueprint

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 22 September 2015

Attachments: Factsheet on Draft Blueprint

Background:

A draft of the Goldfields Esperance Regional Investment Blueprint has been released for public comment, with the public consultation period open until Wednesday 11 November 2015.

A copy of a factsheet providing information on the draft document forms an attachment to the meeting agenda.

Executive Officer Comment:

Given the draft Blueprint was only released in mid-September it is possible that not all Member Councils will have had an opportunity to consider the document at an Ordinary Council Meeting. This makes it problematic as to how GVROC as a whole can discuss the draft without each Member having discussed the draft.

The Executive Officer believes that GVROC should provide comment on the draft Blueprint given that it has been involved in all other stages of its development. The question is how will a submission be prepared and when can GVROC meet to discuss and "sign off" on anything that is prepared given GVROC Council does not meet again until Friday 27 November 2015 after the submission period closes.

A teleconference meeting could be scheduled in early November at which time any submission prepared could be discussed and finalised for submission to the Goldfields Esperance Development Commission prior to the public consultation period closing on 11 November.

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That GVROC:

1. Prepare a submission on the draft Goldfields Esperance Regional Investment Blueprint; and
2. Hold a teleconference meeting on Friday 6 November 2015 for the purpose of reviewing and adopting a submission on the draft Goldfields Esperance Regional Investment Blueprint.

RESOLUTION: **Moved: Cr Williams** **Seconded: Cr Stewart**

That GVROC:

1. prepare a submission on the draft Goldfields Esperance Regional Investment Blueprint; and
2. hold a teleconference meeting on Friday 6 November 2015 commencing at 8.00am for the purpose of reviewing and adopting a submission on the draft Goldfields Esperance Regional Investment Blueprint.

CARRIED

8.7 Bonser Designs – Request to Present to GVROC

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 29 September 2015

Attachments: Information on Bonser Designs' Goldfields Esperance Publication

Background:

Greg Willson from Bonser Designs contacted the Executive Officer BHW Consulting (BHW) regarding a soon to be released publication on the Goldfields Esperance Region.

An information sheet on the forthcoming publication forms an attachment to the meeting agenda.

The Executive Officer has also been provided with sample books similar to the book proposed for the Goldfields Esperance region. They are available for Member Councils to peruse during the meeting.

Bonser Designs have requested an opportunity to meet with Member Councils to discuss their project with them and seek their interest in using the publication as a means of showcasing the region.

The Executive Officer is advised that Bonser Designs have received favourable indications from both the Goldfields Esperance Development Commission and some of GVROC's membership.

Executive Officer Comment:

No further comment.

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That GVROC invite representatives from Bonser Designs to the first GVROC Council Meeting for 2016, scheduled to be held in Esperance on Friday 29 January 2016.

RESOLUTION: **Moved: Cr Harris** **Seconded: Cr Cullen**

That the matter be noted and no further action be taken.

CARRIED

8.8 Preparation of a Discussion Paper on Energy Efficient Street Lighting

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: No interest to disclose

Date: 30 September 2015

Attachments: WALGA Street Lighting Discussion Paper - Submission Summary

Background:

On Friday 7 November 2014 WALGA released a discussion paper investigating energy efficient street lighting. Following release of the discussion paper WALGA sought submissions from the sector to assist in its development of a policy to assist in advocacy around the issue.

It was agreed that GVROC make a submission, with a submission being lodged in late February 2015.

WALGA has recently published a summary of the responses received from the sector in relation to energy efficient public lighting projects.

A copy of the summary forms an attachment to the meeting agenda.

Executive Officer Comment:

WALGA received submissions from officers representing 36 Local Governments, the details of which form the basis for the summary report.

The report will be used as a basis for an action plan to be developed. The action plan will be presented to State Council for approval at its December meeting.

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That the WALGA Street Lighting Discussion Paper - Submission Summary be noted.

RESOLUTION: **Moved: Cr Harris** **Seconded: Cr Hill**

That the WALGA Street Lighting Discussion Paper - Submission Summary be noted.

