



MINUTES

ORDINARY MEETING OF COUNCIL

27th September 2018
Commenced at 3:37pm

Council Chambers
28 Yougenup Road, Gnowangerup WA 6335

COUNCIL'S VISION

Gnowangerup Shire – A progressive, inclusive and prosperous community built on opportunity

Shire of Gnowangerup

NOTICE OF AN ORDINARY MEETING OF COUNCIL

Dear Council Member

The next Ordinary Meeting of the Shire of Gnowangerup will be held on Thursday 27th September 2018, at the Council Chambers 28 Yougenup Road Gnowangerup, commencing at 3:30pm.

.....
S. Pike
CHIEF EXECUTIVE OFFICER

Meaning of and CAUTION concerning Council's "In Principle" support:

When Council uses this expression it means that:

- (a) Council is generally in favour of the proposal BUT is not yet willing to give its consent; and*
- (b) Importantly, Council reserves the right to (and may well) either decide against the proposal or to formally support it but with restrictive conditions or modifications.*

Therefore, whilst you can take some comfort from Council's "support" you are clearly at risk if you act upon it before Council makes its actual (and binding) decision and communicates that to you in writing.

Disclaimer:

"Warning - Verbal Information & Advice:

Given the inherent unreliability and uncertainty that surrounds verbal communication, the Shire strongly recommends that, if a matter is of importance to you, then you should NOT act upon or otherwise rely upon any VERBAL information or advice you receive from the Shire unless it is first confirmed in writing."



DECLARATION OF INTEREST FORM

To: Chief Executive Officer
Shire of Gnowangerup
28 Yougenup Road
GNOWANGERUP WA 6335

I,(1) _____ wish to declare an interest in the following item to be considered by Council at its meeting to be held on (2) _____

Agenda Item(3) _____

The type of Interest I wish to declare is (4).

- Financial pursuant to Section 5.60A of the Local Government Act 1995
- Proximity pursuant to Section 5.60B of the Local Government Act 1995
- Indirect Financial pursuant to Section 6.51 of the Local Government Act 1995
- Closely Associated Persons pursuant to Section 5.62 of the Local Government Act 1995
- Impartiality pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007.

The nature of my interest is (5) _____

The extent of my interest is (6) _____

I understand that the above information will be recorded in the minutes of the meeting and placed in the Disclosure of Financial and Impartiality of Interest Register.

Yours sincerely

Signed

Date

Notes:

1. Insert your name (print).
2. Insert the date of the Council Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).

DECLARATION OF INTERESTS (NOTES FOR YOUR GUIDANCE)

A Member, who has a Financial Interest in any matter to be discussed at a Council or Committee Meeting that will be attended by the Member, must disclose the nature of the interest:

- a) In a written notice given to the Chief Executive Officer before the Meeting or;
- b) At the Meeting, immediately before the matter is discussed.

A member, who makes a disclosure in respect to an interest, must not:

- a) Preside at the part of the Meeting, relating to the matter or;
- b) Participate in, or be present during any discussion or decision-making procedure relative to the matter, unless to the extent that the disclosing member is allowed to do so under Section 5.68 or Section 5.69 of the Local Government Act 1995.

NOTES ON FINANCIAL INTEREST (NOTES FOR YOUR GUIDANCE)

The following notes are a basic guide for Councillors when they are considering whether they have a **Financial Interest** in a matter. These notes will be included in each agenda for the time being so that Councillors may refresh their memory.

1. A Financial Interest requiring disclosure occurs when a Council decision might advantageously or detrimentally affect the Councillor or a person closely associated with the Councillor and is capable of being measured in money terms. There are exceptions in the Local Government Act 1995 but they should not be relied on without advice, unless the situation is very clear.
2. If a Councillor is a member of an Association (which is a Body Corporate) with not less than 10 members i.e. sporting, social, religious etc.), and the Councillor is not a holder of office of profit or a guarantor, and has not leased land to or from the club, i.e., if the Councillor is an ordinary member of the Association, the Councillor has a common and not a financial interest in any matter to that Association.
3. If an interest is shared in common with a significant number of electors or ratepayers, then the obligation to disclose that interest does not arise. Each case needs to be considered.
- 4. If in doubt declare.**
5. As stated in (b) above, if written notice disclosing the interest has not been given to the Chief Executive Officer before the meeting, then it **MUST** be given when the matter arises in the Agenda, and immediately before the matter is discussed.
6. Ordinarily the disclosing Councillor must leave the meeting room before discussion commences. The only exceptions are:
 - 6.1 Where the Councillor discloses the extent of the interest, and Council carries a motion under s.5.68(1)(b)(ii) or the Local Government Act; or
 - 6.2 Where the Minister allows the Councillor to participate under s.5.69(3) of the Local Government Act, with or without conditions.

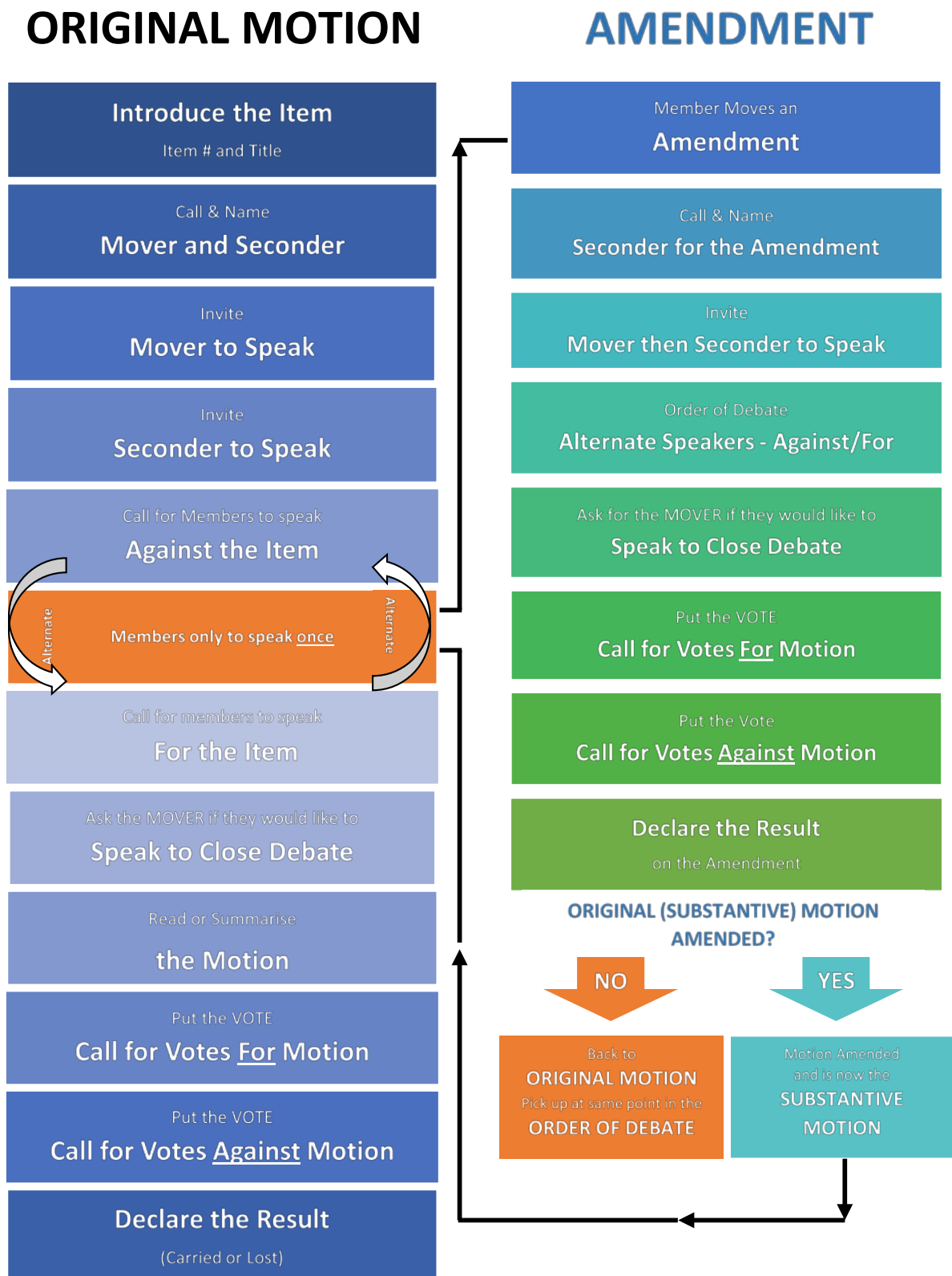
INTERESTS AFFECTING IMPARTIALITY

DEFINITION: An interest that would give rise to a reasonable belief that the impartiality of the person having the interest would be adversely affected, but does not include an interest as referred to in Section 5.60 of the 'Act'. A member who has an Interest Affecting Impartiality in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest; (a) in a written notice given to the Chief Executive Officer before the Meeting; or
(b) at the Meeting, immediately before the matter is discussed.

IMPACT OF AN IMPARTIALITY DISCLOSURE

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest. With the declaration of a financial interest, an elected member leaves the room and does not vote. With the declaration of this new type of interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the Meeting continues as if no interest existed.

Process of Motions



Slight clarification of wording of motion: A minor amendment of the motion can be done at any time through the President with the approval of the Mover and the Secnder. The Minor amendment must be minuted.

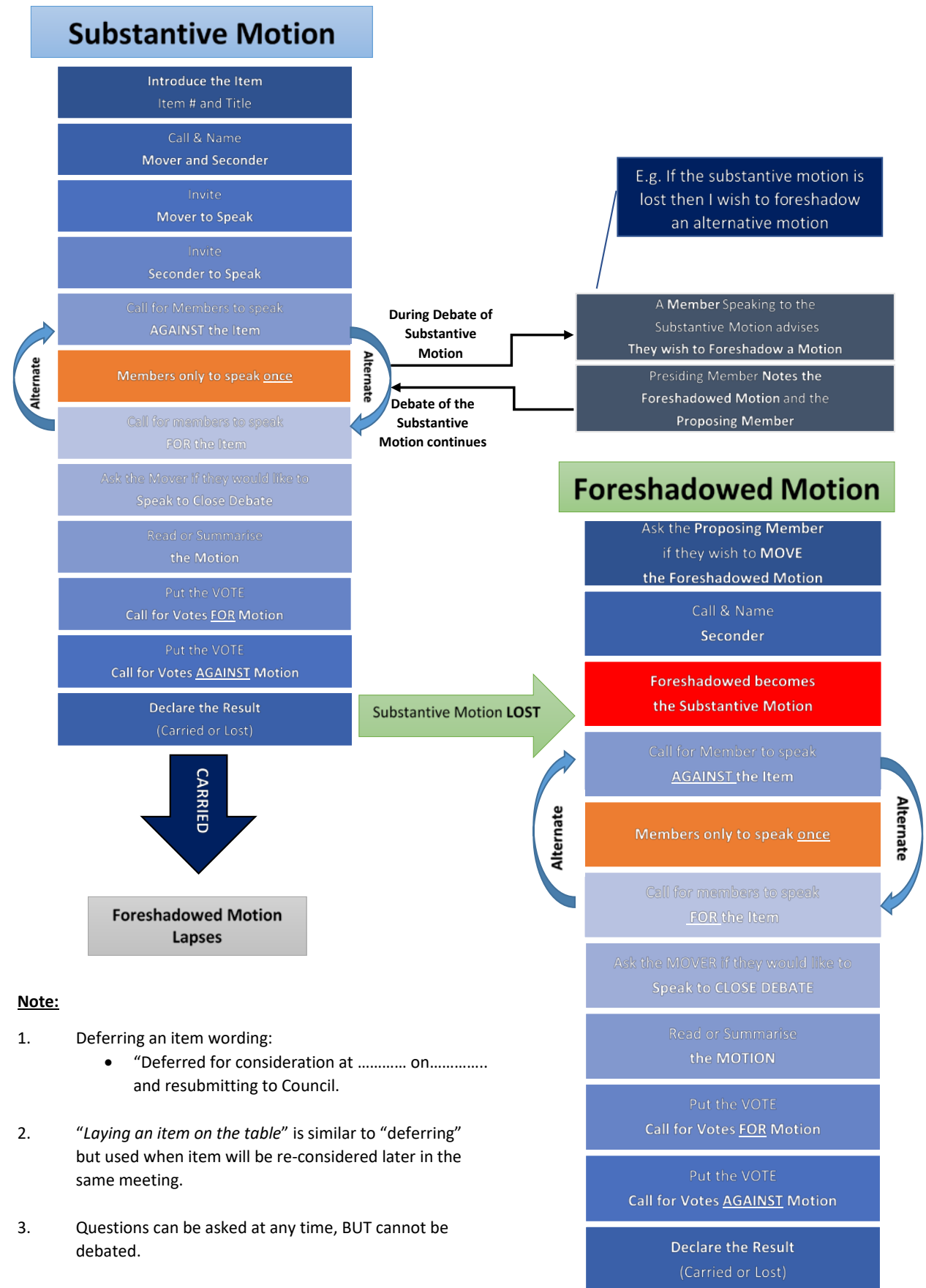


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OPENING PROCEDURES

1. OPENING AND ANNOUNCEMENT OF VISITORS

Shire President, Keith House welcomed Councillors, Staff and visitors and opened the meeting at 3:37pm.

2. ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE

2.1 ATTENDANCE

Cr Keith House

Shire President

Cr Fiona Gaze

Deputy Shire President

Cr Richard House

Cr Lex Martin

Cr Frank Hmeljak

Cr Greg Stewart

Cr Shelley Hmeljak

Shelley Pike

Chief Executive Officer

Vin Fordham Lamont

Deputy Chief Executive Officer

Carol Shaddick

Senior Finance Officer

Anrie van Zyl

Corporate Support Officer

Phil Sheppard

Planning Officer

John Skinner

Asset & Waste Management Coordinator

Yvette Wheatcroft

Manager of Works

2.2 APOLOGIES

Cr Chris Thomas

Cr Ben Moore

2.3 APPROVED LEAVE OF ABSENCE

Nil

3. APPLICATION FOR LEAVE OF ABSENCE

Nil

4. RESPONSE TO QUESTIONS TAKEN ON NOTICE

Nil

5. PUBLIC QUESTION TIME

Nil

6. DECLARATION OF FINANCIAL INTERESTS AND INTERESTS AFFECTING IMPARTIALITY

Nil

7. PETITIONS / DEPUTATIONS / PRESENTATIONS

7.1 PETITIONS

Nil

7.2 DEPUTATIONS

Nil

7.3 PRESENTATIONS

Nil

8. CONFIRMATION OF PREVIOUS MEETING MINUTES

8.1 ORDINARY MEETING OF COUNCIL MINUTES 22ND AUGUST 2018

COUNCIL RESOLUTION

Moved: Cr F Gaze

Seconded: Cr F Hmeljak

0918.96 That the minutes of the Ordinary Council Meeting held on 22nd August 2018 be confirmed as a true record of proceedings.

UNANIMOUSLY CARRIED: 7/0

9. USE OF THE COMMON SEAL

9.1	COMMON SEAL
Location:	Shire of Gnowangerup
Proponent:	N/A
Business Unit:	Strategy and Governance
Date of Report:	19 th September 2018
Officer:	S Pike - Chief Executive Officer
Disclosure of Interest:	Nil

ATTACHMENT

- Copy of Common Seal Register

PURPOSE

This report is a standard report and for noting purposes only.

BACKGROUND

Section 2.5 of *the Local Government Act 1995* states that a Local Government is a Body Corporate with perpetual succession and a common seal. A document is validly executed by a Body Corporate when the common seal of the Local Government is affixed to it by the Chief Executive Officer, and the President/Chairman and the Chief Executive Officer attest the affixing of the seal.

The Chief Executive Officer is primarily responsible for the governance role of the Shire of Gnowangerup which includes ensuring all legislative requirements are complied with including: adopting plans and reports, accepting tenders, directing operations, setting and amending budgets. This use of the Common Seal is a Standard Report for noting by Council.

All documents validly executed will have the common seal affixed and the President and the Chief Executive Officer's attestations affixing the seal. Use of the common seal is to be recorded in the common seal register and must have the Council resolution number included and the date that the seal was applied.

POLICY IMPLICATIONS

Nil

LEGISLATIVE IMPLICATIONS

Section 2.5(2) of the Local Government Act 1995. The local government is a body corporate with perpetual succession and a common seal Section 9.49. Documents, how authenticated. A document, is, unless this Act requires otherwise, sufficiently authenticated by a local government without its common seal if signed by the CEO or an employee of the local government who purports to be authorised by the CEO to so sign.

CONCLUSION

This is a standard report for Elected Members' information.



COMMON SEAL REGISTER

Register Reference No	Party (company etc.)	Description e.g. Contract Agreement	Date Signed	Resolution No.	Signed
014	Optimi Digital Pty Ltd	<ul style="list-style-type: none"> Service Agreement-Scope, framing and documentation of a Regional Digital Plan 	23/08/2018		Yes
015	Shire of Cuballing	<ul style="list-style-type: none"> Service Agreement for the Provision of Building Surveying Services 	28/08/2018		Yes
016	Yongergnow-Ongerup Community Resource Centre	<ul style="list-style-type: none"> Library Services Agreement 	18/09/2018		Yes

10. ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

10.1 ELECTED MEMBERS ACTIVITY REPORT

Date of Report: 27th September 2018

Councillors: Various

Attended the following meetings/events

- Cr F Gaze: 4th September – CEO Review Workshop
6th September – LEMC Risk Assessment Workshop and Quarterly LEMC Meeting,
6th September – CEO Review meeting with John Phillips
11th September - Borden Pavilion Committee Meeting
12th September - Councillor & Executive Workshop
14th September – GSDC Meeting in Cranbrook
14th September – Yongergnow-Ongerup CRC Quiz Night
- Cr C Thomas: n/a
- Cr R House: 4th September – CEO Review Workshop
6th September – CEO Review meeting with John Phillips
12th September - Councillor & Executive Workshop
- Cr B Moore: n/a
- Cr L Martin: 12th September - Councillor & Executive Workshop
- Cr F Hmeljak: 4th September – CEO Review Workshop
- Cr G Stewart: 31st August – WALGA Great Southern Zone Meeting
4th September – CEO Review Workshop
6th September – CEO Review meeting with John Phillip
12th September - Councillor & Executive Workshop
- Cr S Hmeljak: 4th September – CEO Review Workshop
6th September– CEO Review meeting with John Phillips
2th September - Councillor & Executive Workshop
14th September – Yongergnow-Ongerup CRC Quiz Night - \$4,000 was raised at the quiz night by the Yongergnow-Ongerup CRC
19th September – Opening of ARTGN at the Gnowangerup CRC
- Cr K House: 31st August – WALGA Great Southern Zone Meeting at the Shire of Broomehill-Tambellup
6th-7th September WALGA Regional/State Council Meeting at Dongara
17th September - Great Southern Road Forum at Albany
18th September – Great Southern Road Safety Conference - Cranbrook
19th September – Gnowangerup District High School Faction Carnival

26th September - Ongerup Sporting Complex Committee Meeting - Ongerup

REPORTS FOR DECISION

11. COMMITTEES OF COUNCIL

11.1	LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC) MEETING
Proponent:	Shire of Gnowangerup
File Ref:	ADM0119
Date of Report:	10 th September 2018
Business Unit:	Corporate and Community Services
Officer:	V Fordham Lamont – Deputy Chief Executive Officer
Disclosure of Interest:	Nil

ATTACHMENTS

- Unconfirmed Minutes of the LEMC meeting held on the 6th September 2018.

PURPOSE OF THE REPORT

For Council to receive and note the minutes of the LEMC meeting held on the 6th September 2018.

BACKGROUND

The Shire of Gnowangerup LEMC meets on a quarterly basis and minutes of the meeting are provided to Council for its information.

COMMENTS

Nil

CONSULTATION

Nil

LEGAL AND STATUTORY REQUIREMENTS

It is a requirement under the Section 38 of the *Emergency Management Act 2005* that all Local Governments establish a local emergency management committee for the local government's district.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Shire of Gnowangerup Strategic Community Plan 2017 – 2027

Theme 3: Our Community

Objective 1: Build connectivity between the three communities.

Strategic Initiative 1.1: Strengthen the sense of place and culture and belonging through inclusive community interaction and participation.

RISK MANAGEMENT CONSIDERATIONS:

Nil

IMPACT ON CAPACITY

Nil

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Nil

CONCLUSION

LEMC is a committee of Council and Council is required to receive and note the unconfirmed minutes from the meeting held on the 6th September 2018.

VOTING REQUIREMENTS

Simple Majority

COUNCIL RESOLUTION

Moved: Cr F Gaze

Seconded: Cr F Hmeljak

0918.97 That Council

Receives and notes the unconfirmed minutes of the Local Emergency Management Committee (LEMC) meeting held on the 6th September 2018.

UNANIMOUSLY CARRIED: 7/0



SHIRE OF GNOWANGERUP

LOCAL EMERGENCY MANAGEMENT COMMITTEE MEETING MINUTES

THURSDAY 6th SEPTEMBER 2018 at 11:10am

SHIRE OF GNOWANGERUP COUNCIL CHAMBERS

1. ATTENDANCE

Fiona Gaze	Principal, Gnowangerup District High School / Gnowangerup Shire Councillor
Andrew Brooker	St John Ambulance
Robyn Millar	Director of Nursing / Health Service Manager, Katanning Health Service, WACHS Great Southern
Robyn Mortem	Director of Nursing / Health Service Manager, Gnowangerup Health Service, WACHS Great Southern
Tracey Keown	Gnowangerup Police Station
Vince Hilder	Department of Biodiversity Conservation and Attractions
Paul Tholen	Department of Biodiversity Conservation and Attractions – Stirling Ranges Park Ranger
Mark Bruce	Ongerup Primary School Principal
Les Nayda	Gnowangerup SES
Carli Rooney	Gnowangerup SES
Adam Smith	Department of Fire and Emergency Services – Albany
Vin Fordham Lamont	Deputy CEO, Shire of Gnowangerup (Local Recovery Coordinator) - CHAIR
Yvette Wheatcroft	Manager of Works, Shire of Gnowangerup
Anrie van Zyl	Corporate Support Officer, Shire of Gnowangerup (Agenda and Minutes Officer)

2. APOLOGIES

Keith House	Gnowangerup Shire President (Chairman)
Janette Hindmarsh	Principal, Borden Primary School
Neville Blackburn	Department of Communities
Robyn Crabbe	St John Ambulance
Sara Pellant	Nurse Manager, Gnowangerup Health Services
Lex Martin	Gnowangerup Shire Councillor
Helen MacKay	Nurse Manager, Gnowangerup Health Services
Cassandra Hughes	St John Ambulance Regional Manager – Great Southern

3. CONFIRMATION OF PREVIOUS MINUTES

That the minutes of the Local Emergency Management Committee meeting held on Thursday 1st March 2018 be confirmed as a true and accurate record of proceedings.

Moved: Andrew Brooker

Seconded: Yvette Wheatcroft

Carried

4. BUSINESS ARISING FROM PREVIOUS MINUTES

4.1 Physical exercise in lieu of desktop exercise (Les Nayda)

Les Nayda and Tracy Keown will collaborate to organise a physical exercise to take place later this year (requested it take place before November). Exercise to be arranged on a Thursday and must be complete by 5pm that afternoon. Location to be on a non-Main Roads road. Exercise will be used as the annual exercise to test the Shire LEMA.

Parties to be involved:

- Gnowangerup SES
- Gnowangerup Police
- Gnowangerup Bush Fire Brigades
- Gnowangerup St John Ambulance Services
- Gnowangerup Shire

5. CORRESPONDENCE

INWARDS:

- 5.1. Correspondence dated the 27th March 2018, received from the Minister for Emergency Services; Corrective Services in relation to Local Emergency Management Arrangements (attached)
- 5.2. *"INTRODUCTION TO COMMUNICATING IN RECOVERY GUIDELINES (UPPER GREAT SOUTHERN,)"* – workshop slides (20th March 2018)
- 5.3. SEMC Communique - May 2018
- 5.4. Prepare the Peel Project – Community Emergency Preparedness (2 July 2018)
- 5.5. Emergency Waste Management Workshop Outcomes (22 June 2018)
- 5.6. Prepare the Peel Partnerships & Network (25 July 2018)
- 5.7. State Recovery Coordinator transition into Department of Fire and Emergency Services (27 July 2018)
- 5.8. SEMC August Communique, WESTPLAN Update & New SEMC Website
- 5.9. Revised National Principles for Disaster Recovery (circulated to members on the 2nd August 2018)
- 5.10. FW: Harvey Bushfire Videos (28 August 2018)
- 5.11. Disaster Recovery Funding Arrangements 2018 - Update #2 20 August 2018 (Great Southern Region) (21 August 2018)
- 5.12. Borden Primary Bushfire Plan 2018/19
- 5.13. State Hazard Plan - Fire - for consultation - comments due 3 September 2018 (circulated to members on the 27th July 2018)
- 5.14. Recovery workshop - monitoring and evaluation (23 August 2018)

OUTWARDS:

- 5.15. Invitation to Disaster and Emergency Communications Conference, Novotel Langley, Perth 6-8 June 2018
- 5.16. Second Risk Assessment Workshop & Quarterly LEMC meeting invitations
- 5.17. Cancellation of Second Risk Assessment Workshop & Quarterly LEMC meeting.
- 5.18. 2018 Annual and Preparedness Report: Capability Survey
- 5.19. LEMC Annual Exercise Report

6. GENERAL BUSINESS

6.1. Revised National Principles for Disaster Recovery (Adam Smith)

Existing recovery plans are constructed around certain principles. These principles have recently been updated. The checklists provided with the revised principles are to be added to the Shire's Local Recovery Plan. Anrie will update plan accordingly and make available on the Shire's website.

6.2. Borden Primary School Bushfire Plan

Borden Primary School's Bushfire Plan is to be tabled and recorded in the Shire's record system. A copy of the plan is also to be made available to the Local Bushfire Advisory Committee for noting and sending to their brigades. It is important the Bushfire network is aware of the school's Plan.

6.3. LEMC Annual Exercise Report

A desktop exercise based on LEMC's Biosecurity Risk Assessment that was assessed during the first Risk Assessment Workshop was submitted in June.