CARRIED

8.9 Invitation to Southern Rangelands Workshop in Geraldton on Thursday 29 October 2015

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: No interest to disclose

Date: 30 September 2015

Attachments: Nil

Background:

The Executive Officer recently received correspondence from Jane Bradley, Program Manager Southern Rangelands, extending an invitation to a member of GVROC to attend a Southern Rangelands workshop in Geraldton on Thursday 29 October 2015. To quote from the email regarding the purpose for the meeting:

"There is a lot happening on the ground and at a policy level that has an impact on the Southern Rangelands. With the roll-over of leases just completed, several new initiatives are being planned by government, and considerable work is happening in the NGO sector in the area of rangelands reform.

This workshop will provide an opportunity for stakeholders in the Southern Rangelands to share information on what they are planning/doing and learn about other initiatives which they may be able to get on-board with. The workshop is also about the group discussing the potential to work as a collective towards a common vision for the Southern Rangelands."

Executive Officer Comment:

Southern Rangelands is hoping that someone from within GVROC will nominate to attend the workshop. RSVPs need to be with officers from Southern Rangelands by Thursday 22 October 2015 for catering purposes.

Executive Officer Additional Comment:

The Executive Officer offered to be the GVROC's representative should that be considered appropriate.

Consultation: Nil

Voting Requirement: Simple majority

The matter is presented for consideration by Member Councils.

RESOLUTION: Moved: Cr Williams Seconded: Cr Cullen

That:

1. Cr Harris be supported by GVROC as its nominated representative to the Southern Rangelands Workshop to be held in Geraldton on Thursday 29 October 2015; and
2. GVROC approve the Executive Officer attending the Workshop should Cr Harris be unable to attend.

CARRIED

8.10 Actions arising from Discussions and Presentations at the GVROC Meeting held Thursday 8 October 2015

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: No interest to disclose

Date: 1 October 2015

Attachments: Nil

Background:

Guests to the GVROC Council Meeting have been provided with a list of topics/issues that Member Councils wished to discuss with them.

Following on from these discussions Member Councils need to determine whether further action on any of these issues is required.

Executive Officer Comment:

The Executive Officer seeks direction from Member Councils as to whether there are issues which they require further work to be undertaken on following on from the meetings with:

- Hon Tony Simpson MLA, Minister for Local Government; Community Services; Seniors and Volunteering; Youth;
- Hon Ken Baston MLC, Member for Mining and Pastoral Region;
- Ms Gail McGowan, Director General Department of Planning;
- Mr Richard Sellers, Director General Department of Mines and Petroleum; and
- Ms Jo Del Prete, Manager Regional Services and Ms Erin Bond, Regional Manager – Goldfields Department of Sport and Recreation.

Consultation: Nil

Voting Requirement: Simple majority

The matter is presented for consideration by Member Councils.

Executive Officer Additional Comment:

The Executive Officer advised that the issue of the Bio-Security Forum (as proposed at the WALGA AGM) had been the subject of recent email exchange with Mr Mark Batty of WALGA. It was also noted that the Hon Ken Baston was asked a question earlier in the day about DAFWA support for the forums.

WALGA was intending to hold a number of forums across WA and it was proposed that a forum be held to coincide with the GVROC meeting in Esperance in January 2016.

It was agreed that the Executive Officer discuss with WALGA the conduct of a bio-security forum in January 2016 in Esperance to coincide with the GVROC Meeting.

It was also agreed, as result of earlier discussions, that representatives of the Department of Mines and Petroleum and Department of Planning be invited to attend the January and August meetings of GVROC.

9. LATE ITEMS as notified, introduced by decision of the Meeting

9.1 Review of Local Government Water Services Licensing

Reporting Officer: Helen Westcott, Executive Officer

Disclosure of Interest: Nil

Date: 7 October 2015

Attachments: Nil

Background:

Currently the Department of Water (DoW) is undertaking a review of Local Government Water Services Licensing. The aim of the review is to:

- Identify the extent and nature of any compliance issues in Local Government water services,
- Assess options for reducing the regulatory burden on Local Government, and
- Identify options for increasing the capacity of Local Government to provide the water services.