6.4. Ongerup Primary School Bushfire Management Plan

Ongerup Primary School's Bushfire Management Plan is to be tabled and recorded in the Shire's record system. A copy of the plan is also to be made available to the Local Bushfire Advisory Committee for noting and sending to their brigades. It is important the Bushfire network is aware of the school's Plan.

Adam Smith provided clarification on the communication process during a bushfire incident. The Incident Commander (IC) who attends the scenario will contact DFES media with warnings to communicate (Bushfire brigade who initiates the process of communication) during the incident to its members and the community.

7. REPORTS FROM MEMBERS

MARK BRUCE

Mark enquired about the best option available for communication during the loss of power and as a result, the loss of all mobile towers and telephones systems. Group members indicated that satellite phones will be the best option for communication and that they are more affordable now than in the past. Various options available on the market.

ANDREW BROOKER

Nil

TRACEY KEOWN

One incident of an 81-year-old man suffering from dementia that had to be rescued at Bluff Knoll. Incident ended in the successful recovery of the elderly man. A helicopter was deployed from Bunbury to help with the recovery process. Officers managed to contact the man on his mobile phone and track him down to a gully, just off the main track, about 1am. With the help of rescue crews, he walked back to the car park and was taken to Gnowangerup Hospital without any serious injuries.

The Police had issues communicating with Department of Biodiversity Conservation and Attractions as there were no emergency after hour's number available.

VINCE HILDER

The ranger house at Bluff Knoll is currently undergoing renovations and in future could be used as an incident command centre in the case of an emergency. With the Park now having a full time ranger, communications in future should be more accessible.

ROBYN MILLAR

The Gnowangerup hospital has updated its emergency plans. In future, no hospital staff will be able to attend the scene of an accident/emergency due to the lack of manpower. A new disability ramp has been installed at the hospital and caused a few minor disruptions to the Ambulance Bay during construction.

ADAM SMITH

Nil

LES NAYDA

It has been quiet this year and the unit has kept itself busy with training.

The SES will have an open day on the 8th September 2018 from 10am-3pm with free sausage sizzle available.

PAUL THOLEN

Paul recently undertook training in Cranbrook. It was very encouraging for him to see that the local bushfire brigades are on the same level as Department of Biodiversity Conservation and Attractions. Fiona Gaze will contact and request the Gnowangerup CFO to provide details of their training program to Paul.

8. OTHER

Nil

9. CLOSING

Vin Fordham Lamont declared the meeting closed at 11:46am.

10. DATE OF NEXT MEETING

Thursday 6th December 2018 at 4:30pm.

Disaster Recovery

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. These principles are a way to guide our efforts, our approach, our planning and our decision-making.

Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.

Disaster recovery includes built, environmental and economic elements, all contributing to individual and social wellbeing.

Recovery can provide an opportunity to improve these aspects beyond previous conditions, contributing to a more resilient community.

THE RELATIONSHIP BETWEEN THE PRINCIPLES

While all the principles are equally critical to ensure effective recovery, understanding the local and broader context and recognising complexity are foundational.

The descriptions beneath each principle overleaf provide further guidance for working with communities in disaster recovery.



SUCCESSFUL RECOVERY

Understand the **CONTEXT**

Recognise **COMPLEXITY**

Use **COMMUNITY-LED** approaches

COORDINATE all activities

COMMUNICATE effectively

Recognise and build **CAPACITY**



Government of South Australia



GOVERNMENT OF WESTERN AUSTRALIA



Tasmanian Government



Queensland Government



ACT Government



NORTHERN TERRITORY GOVERNMENT



VICTORIA State Government



Justice Office of Emergency Management

PARTNERS IN DEVELOPMENT FROM THE



Social Recovery Reference Group AUSTRALIA

Disaster Recovery



Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.

Recovery should:

- Acknowledge existing strengths and capacity, including past experiences;
- Appreciate the risks and stressors faced by the community;
- Be respectful of and sensitive to the culture and diversity of the community;
- Support those who may be facing vulnerability;
- Recognise the importance of the environment to people and to their recovery;
- Be acknowledged as requiring a long term sustained effort as needed by the community; and
- Acknowledge that the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.

Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

Recovery should recognise that:

- Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;
- Information on impacts is limited at first and changes over time;
- Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;
- Responsive and flexible action is crucial to address immediate needs;
- Existing community knowledge and values may challenge the assumptions of those outside of the community;
- Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;
- Emergencies create stressful environments where grief or blame may also affect those involved; and
- Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.

Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.

Recovery should:

- Assist and enable individuals, families and the community to actively participate in their own recovery;
- Recognise that individuals and the community may need different levels of support at various times;
- Be guided by the community's priorities;
- Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;
- Build collaborative partnerships between the community and those involved in the recovery process;
- Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and
- Recognise that different communities may choose different paths to recovery.

Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.

Recovery should:

- Have clearly articulated and shared goals based on desired outcomes;
- Be flexible, taking into account changes in community needs or stakeholder expectations;
- Be guided by those with experience and expertise, using skilled, authentic and capable community leadership;
- Be at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;
- Reflect well-developed community planning and information gathering before, during and after a disaster;
- Have clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;
- Demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;
- Be part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and
- Be inclusive, availing of and building upon relationships created before, during and after the emergency.

Successful recovery is built on effective communication between the affected community and other partners.

Recovery should:

- Recognise that communication should be two-way, and that input and feedback should be encouraged;
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and networks;
- Establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;
- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and
- Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.

Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.

Recovery should:

- Assess capability and capacity requirements before, during and after a disaster;
- Support the development of self-reliance, preparation and disaster mitigation;
- Quickly identify and mobilise community skills, strengths and resources;
- Develop networks and partnerships to strengthen capacity, capability and resilience;
- Provide opportunities to share, transfer and develop knowledge, skills and training;
- Recognise that resources can be provided by a range of partners and from community networks;
- Acknowledge that existing resources may be stretched, and that additional resources may be sought;
- Understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
- Understand when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and
- Be evaluated to provide learning for future and improved resilience.



Planning for Recovery (pre-event): Applying the National Principles for Disaster Recovery

The review of the National Principles for Disaster Recovery ('The Principles', published 2018) confirmed that they continue to provide the foundation for successful community recovery. This checklist can assist to identify strengths in your approach to recovery and capture stories that can be shared nationally about the application of the National Principles.

Recovery refers to both the approach and the outcome, as they are interdependent and the Principles can be applied before and after the event by agencies, or be used and adapted by interested parties in communities:

1. When pre-planning for recovery (before disaster) The Principles can be used as a guide, for example by re-framing each of them into questions: "How can we use community-led approaches in our community?", "How can implementation be guided by the community's priorities?", and "Who do I need around the table to help me make appropriate decisions and plan for my community?".
2. In the review of post-disaster recovery planning and implementation, The Principles can then be applied as criteria, for example: "How effectively did we as an agency build collaborative partnerships with community?", "How did we assist individuals, families and the community to actively participate in their own recovery?", and "How did we ensure the voice of all community members was heard, including the most vulnerable?".
3. Similarly, communities might examine some of the skills, knowledge, strengths and wisdom they require to plan disaster recovery, through the lens of The Principles.

The Principles have been turned into questions on the following pages to enable reflective practice and continuous improvement by agencies and organisations involved in community recovery post disaster. Note: Social impact might be replaced by public value and is potentially related to the National Recovery Monitoring and Evaluation Framework. If the impact is not a positive one, this can be framed as a learning.

The Principles:

- **Understand the Context**
- **Recognise Complexity**
- **Use Community-led Approaches**
- **Coordinate all Activities**
- **Communicate Effectively**
- **Recognise and Build Capacity**

If you would like to share your insights, please return any feedback about the use of the National Principles for Disaster Recovery to Louise Mitchell, SRRG National Consultant Disaster Recovery, louise.mitchell@dhhs.vic.gov.au.

Checklist for applying the National Principles for Disaster Recovery during preparation of recovery plans for the future (pre-event)

Understand the CONTEXT: Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
<input type="checkbox"/> Acknowledge existing strengths and capacity, including past experiences;		
<input type="checkbox"/> Appreciate the risks and stressors faced by the community;		
<input type="checkbox"/> Be respectful of and sensitive to the culture and diversity of the community;		
<input type="checkbox"/> Support those who may be facing vulnerability;		
<input type="checkbox"/> Recognise the importance of the environment to people and to their recovery;		
<input type="checkbox"/> Acknowledge this process as requiring a long term, sustained effort as needed by the community;		
<input type="checkbox"/> Acknowledge the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.		

Table 1 of 6: Understand the Context

Recognise COMPLEXITY: Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.		
Which of the following factors do we need to consider:	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
<input type="checkbox"/> Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;		
<input type="checkbox"/> Information on impacts is limited at first and changes over time;		
<input type="checkbox"/> Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;		
<input type="checkbox"/> Responsive and flexible action is crucial to address immediate needs;		
<input type="checkbox"/> Existing community knowledge and values may challenge the assumptions of those outside of the community;		
<input type="checkbox"/> Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;		
<input type="checkbox"/> Emergencies create stressful environments where grief or blame may also affect those involved; and		
<input type="checkbox"/> Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.		

Table 2 of 6: Recognise Complexity

Use COMMUNITY-LED approaches: Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
<input type="checkbox"/> Assist and enable individuals, families and the community to actively participate in their own recovery;		
<input type="checkbox"/> Recognise that individuals and the community may need different levels of support at various times;		
<input type="checkbox"/> Be guided by the communities priorities;		
<input type="checkbox"/> Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;		
<input type="checkbox"/> Build collaborative partnerships between the community and those involved in the recovery process;		
<input type="checkbox"/> Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and		
<input type="checkbox"/> Recognise that different communities may choose different paths to recovery.		

Table 3 of 6: Use Community-led Approaches

COORDINATE all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
<input type="checkbox"/> Ensure we have clearly articulated and shared goals based on desired outcomes;		
<input type="checkbox"/> Flexible, taking into account changes in community needs or stakeholder expectations.		
<input type="checkbox"/> Be guided by those with experience and expertise, using skilled, authentic and capable community leadership;		
<input type="checkbox"/> Work recovery at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;		
<input type="checkbox"/> Reflect well-developed community planning and information gathering before, during and after a disaster;		
<input type="checkbox"/> Use clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;		
<input type="checkbox"/> Demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;		
<input type="checkbox"/> Demonstrate that we are part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and		
<input type="checkbox"/> Be inclusive, availing of and building upon relationships created before, during and after the emergency.		

Table 4 of 6: Coordinate all Activities

COMMUNICATE effectively: Successful recovery is built on effective communication between the affected community and other partners.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
<input type="checkbox"/> Recognise that communication should be two-way, and that input and feedback should be encouraged;		
<input type="checkbox"/> Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks;		
<input type="checkbox"/> Establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;		
<input type="checkbox"/> Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and		
<input type="checkbox"/> Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.		

Table 5 of 6: Communicate Effectively

Recognise and build CAPACITY: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.		
Can we do this?	In what aspects of recovery does this apply? How could we do this? What would we need to know? What capacity would we need to build?	Who will need to partner to enable this?
<input type="checkbox"/> Assess capability and capacity requirements before, during and after a disaster;		
<input type="checkbox"/> Support the development of self-reliance, preparation and disaster mitigation;		
<input type="checkbox"/> Quickly identify and mobilise community skills, strengths and resources;		
<input type="checkbox"/> Develop networks and partnerships to strengthen capacity, capability and resilience;		
<input type="checkbox"/> Provide opportunities to share, transfer and develop knowledge, skills and training;		
<input type="checkbox"/> Recognise that resources can be provided by a range of partners and from community networks;		
<input type="checkbox"/> Acknowledgement that existing resources may be stretched, and that additional resources may be sought;		
<input type="checkbox"/> Understanding that additional resources may only be available for a limited period, and that sustainability may need to be addressed;		
<input type="checkbox"/> Demonstrate an understanding of when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and		
<input type="checkbox"/> Evaluate our input into the community's recovery to provide learning for future disaster and improved resilience.		

Table 6 of 6: Recognise and Build Capacity



Applying the National Principles for Disaster Recovery post-disaster

The review of the National Principles for Disaster Recover ('The Principles', published 2018) confirmed that they continue to provide the foundation for successful community recovery. This checklist can assist to identify strengths in your approach to recovery and capture stories that can be shared nationally about the application of the National Principles.

Recovery refers to both the approach and the outcome, as they are interdependent and the Principles can be applied before and after the event by agencies, or be used and adapted by interested parties in communities:

1. When pre-planning for recovery (before disaster) The Principles can be used as a guide, for example by re-framing each of them into questions: "How can we use community-led approaches in our community?", "How can implementation be guided by the community's priorities?", and "Who do I need around the table to help me make appropriate decisions and plan for my community?".
2. In the review of post-disaster recovery planning and implementation, The Principles can then be applied as criteria, for example: "How effectively did we as an agency build collaborative partnerships with community?", "How did we assist individuals, families and the community to actively participate in their own recovery?", and "How did we ensure the voice of all community members was heard, including the most vulnerable?".
3. Similarly, communities might examine some of the skills, knowledge, strengths and wisdom they require to plan disaster recovery, through the lens of The Principles.