Twenty Councils across the State, including the Shire of Ravensthorpe, are currently licenced for water service provision, predominately the provision of waste water treatment (sewerage) and non-potable (re-use) water services. All of these have been contacted by the DoW and have had their issues and concerns noted as part of the review.

A major concern for some of these Councils is that the current levels of water licence and asset management systems compliance is disproportionate to the number of services that are provided with no consideration given to the administration burden it places on small local governments. The water licensing framework applies equally to all licence holders, regardless of the size and complexity of their water service.

The State Government determined in 2010 that small local government water service providers (with fewer than 1 000 connections) would not be required to pay the license fees. Instead, it was decided that these fees would be funded by the State Government. The Department of Treasury wrote to local governments on 11 July 2013 to confirm this arrangement.

The Executive Officer understands that affected Councils recognise they are exempt from the payment of fees but are more concerned at the cost of ensuring compliance with the water licensing framework being applied equally to all licence holders, regardless of the size and complexity of their water service.

WALGA Officers will be making a submission to the review and would appreciate the support of the Zones in bringing this issue to the notice of WALGA State Council before a recommendation is made to the Minister for Water.

This matter was brought to the attention of the Central Country Zone by the Shire of Brookton when it met on Friday 28 August 2015, with the Central Country Zone resolving as follows:

RESOLUTION: Moved: Cr Crute

Seconded: Cr Lange

That the Central Country Zone advises WALGA State Council of its concerns and issues with the current regulatory and compliance burden imposed on Local Governments by the Economic Regulation Authority under the Water Services Act (2012) and seek for WALGA to advocate for a full exemption for non-metropolitan local governments with less than 1,000 connections.

CARRIED

WALGA Officers will be making a submission to the review and would appreciate the support of the Zones in bringing this issue to the notice of WALGA State Council before a recommendation is made to the Minister for Water.

The matter was considered at the Technical Officers Working Group held Friday 4 September 2015 where it was resolved as follows:

RESOLUTION: *Moved: Ian Fitzgerald* *Seconded: Paul Webb*

That the GVROC Technical Officers Working Group recommend to GVROC Council that GVROC advise WALGA State Council of its concerns and issues with the current regulatory and compliance burden imposed on Local Governments by the Economic Regulation Authority under the Water Services Act (2012) and seek for WALGA to advocate for a full exemption for non-metropolitan local governments with less than 1,000 connections.

CARRIED

Executive Officer Comment:

No further comment

Consultation: Nil

Voting Requirement: Simple majority

RECOMMENDATION:

That GVROC advise WALGA State Council of its concerns and issues with the current regulatory and compliance burden imposed on Local Governments by the Economic Regulation Authority under the Water Services Act (2012) and seek for WALGA to advocate for a full exemption for non-metropolitan local governments with less than 1,000 connections.

RESOLUTION: **Moved: Cr Cullen** **Seconded: Mr Epis**

That GVROC advise WALGA State Council of its concerns and issues with the current regulatory and compliance burden imposed on Local Governments by the Economic Regulation Authority under the Water Services Act (2012) and seek for WALGA to advocate for a full exemption for non-metropolitan local governments with less than 1,000 connections.

CARRIED

10. FUTURE MEETINGS/FUNCTIONS

Friday 6 November 2015 (8.00am) – a teleconference meeting for the purpose of reviewing and adopting a submission on the draft Goldfields Esperance Regional Investment Blueprint;

Friday 27 November 2015 – an in-person meeting of the GVROC Council at which the WALGA State Council Agenda for the State Council meeting to be held Wednesday 3 December 2015 will also be considered. Elections must be held at this meeting. The meeting will be in Kalgoorlie unless otherwise determined;

Friday 4 December 2015 – an in-person meeting of the GVROC Technical Officers Working Group (in Kalgoorlie unless otherwise determined); and

Friday 29 January 2016 – an in-person meeting of the GVROC Council in Esperance

11. CLOSURE OF MEETING

Before closing the meeting the Chair, Mayor Ron Yuryevich, noted that this was his last meeting due to his pending retirement from Mayor of the City of Kalgoorlie-Boulder. He expressed his appreciation to the members of GVROC for their support during the time that he was Chair of GVROC. He wished the GVROC well for the future.

A number of members expressed their thanks to Mayor Yuryevich for his commitment to the role as inaugural Chair of GVROC.

RESOLUTION: **Moved: Cr Hill** **Seconded: Mr Epis**

That the GVROC express a vote of thanks to the retiring Chair Mayor Ron Yuryevich and wish him well for the future.

CARRIED WITH ACCLAMATION

There being no further business the Chair declared the meeting closed at 2.35pm

DECLARATION

These minutes were confirmed by the Goldfields Voluntary Regional Organisation of Councils at the meeting held on 27 November 2015

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

12.5 MANAGEMENT & POLICY BUSINESS

12.5.4 CHRISTMAS OFFICE CLOSURE

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
FILE REF:	ADM434
DISCLOSURE OF INTEREST:	None
DATE:	1 October 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:

None

SUMMARY:

For Council to considering approving dates for the closure and re-opening of the Shire's administration facilities in relation to the break for Christmas 2015 and New Year 2016.

BACKGROUND:

It has been the practice of Council to close its offices each year between Christmas and New Year.

COMMENT:

It is considered that a close down from 5:00pm Wednesday 23 December 2015 until 8:00am on Tuesday 5 January 2016 is the most effective arrangement to provide Council's staff with the opportunity to travel to distant families while not jeopardising the goodwill of the community. The town crew and road crews will both be on leave through this period but a skeleton crew will be on hand to respond to emergencies.

All staff will utilise public holidays, annual leave entitlements and leave without pay during the Christmas break.

Rubbish collections will be carried out as normal as will litter collection around town.

The Community Resource Centre will only be open for 2 hrs daily (8:30am to 10:30am) for postal duties during each week day with the exception of public holidays.

STATUTORY ENVIRONMENT:

Local Government Act 1995

- Section 2.7(2) – Provides that Council is to oversee the allocation of local government finances and resources and to determine the local government policies; and,
- Section 3.1 – Provides that the general function of the local government is to provide for the good government of persons in its district.

POLICY IMPLICATIONS:

Council has no Policies in relation to this matter

FINANCIAL IMPLICATIONS:

Extremely minor

STRATEGIC IMPLICATIONS:

None

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That the Administration Centre of the Shire of Menzies be closed from 5:00pm on Wednesday 23 December 2015 until 8:00am on Tuesday 5 January 2016.

12.5 MANAGEMENT & POLICY BUSINESS

12.5.5 ESTABLISHMENT OF COMMITTEES

SUBMISSION TO:	Ordinary Meeting of Council, 31 October 2013
LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
FILE REF:	ADM073
DISCLOSURE OF INTEREST:	None
DATE:	1 October 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:
None

SUMMARY:

For Council to consider the appointment of members to various committees for the period 29 October 2015 until the next local government elections in October 2017.

BACKGROUND:

The Shire has in the past, operated with various committees such as Audit Committee, Housing Committee and Local Emergency Management Committee.

These committees do not have any delegated powers but make recommendations to Council regarding their various areas of responsibilities. The meetings are also not scheduled on a regular timeframe but are conducted on an ad hoc basis when the Chairperson calls for a meeting to conduct the business of that committee.

COMMENT:

As the tenure for the committees end with each local government election, it is appropriate that with the new members being elected to Council, the committees are appointed new Members.

Audit Committee

The Audit Committee may be comprised of any number of Council members from three to seven. However, Section 5.19 of the *Local Government Act 1995* stipulates that a quorum of members of a committee shall be half of the number of offices in that committee.

As such, the Audit Committee operated in the past with a committee of four and a quorum of two. If Council was to follow the same principal, it is highly unlikely that any committee meeting would be postponed due to a lack of a quorum for a meeting.

The Audit Committee does not have any delegated powers and will make recommendations to Council on all its findings.

Housing Committee

The Housing Committee was established on 31 August 2012. The committee consisted of three members with another member as a proxy and had a quorum of two members.