The Principles have been turned into questions on the following pages to enable reflective practice and continuous improvement by agencies and organisations involved in community recovery post disaster. Note: Social impact might be replaced by public value and is potentially related to the National Recovery Monitoring and Evaluation Framework. If the impact is not a positive one, this can be framed as a learning.

The Principles:

- **Understand the Context**
- **Recognise Complexity**
- **Use Community-led Approaches**
- **Coordinate all Activities**
- **Communicate Effectively**
- **Recognise and Build Capacity**

If you would like to share your insights, please return any feedback about the use of the National Principles for Disaster Recovery to Louise Mitchell, SRRG National Consultant Disaster Recovery, louise.mitchell@dhhs.vic.gov.au.

Checklist for applying the National Principles for Disaster Recovery during post-disaster recovery planning

Understand the CONTEXT: Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
<input type="checkbox"/> Acknowledging existing strengths and capacity, including past experiences;		
<input type="checkbox"/> Appreciating the risks and stressors faced by the community;		
<input type="checkbox"/> Being respectful of and sensitive to the culture and diversity of the community;		
<input type="checkbox"/> Supporting those who may be facing vulnerability;		
<input type="checkbox"/> Recognising the importance of the environment to people and to their recovery;		
<input type="checkbox"/> Acknowledging this process as requiring a long term, sustained effort as needed by the community;		
<input type="checkbox"/> Acknowledging the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.		

Table 1 of 6: Understand the Context

Recognise COMPLEXITY: Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.		
Did we consider the factors related to complexity:	How did we apply this?	What are we seeing as a result?(Social Impact)
<input type="checkbox"/> Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;		
<input type="checkbox"/> Information on impacts is limited at first and changes over time;		
<input type="checkbox"/> Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;		
<input type="checkbox"/> Responsive and flexible action is crucial to address immediate needs;		
<input type="checkbox"/> Existing community knowledge and values may challenge the assumptions of those outside of the community;		
<input type="checkbox"/> Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;		
<input type="checkbox"/> Emergencies create stressful environments where grief or blame may also affect those involved; and		
<input type="checkbox"/> Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.		

Table 2 of 6: Recognise Complexity

Use COMMUNITY-LED approaches: Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
<input type="checkbox"/> Assisting and enabling individuals, families and the community to actively participate in their own recovery;		
<input type="checkbox"/> Recognising that individuals and the community may need different levels of support at various times;		
<input type="checkbox"/> Being guided by the communities priorities;		
<input type="checkbox"/> Channelling effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;		
<input type="checkbox"/> Building collaborative partnerships between the community and those involved in the recovery process;		
<input type="checkbox"/> Recognising that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and		
<input type="checkbox"/> Recognising that different communities may choose different paths to recovery.		

Table 3 of 6: Use Community-led Approaches

COORDINATE all activities: Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.

Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
<input type="checkbox"/> Ensuring we have clearly articulated and shared goals based on desired outcomes;		
<input type="checkbox"/> Flexible, taking into account changes in community needs or stakeholder expectations.		
<input type="checkbox"/> Being guided by those with experience and expertise, using skilled, authentic and capable community leadership;		
<input type="checkbox"/> Working recovery at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;		
<input type="checkbox"/> Reflecting well-developed community planning and information gathering before, during and after a disaster;		
<input type="checkbox"/> Using clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;		
<input type="checkbox"/> Demonstrating an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;		
<input type="checkbox"/> Demonstrating that we are part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and		
<input type="checkbox"/> Being inclusive, availing of and building upon relationships created before, during and after the emergency.		

Table 4 of 6: Coordinate all Activities

COMMUNICATE effectively: Successful recovery is built on effective communication between the affected community and other partners.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
<input type="checkbox"/> Recognising that communication should be two-way, and that input and feedback should be encouraged;		
<input type="checkbox"/> Ensuring that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks;		
<input type="checkbox"/> Establishing mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;		
<input type="checkbox"/> Ensuring that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and		
<input type="checkbox"/> Identifying trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.		

Table 5 of 6: Communicate Effectively

Recognise and build CAPACITY: Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.		
Did we apply this?	How did we apply this?	What are we seeing as a result?(Social Impact)
<input type="checkbox"/> Assessing capability and capacity requirements before, during and after a disaster;		
<input type="checkbox"/> Supporting the development of self-reliance, preparation and disaster mitigation;		
<input type="checkbox"/> Quickly identifying and mobilising community skills, strengths and resources;		
<input type="checkbox"/> Developing networks and partnerships to strengthen capacity, capability and resilience;		
<input type="checkbox"/> Providing opportunities to share, transfer and develop knowledge, skills and training;		
<input type="checkbox"/> Recognising that resources can be provided by a range of partners and from community networks;		
<input type="checkbox"/> Working with the Acknowledgement that existing resources may be stretched, and that additional resources may be sought;		
<input type="checkbox"/> Working with the understanding that additional resources may only be available for a limited period, and that sustainability may need to be addressed;		
<input type="checkbox"/> Demonstrating an understanding of when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and		
<input type="checkbox"/> Evaluating our input into the community's recovery to provide learning for future disaster and improved resilience.		

Table 6 of 6: Recognise and Build Capacity

BORDEN PRIMARY SCHOOL BUSHFIRE PLAN 2018-2019

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Introduction

This plan is for Borden Primary School and has been designed to assist staff in the event of a total fire ban, catastrophic fire danger rating, or a bushfire. Letters to staff and parents are included in the appendix as well as notices regarding the plans of closures of the school.

Overview

GENERAL INFORMATION This Bushfire Plan (BP) has been developed after consultation with:

- families of students attending the School
- members of the emergency services (e.g. DFES, Local Emergency Management Committee and/or Community Emergency Services Manager)

The BP is to be reviewed annually during Term Three each year to reflect any changes that may have taken place in:

- Department of Education or government policy
- site facilities
- Personnel normally on site.

The BP outlines required actions to prepare the school before the bushfire season as per the *Principal's Guide To Bushfire*. (refer Appendix 1)

The BP also outlines activities to be undertaken by staff and students at the different levels of a bushfire emergency:

- on days of Total Fire Ban
- Catastrophic 'Code Red'
- when there is a fire in the local district
- when a bushfire is threatening or impacting on the site
- during the period immediately after a bushfire has impacted on the site (known as the 'Recovery Phase').

Where applicable, a building is nominated as the **Safer Location** building for this school.

- It has been prepared for a bushfire emergency and will safely accommodate all persons normally at the school.

The Principal will forward a copy of the site BP to the Regional Executive Director to be held in the regional office

The Principal or delegated officer will forward a copy of the site BP to the emergency services by Week Two of Term Three each year.

The Principal or delegated officer will forward a copy of the BP to all families of students of the site at the beginning of Term One each year.

- The BP is explained to the families of new students by the Principal or delegated officer during the enrolment process.
- The Principal will ensure that all new staff members, relieving staff and visitors are briefed about the requirements of the BP during the site induction process.

The Principal will include bushfire season reminders and information in site newsletters at least three times in each of Term when applicable. The School's Information Booklet, updated in Term One each year, includes detailed information about actions and procedures included in the BP.

All staff members receive pre-fire season updates during Term Three and ongoing information and instruction about the contents and requirements of the BP during Term Four and Term One staff meetings.

Bushfire Preparation checklist (need to refer to Appendix 1)

The safety and wellbeing of students, staff and visitors is at all times the Department's main priority. Staff are not expected to fight bushfires.

The school is to review (and update where appropriate) the plan on an annual basis and submit the up to date version of this plan to the Regional Executive Director's Office in Term Three.

In this regard, any bushfire advice received by the school from the Department of Fire and Emergency Services (DFES), the Local Emergency Management Committee (LEMC), Community Emergency Services Manager (CESM) or external experts needs to be documented identifying the date and source of the advice.

Date of Review	Reviewing Officer	Date Submitted	Next scheduled Review
23/7/2018	Janette Hindmarsh		Term 3 2019

Communication

There are several levels of communication requirements at school level before, during and after bushfire events.

Preparing for Bushfire Season

- The Principal must ensure all students and staff are aware of the School's bushfire response plan. It is also necessary to ensure that relief staff and parents have been made aware of the school's bushfire plan. Suggested draft text for the school newsletter is available in the *Principal's Guide to Bushfire (Appendix A6)*
- The Principal should establish contact with emergency services, including DFES, the local volunteer fire brigade, WA Police, the LEMC and CESM.
- Schools located in bushfire prone areas need to incorporate key bushfire messages in their curriculum.
- Communication plans (including emergency contacts and a telephone tree) need to be in place for evacuation or planned closure. See *Appendix 4 for a Communication Plan, Appendix 5 for Sample Emergency Contacts and Appendix 6 for a telephone tree*
- The School has an effectively working emergency warning or alert system and emergency communication equipment is available and working.
- Schools have in place systems to account for students, staff and visitors in an emergency, such as class rolls (or equivalent) and visitor registers. Consideration should be in place for situations such as a loss of power affecting the ability to print from electronic sources.
- Arrangements are in place in relation to school buses if appropriate (notification of contractors if pre-emptive closure is invoked; the availability of buses if off-site evacuation is required).

Pre-emptive Closure

- The DOE Incident Controller (normally the Deputy Director General, Schools or delegated officer) will make the decision to close a school based upon advice from Emergency Services and this will be relayed to the Principal via the Regional Executive Director.
- The Principal is to notify staff and parents using emergency contacts and the telephone tree of closure. See also the draft letter to parents in the *Principal's Guide to Bushfires advising of pre-emptive Closure (Appendix A7)*, being mindful of parent's level of literacy and understanding of English.
- All other necessary parties are advised including (but not limited to) other schools that may have siblings at your school, community users of the school facilities (including before and after school care, community kindergartens or holiday programs), on site contractors and Parents and Citizens Association (P & C).
- If appropriate, bus contractors will be contacted to arrange for the evacuation of students to a designated area.
- Notice of Planned Temporary School Closure should be posted as per the *Principal's Guide to Bushfire*, both physically at the school and electronically on the website.

During Evacuation

- The school will contact their Regional Executive Director and the Department's Media Unit.
- The school will contact parents via phone or email.
- The school will notify bus contractors and out of school programs.
- The school has landlines and one school mobile phone.

Tel: 08 9828 1031 Mob: 045 000 8940

It would be preferable that parents restrict calling the school at this time to emergency calls only.

- The official broadcaster of Emergency Events is ABC radio. Our local station is ABC local radio. They will provide up to date information during a bushfire event in our area.
- The DFES website provides up to date information on fire events. Refer to <http://www.dfes.wa.gov.au/> .

NOTE: DFES are introducing the national Emergency Alert system to send community warning messages via mobile telephones in affected areas. (Information can be obtained from <http://www.dfes.wa.gov.au/pages/default.aspx>).

The Principal communicates directly with Regional and Central Office personnel including any media communications. Staff should not comment directly to media.

Reopening the School

- The Regional Executive Director is to advise the Principal when the school can re-open.
- Parents need to know when the school is reopened. In the event of a pre-emptive closure details are contained in the template letter (*Principal's Guide to Bushfires advising of pre-emptive Closure- Appendix A7*).
- The Notice of Planned Temporary School Closure should be physically removed from the school premises and website.
- All parties that were advised of closure (e.g. Bus Contractors, Out of hours users, P&C) should be advised of reopening.

TYPES OF FIRE EVENT

In the event of a Total Fire Ban, catastrophic weather warning, or bushfire, the **Bushfire Plan** will be activated.

1. Total Fire Ban

In the event of a Total Fire Ban the **Bushfire Plan** will be invoked: (refer to *Principal's Guide to Bushfire* for all procedures).

This means:

- you must not light or use any fires in the open air;
- all open fires for the purpose of cooking or camping are not allowed;
- 'hot work' such as metal work, grinding, welding, soldering, gas cutting or similar is not allowed unless you have an exemption; and
- You must not undertake any other activities that may start a fire.

The DFES advice is that chainsaws, plant or grass trimmers or lawn mowers can be used during a total fire ban in suburban or built up areas which are cleared of flammable material, but not in bushland or other areas where there use is likely to cause fire.

It is also necessary to ensure:

- The equipment or machinery is mechanically sound.
- All reasonable precautions are taken to prevent a bushfire starting.

It is recommended postponing the activity altogether to minimise the risk of fire.

If a Harvest and Vehicle Movement Ban has not been implemented by your Local Government Authority you are able to harvest or move vehicles across paddocks for agricultural purposes.

Individuals could be fined up to \$25,000 or jailed for 12 months or both if the Total Fire Ban is ignored.

For information on activities that can or cannot be carried out during a Total Fire Ban visit www.dfes.wa.gov.au/totalfirebans/Pages/TotalFireBanWhatCantIDo.aspx.

If the information you want is not available from the website, telephone the Total Fire Ban Information Line 1800 709 355.

This information is also available by visiting www.dfes.wa.gov.au

2. Catastrophic Fire Danger

The Catastrophic Fire Danger Index (FDR) has been added to the Australia-wide FDR system since the 2009 bushfires in Victoria. If a fire starts in catastrophic conditions, its impact potential includes death or injury to people and destruction of buildings.