The Housing Committee was formed with the express purpose of assisting with the preparation of housing tender specifications, evaluation of tenders and inspections during the construction phase.

The Housing Committee does not have any delegated powers and will make recommendations to Council on all its findings.

Local Emergency Management Committee (LEMC)

Section 38 of the Emergency Management Act 2005 requires that each local government is to establish a LEMC.

When establishing (re appointing) a LEMC, Council is also required to appoint the Chairman in accordance with Section 38(3). Whilst the Chairman can be any Councillor, it is only the President who has powers under the *Local Government Act 1995* to approve unbudgeted Shire funds during periods of emergencies (Section 6.8(1)). As such, it is fitting that the role of Chairperson of the LEMC should fall to the President.

CONSULTATION:

None

STATUTORY ENVIRONMENT:

Local Government Act 1995

Section 5.8 - Provides that a local government may establish committees of three or more persons to exercise the powers and discharge the duties of the local government that can be delegated to committees. (Absolute majority required).

Section 5.9 - a committee is to comprise:

- (a) council members only;
- (b) council members and employees;
- (c) council members, employees and other persons;
- (d) council members and other persons;
- (e) employees and other persons;
- (f) other persons only.

Section 5.11 (2) - Provides that the tenure of a person's appointment to a committee, amongst other circumstances, will expire at the next ordinary election day (i.e. 17 October 2009).

Section 7.1A - Deals with the requirement for local governments to establish an audit committee of three or more persons to exercise the powers and duties conferred upon it by both the Act and the Local Government (Audit) Regulations 1996.

Neither the CEO or an employee can be a member of the audit committee.

Section 7.1B - Despite section 5.5, the only powers and duties that a local government may delegate to its audit committee are any of its powers and duties under Part 7 other than this power of delegation. (Absolute majority required).

Section 7.1C - Despite section 5.20, a decision of an audit committee is to be made by a simple majority.

Local Government (Audit) Regulations 1996

Regulation 16 - An audit committee:-

- (a) Is to provide guidance and assistance to the local government:-
 - (i) as to the carrying out of its functions in relation to audits carried out under Part 7 of the Act; and
 - (ii) as to the development of a process to be used to select and appoint a person to be the auditor.

And;

- (b) May provide guidance and assistance to the local government as to:-
 - (i) matters to be audited;
 - (ii) the scope of audits;
 - (iii) its functions under Part 6 of the Act; and
 - (iv) the carrying out of its functions relating to other audits and other matters related to financial management.

Emergency Management Act 2005

Section 38(1) - Requires every local government to establish a local emergency management committee,

- (3) A local emergency management committee consist of -
 - (a) A chairman and other members appointed by the local government
- (4) The constitution and procedures of a local emergency management committee, and the terms and conditions of appointment of members, are to be determined by the State Emergency Management Committee (SEMC).

Section 39 - The functions of a local emergency management committee are:

- (a) To advise and assist the local government in ensuring that local emergency management arrangements are established for its district;
- (b) To liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements; and
- (c) To carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

POLICY IMPLICATIONS:

Council has no Policies in relation to this matter

FINANCIAL IMPLICATIONS:

None except in the circumstances where there is an emergency as a result of some disaster

STRATEGIC IMPLICATIONS:

None

VOTING REQUIREMENTS:

Absolute majority Recommendations 1, 2 & 3

OFFICER'S RECOMMENDATION (1):

That Council establishes an Audit Committee comprising Councillors _____, _____ and _____ subject to the following conditions:

1. The purpose of the Audit Committee shall be to provide guidance and assistance to the local government:
 - a) As to the carrying out of its functions in relation to audits;
 - b) As to the development of a process to be used to select and appoint a person to be the auditor.
2. The quorum for a meeting of the Audit Committee to be two members.
3. The Audit Committee will meet at least once annually and otherwise as required.

4. No powers are delegated to the audit committee – its function will be to make recommendations in accordance with the purpose of providing guidance and assistance.
5. The Chief Executive Officer and Manager Finance & Administration, whilst not being members of the committee, will provide administrative support to the committee as required.

OFFICER'S RECOMMENDATION (2)

That the Housing Committee be discontinued.

OFFICER'S RECOMMENDATION (3)

That Council:

1. In accordance with the provision of section 5.8 of the Local Government Act 1995 and section 38 of the Emergency Management Act 2005, establish a Local Emergency Management Committee (LEMC);
2. In accordance with the provisions of section 5.9 of the Local Government Act 1995, resolves that the committee is to comprise staff and other persons;
3. In accordance with the provisions of section 5.10(1)(a) of the Local Government Act 1995 resolves that the committee shall have as its members:

Core members –

- Shire President – Chairperson
- Delegate of Officer in Charge, Leonora Police – Deputy Chairperson
- Chief Bushfire Control Officer
- Shire Councillor _____
- Delegate of the Principal, Menzies Community School
- Delegate of Menzies St John Ambulance Sub-Centre
- Delegate of Regional Manager, Department of Health (Menzies Nursing Post)

Secondary members –

- Delegate of the Regional Manager, Department of Fire and Emergency Services
- Delegate of the Regional Manager, Department of Environment
- Delegate of the Regional Manager, Department of Child Protection & Family Support
- Delegate of the Regional Manager, Department of Indigenous Affairs
- Delegate of Emergency Management Australia

4. The quorum of the committee is a simple majority of appointed core members
5. The committee will meet as and when required; and

OFFICER'S RECOMMENDATION (4):

That Councillors _____, _____,
_____ and _____ be appointed to the Shire
of Menzies Lake Ballard Management Advisory Committee.

12.5 MANAGEMENT & POLICY BUSINESS

12.5.6 GOVERNMENT REGIONAL OFFICER HOUSING

SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Lot 98 Mercer and Lot 87 Reid Street, Menzies
APPLICANT:	GROH and Shire of Menzies
FILE REF:	ADM320
DISCLOSURE OF INTEREST:	None
DATE:	22 October 2015
AUTHOR:	P Durtanovich – Acting Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	None

ATTACHMENTS:
Nil

SUMMARY:

Previous administration commenced negotiating with the Department of Housing for the construction of two transportable dwellings for use by the Department on a self supporting loan basis.

BACKGROUND:

As far as the author of this report can ascertain the process commenced in 2013.

The Department of Housing has confirmed that they wish to proceed with two dwellings. It is intended that the Shire of Menzies facilitate the construction of the two dwellings, funded by loan funds with the Department leasing the properties for a period of ten years, at a lease fee equivalent to the loan repayment amount.

It is proposed that the new dwellings be located on 98 Mercer Street and 87 Reid Street. Both lots are owned freehold by the Shire of Menzies.

COMMENT:

Building designs, to Department of Housing Standards have been finalised, to enable costings to be obtained. The likely total cost of construction, for the two buildings, is approximately \$1 million.

Depending how tenders are called, design and construct or construct only, the cost may vary.

The purpose of this report is to ascertain if Council wishes to proceed with the proposed project to the tender phase. Following receipt of tenders a final decision can be made, both by council and the Department of Housing, whether to proceed or not.

If the decision is to go to the tender phase, tender documents will be submitted to Council for approval.

CONSULTATION:

Department of Housing.

STATUTORY ENVIRONMENT:

Local Government Act 1995, Section 620 for raising of loan.
Local Government Act 1995, Tender Regulations.

POLICY IMPLICATIONS:

Council does not have a policy relevant to this matter.

FINANCIAL IMPLICATIONS:

There are no financial implications at this point.

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That:

1. The provision of two dwellings for leasing to the Department of Housing for the purpose of Government Regional Officer Housing be proceeded with to the tender stage; and
2. The Acting Chief Executive Officer prepare tender documentation for consideration by Council at the December 2015 Ordinary Council meeting.