Category	Fire Danger Index (FDR)	Action
Catastrophic	100+	Schools on Bushfire Zone Register closed on instruction from Deputy Director General Schools, through Regional Executive Director. School to invoke communication plan and cancel bus services.
Extreme	75-99	Monitor DFES website
Severe	50-74	Monitor DFES website
Very High	32-49	Normal school operations
High	12-31	Normal school operations
Low-Moderate	0-11	Normal school operations

In the event of a catastrophic weather warning the **Bushfire Plan** will be invoked as per the flow chart at Appendix 2 (refer to *Principal's Guide to Bushfire* for all procedures and sample letters).

2.1 Planned Pre-emptive Closure

Regional Executive Directors will contact Principals of affected schools directly when a planned (pre-emptive) closure is to be invoked in a particular part of the State. The lead time for a planned closure varies depending on weather patterns, but every attempt is made to give Principals as much notice as possible to prepare written documentation for parents. Schools should have telephone trees in place to provide this information at short notice or after hours.

Once advised that your school is to undertake pre-emptive closure, you need to notify your school community that a closure is imminent. The Principal needs to send letters to parents and provide each staff member with a memo that clearly states when the closure is planned to occur and that the school is on standby. It may be that between declaration of the closure and the day of closure, weather conditions improve sufficiently to remove the need to close and the school can therefore stand down its pre-emptive closure plans. Your Regional Executive Director confirms with the Principal the final decision to close the school no later than 1.30 pm the day before the planned closure. If weather conditions become less severe after 1:30 pm, the closure goes ahead regardless, in order to provide a level of certainty to parents.

The DEFS is the final authority on advice about which schools are in danger and the level of risk at the time. The Deputy Director General, Schools makes the final decision as to whether or not a planned closure of public schools is to proceed, based on DFES's advice.

2.2 During a Planned Closure

The Principal must stay informed of current fire danger rating and any fire activity by monitoring local media (local radio, especially the ABC, and television) and by regularly checking for updates with DFES.

2.3 Re-opening School

Parents need to know when the Catastrophic FDR has been downgraded and that it is therefore safe for their children to return to school after a planned closure. The template letter to parents contains advice on how parents can monitor the situation. The school will need to put communication plans in place, such as placing a notice on the school website and providing a number for parents to call for information about the reopening of the school. Consideration needs to be given to how parents who do not have internet access or who have diverse needs (e.g. multicultural, special needs) will be provided with information.

3. Bushfire

In the event of a bushfire threatening the school, the school will notify DFES and the **Bushfire Plan** will be invoked by way of a hand held siren.

3.1. Bushfire- Watch community

During a bushfire, Emergency Services provide as much information as possible through a number of different channels. There are three levels of warning, **ADVICE**, **WATCH AND ACT** and **EMERGENCY WARNING**. These change to reflect the increasing risk to life and the decreasing amount of time you have until the fire arrives.

3.1.1 Advice

If the school is likely to be threatened by the fire, activate the Emergency Management Plan immediately. Notify DFES Communication Centre of your decision and relocation point.

An ADVICE provides you with information on a bushfire that is not threatening lives or property but may be causing smoke near the school. Turn off evaporative air conditioners. Regular checks of the school are to be undertaken paying special attention to the evaporative air conditioners.

3.1.2 Watch and Act

A WATCH AND ACT message tells you the fire conditions are changing and there is a possible threat to lives and the school. The Principal's decision to leave or relocate students, staff and visitors off site should be based upon assessment of known information and current circumstances, including advice from emergency services or observations at the time of the event.

3.1.3 Emergency Warning

An EMERGENCY WARNING is the highest level of warning and tells you of immediate danger. In some circumstances it may start with a siren sound called the Standard Emergency Warning Signal (SEWS) to get your attention as the fire is about to arrive. SEWS is a distinctive sound that is broadcast immediately prior to major emergency announcements on radio, television and other communication systems. SEWS tells people 'you need to listen-there is an emergency in your area and you need to take action now'. It is used like a siren and is strictly controlled for use by an authorised hazard management agency only.

The School should activate their Bushfire Plan in regards to evacuation. Consideration will include; location of fire and ability to travel safely to the selected relocation point, notify DFES Communication Centre of your decision and relocation point. The Principal is to liaise with the Regional Executive Director. **If it is not safe to evacuate, direct all students, staff and visitors to the school's Safer Location.**

3.2. Bushfire- Act

3.2.1 Response when a bushfire starts and the school is open

3.2.1.1 Evacuation Procedure

School to evacuate off-site on advice from DFES

Has the evacuation to the off-site safer location been approved and how long will it take to get there.

- All classes remain with their teachers and allocated education assistants.
- All other staff and visitors report to the Front Office.
- Teachers account for each child and identify students and support staff with known respiratory conditions.

- Doors and windows must be closed and **evaporative air coolers turned off**. Students and staff are to remain in classrooms unless directed otherwise by their fire warden.
- Fire wardens are designated to manage evacuation routes, liaise with staff.
- The Principal and fire wardens, will control this response until the arrival of DFES or emergency services who will then take over.
- Students and adults with known respiratory conditions will be identified and given special consideration.

Parent Access

Parents will be informed when and where to pick up students upon advice from the school or through DFES or Incident Controller.

3.2.1.2 Safer Location Procedure – if evacuation is not possible

School to remain on site on advice from DFES.

- All classes remain with their teachers and allocated education assistants.
- All classes in transportable buildings to be relocated to the library. See Appendix 3 for a safer location evacuation plan.
- All other staff and visitors report to the Front Office.
- Teachers account for each child and identify students and support staff with known respiratory conditions.
- Doors and windows must be closed and **evaporative air coolers turned off**. Students and staff are to remain in classrooms unless directed otherwise by their fire warden.
- Fire wardens are designated to manage evacuation routes and liaise with staff.
- The Principal and fire wardens, will control this response until the arrival of the DFES or emergency services who will then take over.
- Students and adults with known respiratory conditions will be identified and given special consideration.

Parent Access

Parents advised **NOT** to pick up students and to monitor local media for specific access information.

3.2.2 Response when a bushfire starts and the school is closed

If the DOE Incident Controller makes a decision on school closure based upon advice from Emergency Services the Regional Executive Director will inform the Principal of closure.

The Principal is to notify staff and parents using the emergency contact list (see Appendix 4 for a Sample Communication Plan) of Closure.

The Department of Education Incident Controller will, in consultation with the Regional Executive Director identify alternative accommodation of students and staff if required. The Department's Media Unit will utilise media outlets to make public announcements of school closures, temporary alternative accommodation and contact number(s) for further information.

The Department's Incident Controller in consultation with DFES will inform the Regional Executive Director when the school can reopen, who will inform the Principal accordingly.

3.2.3 Recovery

The priorities for the school during recovery are

1. Health and Safety of individuals;
2. Social Recovery;
3. Physical (Structural) Recovery.

General

- When possible, return to normal routine.
- Attend to staff and student welfare, considering counselling support.
- Provide information for families and the community of any impact (including if there is none) on the school and school routine following the bushfire.
- Undertake a check of any equipment or stock used and arrange replacement/replenishment.
- Address any physical damage to the school, isolating areas if required and if necessary relocate to alternative accommodation. Contact Building Management and Works to commence repairs. The Department should be advised of any damage caused by the bushfire.
- Attend to security if necessary (Contact Head of Security at Central Office on 9264 4825).
- Manage Administrative details including insurance.


Debrief

- What worked, what didn't?
- Was anything overlooked?
- What could you do better next time?
- Should roles change?
- If changes are made, incorporate them into the formal plan and advise the appropriate parties including staff and other authorities.
- Share the knowledge with other schools.
- Test the revised bushfire management plan and procedures.

For further details and contacts refer to the Recovery Section of the *Emergency and Critical Incident Management Plan* and *The Principal's Guide to Bushfire*

APPENDICIES
















1. COMPLIANCE: Bushfire Preparation Checklist

	Department of Education	Bushfire Preparation Check List for the Summer Months
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Principals should be thoroughly familiar with their current plans for dealing with bushfires. All staff members should be aware of their responsibilities in accordance with the plans.

MANAGEMENT ACTIVITIES

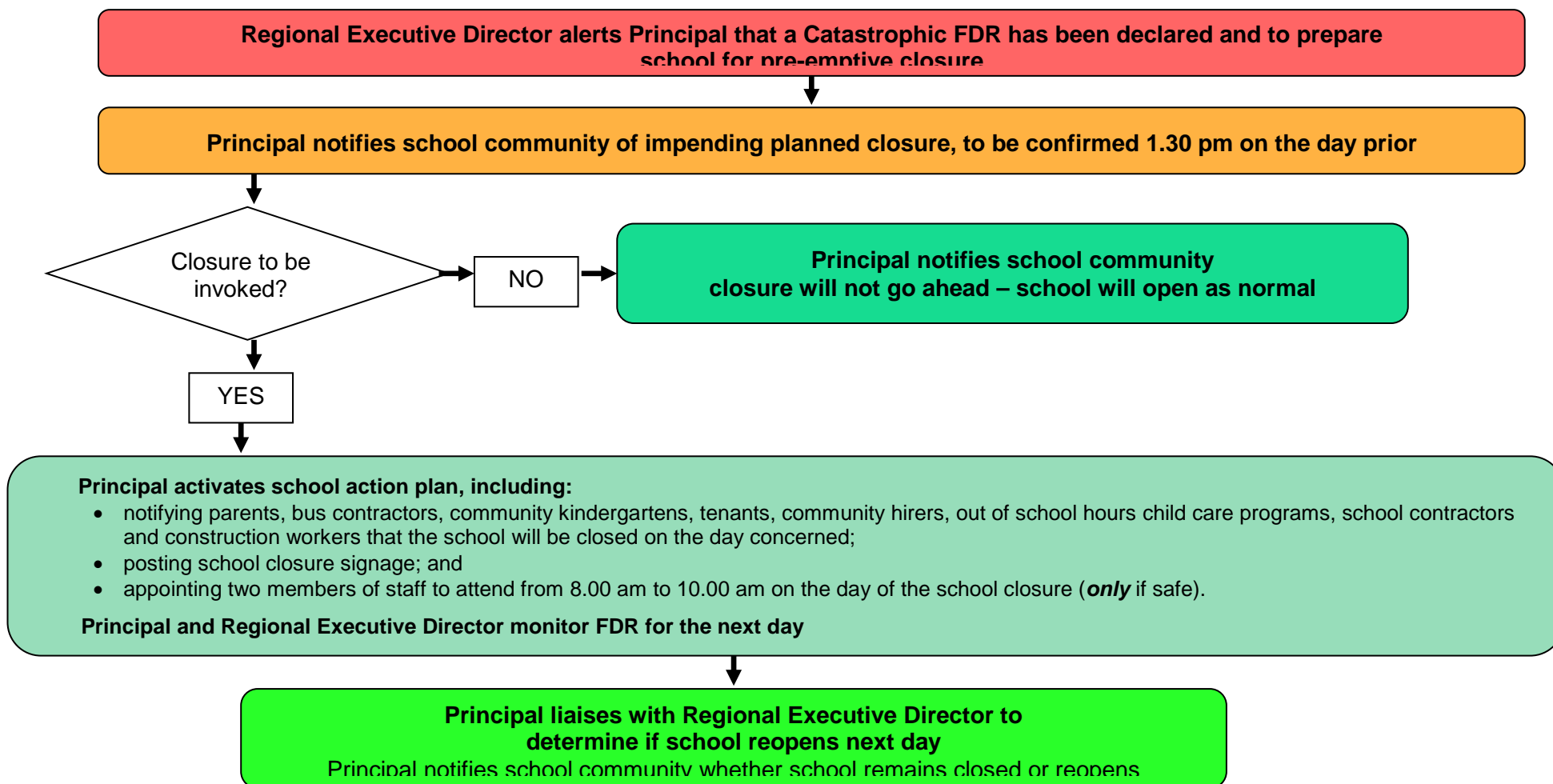
Tick when task has been completed, or write NA if not applicable

The School <i>Emergency and Critical Incident Management Plan</i> includes a plan for dealing with bushfires. Schools on the Bushfire Zone Register must also have a separate stand-alone bushfire plan.	
<ul style="list-style-type: none"> Students, staff, relief staff and parents/carers have been made aware of the school bushfire plan. The bushfire plan must be reviewed prior to each bushfire season (Term 3) and a copy forwarded to your education regional office. 	
If school is on the Bushfire Zone Register, the principal (or a nominated staff member) has established contact with emergency services, including DFES, the local volunteer fire brigade, WA Police, your Local Emergency Management Committee (LEMC) or Community Emergency Services Manager (CESM) and incorporated their feedback into the plans (as required) .	
<ul style="list-style-type: none"> Refer to Emergency Alert warning system (www.emergencyalert.gov.au/) Emergency Services must be informed of your nominated Safer Location as part of your <i>Emergency Critical Incident Management Plan procedures</i>. 	
Schools on the Bushfire Zone Register need to incorporate key bushfire messages in their curriculum.	
Evaporative air conditioners – awareness of location of the switches and how to switch off the units.	N/A
Communication plans (include telephone tree – see Appendix D1) are in place for evacuation or planned closure.	
Practice evacuation drills prior to October and at least once per term during the bushfire season, October to March. Note this is a minimum three drills per year.	
School has a correctly functioning emergency warning or alert system.	
Emergency communications equipment is available e.g. mobile telephones, hand-operated fire alarm (portable siren), portable radios and spare batteries.	
Class rolls and visitor register (or equivalent) are readily accessible in an emergency to account for students, staff and visitors.	
First aid equipment is available and staff members trained in first aid have been identified.	
Evacuation kit should be checked at least once per term.	
Arrangements are in place in relation to school buses (notification of contractors if pre-emptive closure is invoked; availability of buses if off-site evacuation is required)	
Procedures are in place to restrict use of machinery (e.g. angle grinders, mowers, and machinery with internal combustion engines) in close proximity to bushfire fuels where they may start a fire on severe fire danger days.	
A Safer Location within the school building should be identified and prepared in the event that an off-site evacuation is not possible (Refer page 4).	
BPZ (20 metre radius), cleared of all rubbish, long dry grass, bark and flammable materials.	