12.5 MANAGEMENT & POLICY BUSINESS

12.5.7 COUNCILLOR'S INFORMATION BULLETIN 10/15

SUBMISSION TO:	Ordinary Meeting of Council, 29 October 2015
LOCATION:	Shire of Menzies
APPLICANT:	N/A
FILE REF:	ADM029
DISCLOSURE OF INTEREST:	None
DATE:	16 October 2015
AUTHOR:	Pascoe Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Item 12.5.8 Ordinary Council Meeting 24 September 2015

ATTACHMENTS:

Councillors Information Bulletin provided to Councillors under separate cover.

SUMMARY:

For Council to receive the Information Bulletin and discuss any issues arising there from.

BACKGROUND:

Nil

COMMENT:

The intent of the Information Bulletin is to keep Council updated with the latest information relevant to the role of elected members.

Due to some confidential documents contained therein, the Information Bulletin is not for the general public's viewing and should be kept secure at all times.

CONSULTATION:

Nil

STATUTORY ENVIRONMENT:

Local Government Act 1995

Section 2.7(2) – Provides that Council is to oversee the allocation of local government finances and resources and to determine local government policies; and

Section 3.1 – Provides that the general function of the local government is to provide for the good government of persons in its district.

POLICY IMPLICATIONS:

Council has no Policies in relation to this matter

FINANCIAL IMPLICATIONS:

Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER'S RECOMMENDATION:

That the Information Bulletin 10/15 be received.

13. ELECTED MEMBERS MOTION OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN
14. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING
15. ITEMS FOR CONSIDERATION BEHIND CLOSED DOORS

15.1 SELECTION OF CHIEF EXECUTIVE OFFICER
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SUBMISSION TO:	Ordinary Council Meeting, 29 October 2015
LOCATION:	Not applicable
APPLICANT:	Not applicable
FILE REF:	ADM125
DISCLOSURE OF INTEREST:	None
DATE:	19 October 2015
AUTHOR:	P Durtanovich, A/Chief Executive Officer
SIGNATURE OF AUTHOR:	
PREVIOUS MEETING REFERENCE:	Ordinary Council Meeting – 30 July 2015

ATTACHMENTS:

A draft Contract of Employment has been provided to Councillors under separate cover.

SUMMARY:

Interviews for the position of Chief Executive Officer with the Shire of Menzies have been completed. Council is now required to consider making an appointment.

BACKGROUND:

Nil

COMMENT:

The Local Government Act requires that no Council vote is to be in secret. It is therefore necessary for council to hold discussions on the appointment behind closed doors, then re-open the meeting for the purpose of making the decision.

CONSULTATION:

Not applicable.

STATUTORY ENVIRONMENT:

The appointment of a Chief Executive Officer is covered under Section 5.36 of the Local Government Act, 1995 which states:

5.36 Local government employees

(1) A local government is to employ –

(a) a person to be the CEO of the local government; and

(b) such other persons as the council believes are necessary to enable the functions of the local government and the functions of the council to be performed.

(2) A person is not to be employed in the position of CEO unless the council –

- (a) believes that person is suitably qualified for the position; and
- (b) is satisfied* with the provisions of the proposed employment contract.

**Absolute majority required.*

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

As outlined in the contract of employment for the employment of a Chief Executive Officer.

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority to sit behind closed doors.

Absolute majority for the appointment of a Chief Executive Officer.

COUNCIL DECISION (1):

That the meeting be closed in accordance with Section 5.23 (2)(b) and (c) of the Local Government Act 1995.

COUNCIL DECISION (2):

That Council:

1. Appoint _____ to the position of Chief Executive Officer with the Shire of Menzies for a period of _____ years commencing on _____ and concluding on _____
2. Is of the belief that _____ is suitably qualified for the position of Chief Executive Officer; and
3. Is satisfied with the provisions of the proposed employment contract to be entered into with _____ in accordance with the advertised package.

15. ITEMS FOR CONSIDERATION BEHIND CLOSED DOORS

15.2 EXTENSION OF ACTING CHIEF EXECUTIVE OFFICER CONTRACT
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16. NEXT MEETING

The next Ordinary Meeting of Council will be held on Thursday 26 November 2015 at the Shire of Menzies commencing at 10:00am.

17. CLOSURE OF MEETING