2. Catastrophic Event Flow Chart

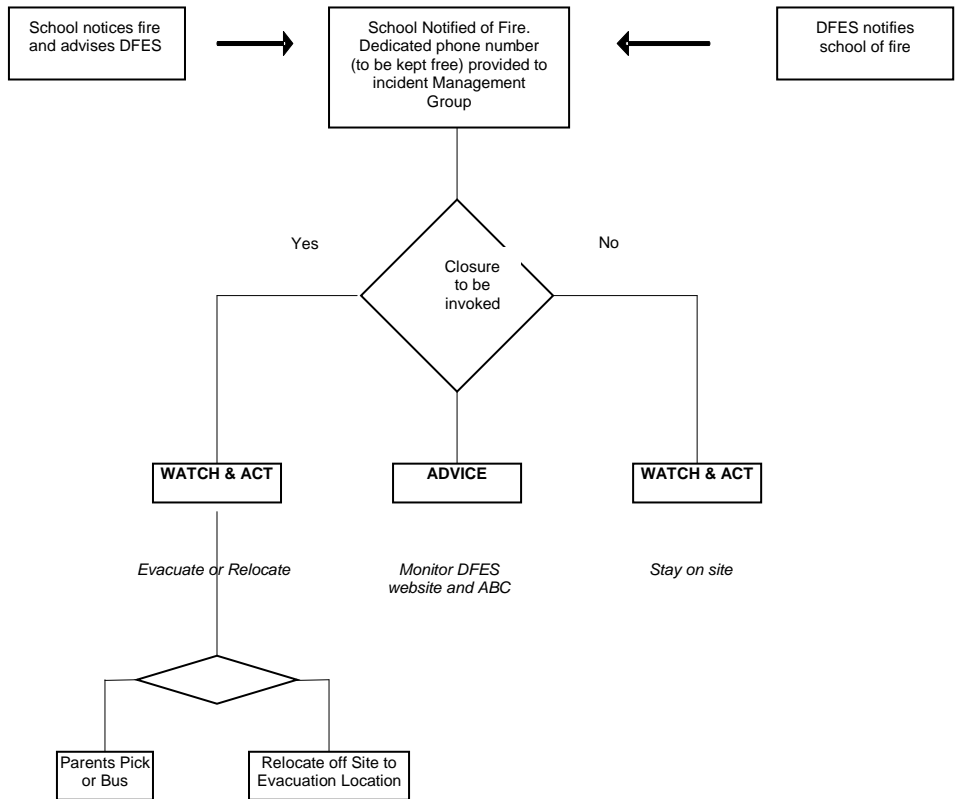
In the event of a catastrophic weather warning the **Bushfire Plan** will be invoked as per the following flow chart: (refer to *Principal's Guide to Bushfire* for all procedures and sample letters)

PRINCIPAL'S RESPONSE TO Catastrophic Fire Danger Rating



4. Communication Plan

PRINCIPAL'S RESPONSE TO Bushfire Notice when School Open



DFES Warning

Principal's Response

Follow Emergency Management procedures
 School closure to be invoked
 Notify RED and DoE Media Unit
 Implement Communication Plan to Parents
 Notify Bus Contractors out of school progs etc.

Follow Emergency Management procedures
 Move to Safer Location
 Notify RED and DoE Media Unit
 Implement Communication Plan to Parents
 Notify Bus Contractors out of school progs etc.

Initial Message

School under threat of bushfire
 DFES advice to school to evacuate to designated position (Note DFES will identify location)
 Please pick up students from (location description)
 Please monitor local media for specific access information

Bushfire in the area
 DFES advice is to stay on site
 (Option – On DFES advice parents are advised NOT to pick up students
 Please monitor local media for specific access information

Interim Message

School remains under threat of bushfire
 DFES advice to school was to evacuate
 Schools remains closed
 Please monitor local media for specific access information

Bushfire in the area
 DFES advice is to stay on site
 (Option to repeat – On DFES advice parents are advised NOT to pick up students
 Please monitor local media for specific access information

Close Out Message

Threat has passed
 DFES advice is school is safe
 Students to return to school on (date)
 Please monitor local media for specific access information

Threat has passed
 DFES advice is school is safe
 Students to return to school on (date)
 Please monitor local media for specific access information

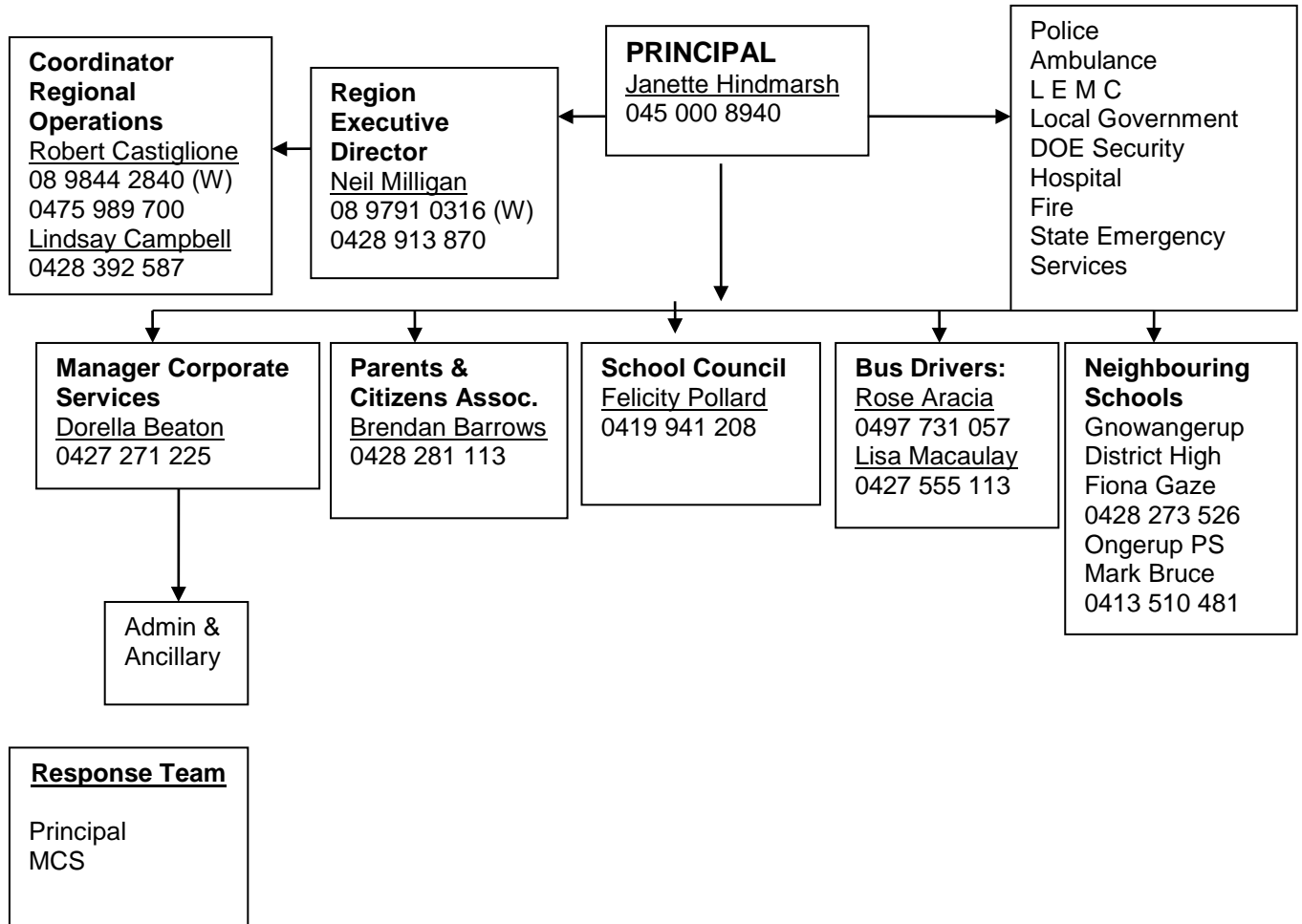
5. Emergency Response Contact List

 Assess
  Evacuate
  Inform
  Organise
  Undertake

EMERGENCY CONTACT & PHONE NUMBERS		ROLES AND RESPONSIBILITIES	
Police	Local: 000	Evacuation: Principal Invacuation: Principal	Continuous siren Siren/Pause x 3
Hospital	Local: 08 9827 2222	Checking Rooms	MCS: Dorella Beaton Principal: Janette Hindmarsh
Ambulance	000		
Fire	000 Emergency Services Coordinator 000	Marshalling Evacuation: Oval Invacuation: Library	Teachers: Karen O'Shea Shelly Shea
Bus Contractors	James McCabe: 0428 287 028 Narrogin Buses: 0417 182 480		
Power Outage (Western Power)	131351 (Emergencies)	Accredited FIRST AID Officers	Staff member Name(s) Karen O'Shea Shelly Shea Sharyn Pither Michelle Richardson
State Emergency Service	132 500	Communication	Principal: Janette Hindmarsh MCS: Dorella Beaton
Poisons Information	131 126	Next of Kin Notification	Principal: Janette Hindmarsh (Police if death)
REGIONAL DIRECTOR Name: Neil Milligan	Phone: 08 9791 0316 mobile: 0428 913 870	Reporting and Review	Principal: Janette Hindmarsh
PRINCIPAL	Janette Hindmarsh	08 9828 1132 mobile: 045 000 8940	
MANAGER CORPORATE SERVICES	Dorella Beaton	08 9827 1225 mobile: 0427 271 225	

In the case of an EMERGENCY
Call
000

6. Communication Tree



POST EXERCISE REPORT

1. Local Government:

Shire of Gnowangerup

2. Date of the Exercise:

10th April 2018

3. Participating Agencies:

- Shire of Gnowangerup Staff & Councillors
- Gnowangerup Police
- Department of Education
- Department of Communities
- Department of Health
- St John Ambulance
- Office of Emergency Services

4. Type of Exercise (please tick):

- a. Discussion (Seminars, Workshops, Desktop)
- b. Functional (Drill or Games Style)
- c. Field Exercise (Field Exercise or Full Deployment)

✓

On the 10th April 2018, the Shire of Gnowangerup conducted the first of two Risk Assessment Workshops as part of the State Risk Project. The first 3 risks assessed were:

- ❖ Storm
- ❖ Floods
- ❖ Biosecurity

A second Risk Assessment Workshop was due to take place on the 12th June, but was postponed to a later date in August, due to a large number of LEMC members being unable to attend the workshop.

As floods and storms have been covered by previous exercises, the decision was made to base this report on the Biosecurity Risk Assessment discussed at the aforementioned workshop that took place on the 10th April 2018.

BIOSECURITY – RUSSIAN WHEAT APHID

Background

Wheat production in Western Australia makes up 65% of the total annual grain production in the State and contributes in the region of AU\$2-3 billion towards the State's economy each year.

Grain is produced on approximately 4,000 family run farms in the State, ranging in size from ± 1,000ha to as much as 15,000ha.

Western Australia generates 50% of Australia's total wheat production. 95% of the WA produced wheat is exported to Asia and the Middle East. Indonesia is one of Australia's biggest export markets with 2.3 million tonnes exported each year.

Possible Scenario

The Great Southern region is currently experiencing unseasonably higher than normal winter temperatures and lower rainfall. Day temperatures are averaging 15°C and rainfall has been limited to less than 30mm in the past few weeks.

A local Ongerup farmer, seeding approximately 5,000ha of wheat and 2,000ha of barley, noticed that a majority of his wheat in the early stage of booting and some in the soft dough period had strange curled or rolled leaves. The leaves also showed signs of discoloration with distinct yellow, white and purple streaks. On closer inspection of one of the plants, he noticed multiple small aphids at the base and sheaths of the younger leaves and inside the curled leaves of other plants.

The farmer phones his agronomist to enquire about his observations. After an initial inspection by the agronomist, he informs the farmer that he suspects that the tiny aphids could be Russian Aphids, but due to the fact that they have never been identified in WA, he needs to contact the Department of Primary Industries and Regional Development (former Department of Agriculture and Food WA). He takes samples and multiple photos to send to the Department. Infestation seems severe with more than 20% of plants infested.

The farmer recently employed 2 backpackers that travelled from South Australia and were previously employed by a broadacre farm in Tarlee, SA.

5. Aim of the Exercise:

Testing and exercising is essential to ensure that the Local Emergency Management Arrangements (LEMA) are workable and effective. Testing and exercising is important to ensure that individuals and organisations remain

aware of what is required of them during an emergency response situation. The exercising of a Hazard Management Agency's (HMA's) response to an incident is a HMA responsibility however, it could be incorporated into the LEMC exercise.

6. Objectives of the Exercise:

Exercising the emergency management arrangements will allow the LEMC to:

- ❖ test the effectiveness of the local arrangements;
- ❖ bring together members of emergency management agencies and give them knowledge of, and confidence in, their roles and responsibilities;
- ❖ help educate the community about local arrangements and programs;
- ❖ allow participating agencies an opportunity to test their operational procedures and skills in simulated emergency conditions; and
- ❖ test the ability of separate agencies to work together on common tasks, and to assess effectiveness of coordination between them.

7. Key Lessons Learnt:

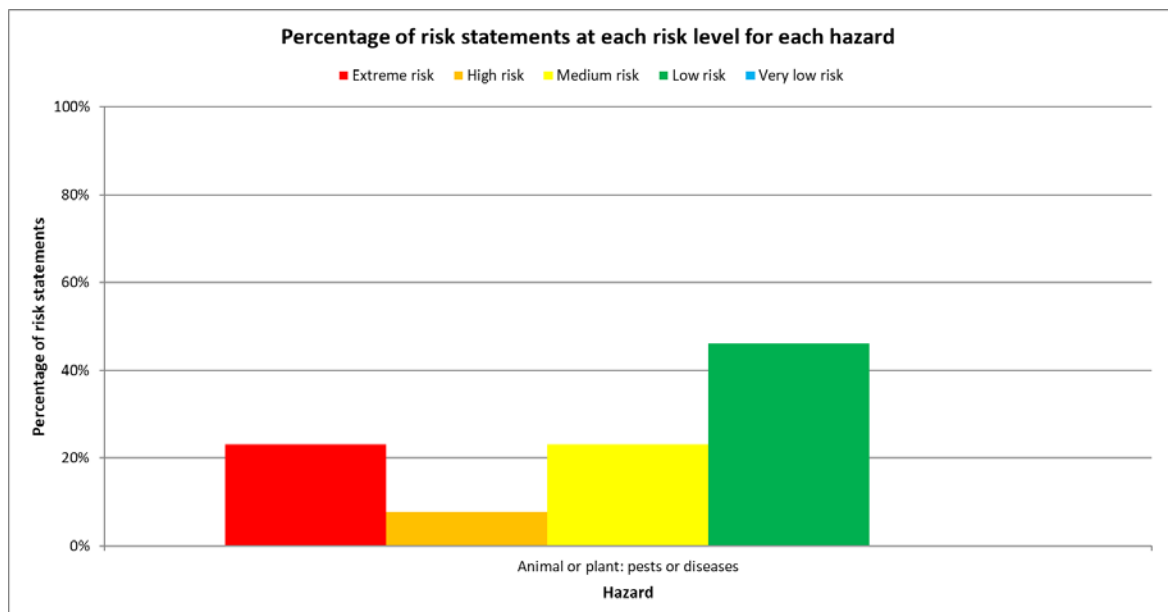
Key lessons learnt during the workshop were that if an infestation of Russian Wheat Aphid were to invade the wheat and barley crops in the district of Gnowangerup, the following risk statements would be relevant; it will:

Risk No.	Risk Statement	Impact Area	Likelihood Level	Risk Level
1.	Result in recovery activities, resulting in costs to the local government	Economy	Unlikely	Low
2.	Impact agricultural industry infrastructure (e.g. fencing, machinery, grain stores, etc.), resulting in recovery costs and/or financial losses	Economy	Unlikely	Low
3.	Impact on crops/cropping/ plantations (and consequently expected harvests), resulting in financial losses	Economy	Unlikely	Extreme
4.	Disrupt business activities, resulting in financial losses	Economy	Unlikely	Extreme
5.	Require recovery works to be undertaken by LG, impacting on their ability to maintain core services	Public Administration	Unlikely	Low
6.	Require response by State Agencies (not previously mentioned) at the local level, impacting on their ability to maintain core services e.g. DPIRD	Public Administration	Unlikely	Medium

Risk No.	Risk Statement	Impact Area	Likelihood Level	Risk Level
7.	Impact government offices, works depots and facilities, impacting the ability to maintain core services	Public Administration	Unlikely	Low
8.	Impact the health of people and cause death(s)	People	Unlikely	Extreme
9.	Impact the health of people and cause injury and/or serious illness	People	Unlikely	Medium
10.	Impact the health of residents in the area and cause death or serious injury/illness, impacting the wellbeing of the community	Social Setting	Unlikely	Low
11.	Result in a loss of income / employment, impacting the community wellbeing.	Social Setting	Unlikely	High
12.	Impact the aesthetics of the area, impacting the community wellbeing	Social Setting	Unlikely	Low
13.	Result in the breakdown of existing family and support networks (including social community networks), impacting the community wellbeing	Social Setting	Unlikely	Medium

The animal and plant biosecurity scenario has an approximate 0.0199% chance of happening in any given year.

Out of the 13 risk statements for biosecurity, 23% are assessed as extreme, 8% as high, 23% as medium and 46% as low as indicated in the graph below.



Two of the three extreme risks for biosecurity stem from impacts on the economy. These statements address the risk of the possible failure of the agricultural industry,

which will in effect result in a collapse of multiple businesses in the Shire of Gnowangerup reliant on the agricultural industry. These risks were assessed to have catastrophic consequences resulting in potential financial losses of greater than \$4.48 million for the district.

The economic impact of the extreme biosecurity risks relate to business failures, decrease in farm revenues, workforce mobility, reputational damage and loss of exports.

The risk of death resulting from the biosecurity hazard was assessed as extreme. This rating was assigned due to the high probability of suicide amongst farmers and residents of the Shire because of the loss of livelihoods.

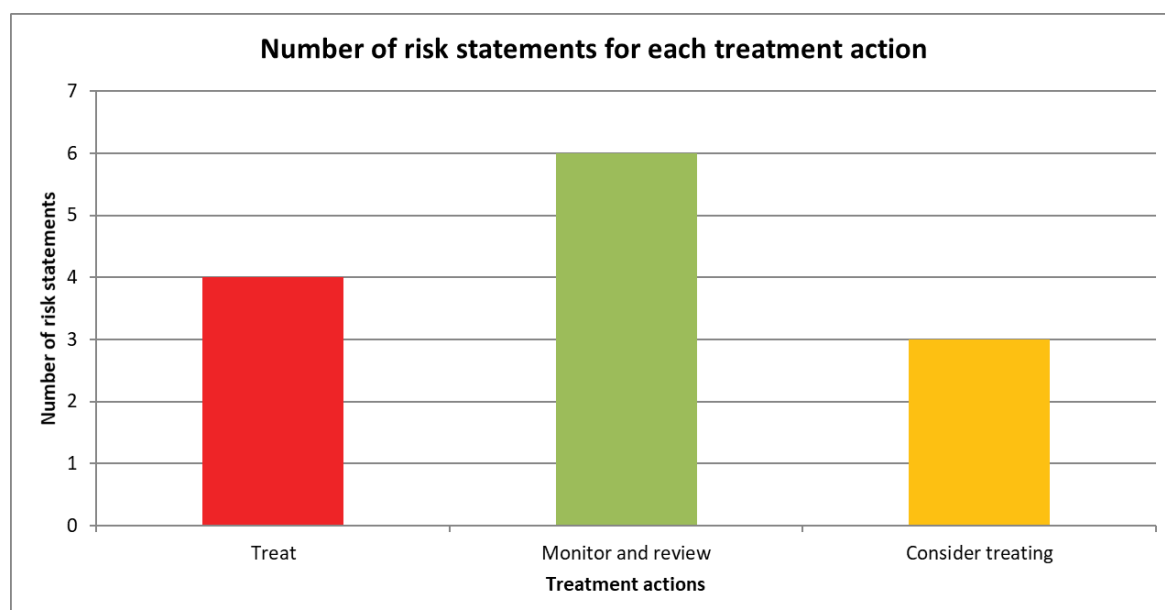
The loss of income/employment impacting the community's wellbeing under social setting was assessed as high as the risk would impact the agricultural reputation of the district and cause significant permanent displacement in and possibly outside of the district due to the loss of livelihoods, not only for farmers and local businesses but possibly also impacting the wheat export industry.

All of the risk statements assessed have an **unlikely** likelihood (1 - <10% chance of occurrence in any given year).

8. Actions re Key Lessons Learnt:

❖ Responsibilities:

- o Four (4) of the thirteen (13) biosecurity risks are classified as "**Treat**". Due to time limitations, no treatment options were discussed at the workshop on the 10th April.
- o Six (6) of the thirteen (13) biosecurity risks are classified for "**monitor and review**".
- o Three (3) of the thirteen (13) biosecurity risks are classified for "**consider treating**".



❖ **Timelines:**

- A separate workshop will be arranged with relevant agencies to review the risk assessment results and to begin the conversation concerning risk tolerability and treatment strategies.

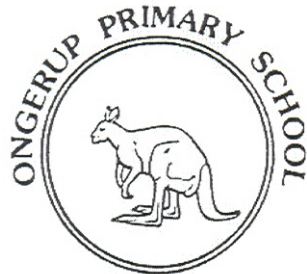
9. Recommendations for Future Actions:

Recommendations and future actions will be determined by relevant agencies when risk assessments are reviewed and discussed in future workshops due to take place later in 2018/2019.

10. Further Comments:

Once the risk assessment process has been completed for all 6 natural hazards likely to impact the Shire of Gnowangerup, will it be incorporated into the LEMA as part of the major review due in 2019.

Ongerup Primary School



"Excellence Through Effort"

Bushfire Emergency Management Plan

Update: 30th August 2018

Ongerup Primary School

BUSHFIRE PLAN

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Introduction

This plan is for Ongerup Primary School and has been designed to assist staff in the event of a total fire ban, catastrophic fire danger rating, or a bushfire. Letters to staff and parents are included in the appendix as well as notices regarding planned closures of the school.

The plan has been developed in accordance with the *Emergency and Critical Incident Management Policy* and the *Principal's Guide to Bushfire* with input from local emergency management agencies.

Ongerup is located 150km's North East of Albany and 420km's South East of Perth. Ongerup Primary School has a current enrolment of 21 students from K – 6. The staff of Ongerup is relatively stable with no new staff for the last 2 years.

Ongerup Primary School is located on the edge of town on Lamont St, with an oval at the West end and a small area of bushland on the North and South. There are a significant proportion of environmentally conscious residents in the community whose support enhances the school initiatives and programs.

Parents and community members are regular visitors in the school participating in both formal and informal activities. The school community enjoys a number of events in the school's calendar which are anticipated each year with high expectation and enthusiasm. These annual events showcase a range of student skills and bring large numbers of the community to the school.

Overview

GENERAL INFORMATION

This Bushfire Plan (BP) has been reviewed/updated during Term Three of 2018 by Mark Bruce – School Principal, after consultation with the following in 2018:

- Staff members

The BP is to be reviewed annually during Term Two each year to reflect any changes that may have taken place in:

- Department of Education or government policy
- Site facilities
- Personnel normally on site.

The BP outlines required actions to prepare the school before the bushfire season as per the *Principal's Guide to Bushfire June 2018*.

The BP also outlines activities to be undertaken by staff and students at the different levels of a bushfire emergency:

- On days of Total Fire Ban
- Catastrophic 'Code Red'
- When there is a fire in the local district
- When a bushfire is threatening or impacting on the site
- During the period immediately after a bushfire has impacted on the site (known as the 'Recovery Phase').

Where applicable, a building is nominated as the **Safer Location (School Library)** for this school.

- It has been prepared for a bushfire emergency and will safely accommodate all persons normally at the school.

The Principal will forward a copy of the site BP to the Regional Executive Director to be held in the regional office.

The Principal or delegated officer will forward a copy of the site BP to the emergency services by the 31st of August each year.

The Principal or delegated officer will:

- Publish an up-to-date copy of the school's BP on the school's website no later than 31 August of each year;
- ensure details of the website are provided to families of new students during the enrolment process;
- ensure that all new staff members, relieving staff and visitors are briefed about the requirements of the BP during the site induction process; include bushfire season reminders and information in site newsletters at least three times each term;
- Update the School's Information Booklet in Term 1 each year, including detailed information about actions and procedures included in the BP; and provide all staff members with pre-bushfire season updates during Term 3 and ongoing information and instruction about the contents and requirements of the BP during Term 4 and Term 1 staff meetings.

Bushfire Preparation checklist (Appendix 1)

The safety and wellbeing of students, staff and visitors is at all times the Department's main priority. The Staff are not expected to fight bushfires.

The school is to review (and update where appropriate) the plan on an annual basis and submit the up to date version of this plan to the Regional Executive Director's Office in Term Three.

In this regard, any bushfire advice received by the school from the Department of Fire and Emergency Services (DFES), the Local Emergency Management Committee (LEMC), Community Emergency Services Manager (CESM) or external experts needs to be documented identifying the date and source of the advice.

Date of Review	Reviewing Officer	Remarks/Notes	Date Submitted	Next scheduled Review
October 2014	Amanda Ixer	Bushfire Plan created		Term Three 2015
December 2015	Amanda Ixer Sue Osborne		9/12/15	Term three 2016
November 2016	Mark Bruce in consultation with Moira Darmody (DFES) and Andrew Dooley (BMW)	Bushfire Plan updated	1/11/16	Term Three 2017
September 2017	Mark Bruce	Contact information updated. BP not needed as the school was removed from the Bushfire Zone Register zone 2.	18/9/17	Term Three 2018
August 2018	Mark Bruce	Bushfire Plan update. Ongerup back on Bushfire Zone Register rated "Very High" risk.	30/8/18	Term Three 2019

Communication

There are several levels of communication requirements at school level before, during and after bushfire events.

Preparing for Bushfire Season

- The Principal must ensure all students and staff are aware of the School's bushfire response plan. It is also necessary to ensure that relief staff and parents have been made aware of the school's bushfire plan. Parent information letter will also be sent out (*Appendix 2*)
- The Principal should establish contact with emergency services, including DFES, the local volunteer fire brigade, WA Police, the LEMC and CESM.
- Schools located in bushfire prone areas need to incorporate key bushfire messages in their curriculum.
- Communication plans (including emergency contacts and a telephone tree) need to be in place for evacuation or planned closure. *See Appendix 3 for a Communication Plan, Appendix 4 for a telephone tree and Appendix 5 for Emergency Contacts.*
- The School has an effectively working emergency warning or alert system and emergency communication equipment is available and working.
- Schools have in place systems to account for students, staff and visitors in an emergency, such as class rolls (or equivalent) and visitors register. Consideration should be in place for situations such as a loss of power affecting the ability to print from electronic sources.
- Arrangements are in place in relation to school buses if appropriate (notification of contractors if pre-emptive closure is invoked; the availability of buses if off-site evacuation is required).

Pre-emptive Closure

- The DOE Incident Controller (normally the Deputy Director General, Schools or delegated officer) will make the decision to close a school based upon advice from Emergency Services and this will be relayed to the Principal via the Regional Executive Director.
- The Principal is to notify staff and parents using emergency contacts and the telephone tree of closure. A letter to parents will also be sent home. See draft letter to parents (appendix 6).
- All other necessary parties are advised including (but not limited to) other schools that may have siblings at your school, community users of the school facilities (including before and after school care, community kindergartens or holiday programs), on site contractors and Parents and Citizens Association (P & C).
- If appropriate, bus contractors will be contacted to arrange for the evacuation of students to a designated area.
- Notice of Planned Temporary School Closure should be posted (Appendix 8).

During Evacuation

- The school will contact their Regional Executive Director and the Department's Media Unit.
- The school will contact parents via phone or email.
- The school will notify bus contractors and out of school programs.
- The school has landlines and one school mobile phone (**0427 282 033**). It would be preferable that parents restrict calling the school at this time to emergency calls only.
- The official broadcaster of Emergency Events is ABC radio. Our local station is ABC local radio. They will provide up to date information during a bushfire event in our area.
- The DFES website provides up to date information on fire events. Refer to <http://www.dfes.wa.gov.au/>.

NOTE: DFES are introducing the national Emergency Alert system to send community warning messages via mobile telephones in affected areas. (Information can be obtained from <http://www.dfes.wa.gov.au/pages/default.aspx>).

The Principal communicates directly with Regional and Central Office personnel including any media communications. **Staff should not comment directly to media.**

Reopening the School

- The Regional Executive Director is to advise the Principal when the school can re-open.
- Parents need to know when the school is reopened. In the event of a pre-emptive closure details are contained in the template letter (Appendix 6).
- The Notice of Planned Temporary School Closure should be physically removed from the school premises and website.
- All parties that were advised of closure (e.g. Bus Contractors, Out of hours users, P&C) should be advised of reopening.

TYPES OF FIRE EVENT

In the event of a Total Fire Ban, catastrophic weather warning, or bushfire, the **Bushfire Plan** will be activated.

1. Total Fire Ban

In the event of a Total Fire Ban the **Bushfire Plan** will be invoked.

- you must not light or use any fires in the open air;
- all open fires for the purpose of cooking or camping are not allowed;
- 'hot work' such as metal work, grinding, welding, soldering, gas cutting or similar is not allowed unless you have an exemption; and
- You must not undertake any other activities that may start a fire.

The DFES advice is that chainsaws, plant or grass trimmers or lawn mowers can be used during a total fire ban in suburban or built up areas which are cleared of flammable material, but not in bushland or other areas where their use is likely to cause fire.

It is also necessary to ensure:

- The equipment or machinery is mechanically sound.
- All reasonable precautions are taken to prevent a bushfire starting.

It is recommended postponing the activity altogether to minimise the risk of fire.

If a Harvest and Vehicle Movement Ban has not been implemented by your Local Government Authority you are able to harvest or move vehicles across paddocks for agricultural purposes.

Individuals could be fined up to \$25,000 or jailed for 12 months or both if the Total Fire Ban is ignored.

For information on activities that can or cannot be carried out during a Total Fire Ban visit www.dfes.wa.gov.au/totalfirebans/Pages/TotalFireBanWhatCantIDo.aspx.

If the information you want is not available from the website, telephone the Total Fire Ban Information Line 13 3337. **Call 132 500 for SES emergency assistance.**

This information is also available by visiting www.dfes.wa.gov.au and further information at www.emergency.wa.gov.au

2. Catastrophic Fire Danger

The Catastrophic Fire Danger Index (FDR) has been added to the Australia-wide FDR system since the 2009 bushfires in Victoria. If a fire starts in catastrophic conditions, its impact potential includes death or injury to people and destruction of buildings.

Category	Fire Danger Index (FDR)	Action
Catastrophic	100+	Schools on Bushfire Zone Register closed on instruction from Deputy Director General Schools, through Regional Executive Director. School to invoke communication plan and cancel bus services.
Extreme	75-99	Monitor DFES website
Severe	50-74	Monitor DFES website
Very High	32-49	Normal school operations
High	12-31	Normal school operations
Low-Moderate	0-11	Normal school operations

In the event of a catastrophic weather warning the **Bushfire Plan** will be invoked as per the flow chart at Appendix 3.

2.1 Planned Pre-emptive Closure

Neil Milligan, Regional Executive Director, will contact the Principal of Ongerup Primary School, when a planned (pre-emptive) closure is to be invoked in a particular part of the State. The lead time for a planned closure varies depending on weather patterns, but every attempt is made to give Principals as much notice as possible to prepare written documentation for parents. Schools should have telephone trees in place to provide this information at short notice or after hours.

Once advised that Ongerup Primary School is to undertake pre-emptive closure, the school community will be notified that a closure is imminent. The Principal will send letters to parents (Appendix 6) and provide each staff member with a memo (Appendix 7) that clearly states when the closure is planned to occur and that the school is on standby. It may be that between declaration of the closure and the day of closure, weather conditions improve sufficiently to remove the need to close and the school can therefore stand down its pre-emptive closure plans. The Regional Executive Director will confirm with the Principal the final decision to close the school no later than 1.30 pm the day before the planned closure. If weather conditions become less severe after 1:30 pm, the closure goes ahead regardless, in order to provide a level of certainty to parents.

The DEFS is the final authority on advice about which schools are in danger and the level of risk at the time. The Deputy Director General, Schools, makes the final decision as to whether or not a planned closure of public schools is to proceed, based on DFES's advice.

2.2 During a Planned Closure

The Principal must stay informed of current fire danger rating and any fire activity by monitoring local media (local radio, especially the ABC, and television) and by regularly checking for updates with DFES.

2.3 Re-opening School

Parents will be informed of the reopening of the school through telephone calls/texts/SMS, and removal of school closure signs. Parents will also be provided with a number they can call for information about the reopening.

3. Bushfire

In the event of a bushfire threatening the school, the school will notify DFES and the **Bushfire Plan** will be invoked by way of the hand-held siren or continuous ringing of the handbell.

3.1. Bushfire - Watch community

During a bushfire, Emergency Services provide as much information as possible through a number of different channels. There are three levels of warning, **ADVICE, WATCH AND ACT** and **EMERGENCY WARNING**. These change to reflect the increasing risk to life and the decreasing amount of time you have until the fire arrives.

3.1.1 Advice

If the school is likely to be threatened by the fire, activate the Emergency Management Plan immediately. Notify DFES Communication Centre of your decision and relocation point.

An ADVICE provides you with information on a bushfire that is not threatening lives or property but may be causing smoke near the school. Turn off evaporative air conditioners. Regular checks of the school are to be undertaken paying special attention to the evaporative air conditioners.

3.1.2 Watch and Act

A WATCH AND ACT message tells you the fire conditions are changing and there is a possible threat to lives and the school. The Principal's decision to leave or relocate students, staff and visitors off site should be based upon assessment of known information and current circumstances, including advice from emergency services or observations at the time of the event.

3.1.3 Emergency Warning

After being directed by DFES Communication Centre, Standard Emergency Warning Signal (SEWS) for the school site will be utilised. The continuous ringing of the hand-held siren for a period no less than 20 seconds to get your attention as the fire is about to arrive. SEWS tells people 'you need to listen- there is an emergency in your area and you need to take action now'. **Direct all students, staff and visitors to the School's Safer Location in the library. Refer to evacuation map.**

The School should activate their Bushfire Plan, in regard, to the necessity to evacuate. Consideration will include; location of fire and ability to travel safely to the selected relocation point, notify DFES Communication Centre of your decision and relocation point. The Principal is to liaise with the Regional Executive Director. **If it is not safe to evacuate, direct all students, staff and visitors to the school's Safer Location in the library. Refer to school evacuation map.**

3.2. Bushfire- Act

3.2.1 Response when a bushfire starts and the school is open

3.2.1.1 Evacuation Procedure

School to evacuate off-site on advice from DFES

- All classes remain with their teachers and allocated education assistants.
- All other staff and visitors report to the Front Office.
- Teachers account for each child and identify students and support staff with known respiratory conditions.

- Fire Wardens will be designated by the Principal on the day
- Doors and windows must be closed, and **evaporative air coolers turned off**. Students and staff are to remain in classrooms unless directed otherwise by their fire warden.
- Fire wardens are designated to manage evacuation routes, liaise with staff.
- The Principal and fire wardens will control this response until the arrival of DFES or emergency services who will then take over.
- Students and adults with known respiratory conditions will be identified and given special consideration.

Parent Access

Parents will be informed when and where to pick up students upon advice from the school or through DFES or Incident Controller.

3.2.1.2 Safer Location Procedure – if evacuation is not possible

School members are to remain on site in the **School's Library** until advised by the DFES.

- All classes remain with their teachers and allocated education assistants.
- All other staff and visitors report to the library.
- Teachers account for each child and identify students and support staff with known respiratory conditions.
- Doors and windows must be closed, and **evaporative air coolers turned off**. Students and staff are to remain in classrooms unless directed otherwise by their fire warden.
- Fire wardens are designated to manage evacuation routes and liaise with staff.
- The Principal and fire wardens will control this response until the arrival of the DFES or emergency services who will then take over.
- Students and adults with known respiratory conditions will be identified and given special consideration.

Parent Access

Parents are advised **NOT** to pick up students and to monitor local media for specific access information.

3.2.2 Response when a bushfire starts, and the school is closed

If the DOE Incident Controller makes a decision on school closure based upon advice from Emergency Services, the Regional Executive Director will inform the Principal of closure.

The Principal is to notify staff and parents using the emergency contact list (Appendix 5) of Closure.

The Department of Education Incident Controller will, in consultation with the Regional Executive Director identify alternative accommodation of students and staff if required. The Department's Media Unit will utilise media outlets to make public announcements of school closures, temporary alternative accommodation and contact number(s) for further information.

The Department's Incident Controller in consultation with DFES will inform the Regional Executive Director when the school can reopen, who will inform the Principal accordingly.

3.2.3 Recovery

The priorities for the school during recovery are

1. Health and Safety of individuals;
2. Social Recovery;
3. Physical (Structural) Recovery.

General

- When possible, return to normal routine.
- Attend to staff and student welfare, considering counselling support.
- Provide information for families and the community of any impact (including if there is none) on the school and school routine following the bushfire.
- Undertake a check of any equipment or stock used and arrange replacement/replenishment.
- Address any physical damage to the school, isolating areas if required and if necessary relocate to alternative accommodation. Contact Building Management and Works to commence repairs. The Department should be advised of any damage caused by the bushfire.
- Attend to security if necessary (Contact Head of Security at Central Office on 9264 4825)
- Manage Administrative details including insurance.


Debrief

- What worked, what didn't?
- Was anything overlooked?
- What could you do better next time?
- Should roles change?
- If changes are made, incorporate them into the formal plan and advise the appropriate parties including staff and other authorities.
- Share the knowledge with other schools.
- Test the revised bushfire management plan and procedures.

For further details and contacts refer to the Recovery Section of the *Emergency and Critical Incident Management Plan* and *The Principal's Guide to Bushfire*

Appendix 1

COMPLIANCE: Bushfire Preparation Checklist

 <p style="text-align: center;">Department of Education</p>	<p>Bushfire Preparation Check List for the Summer Months</p>
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Principals should be thoroughly familiar with their current plans for dealing with bushfires.

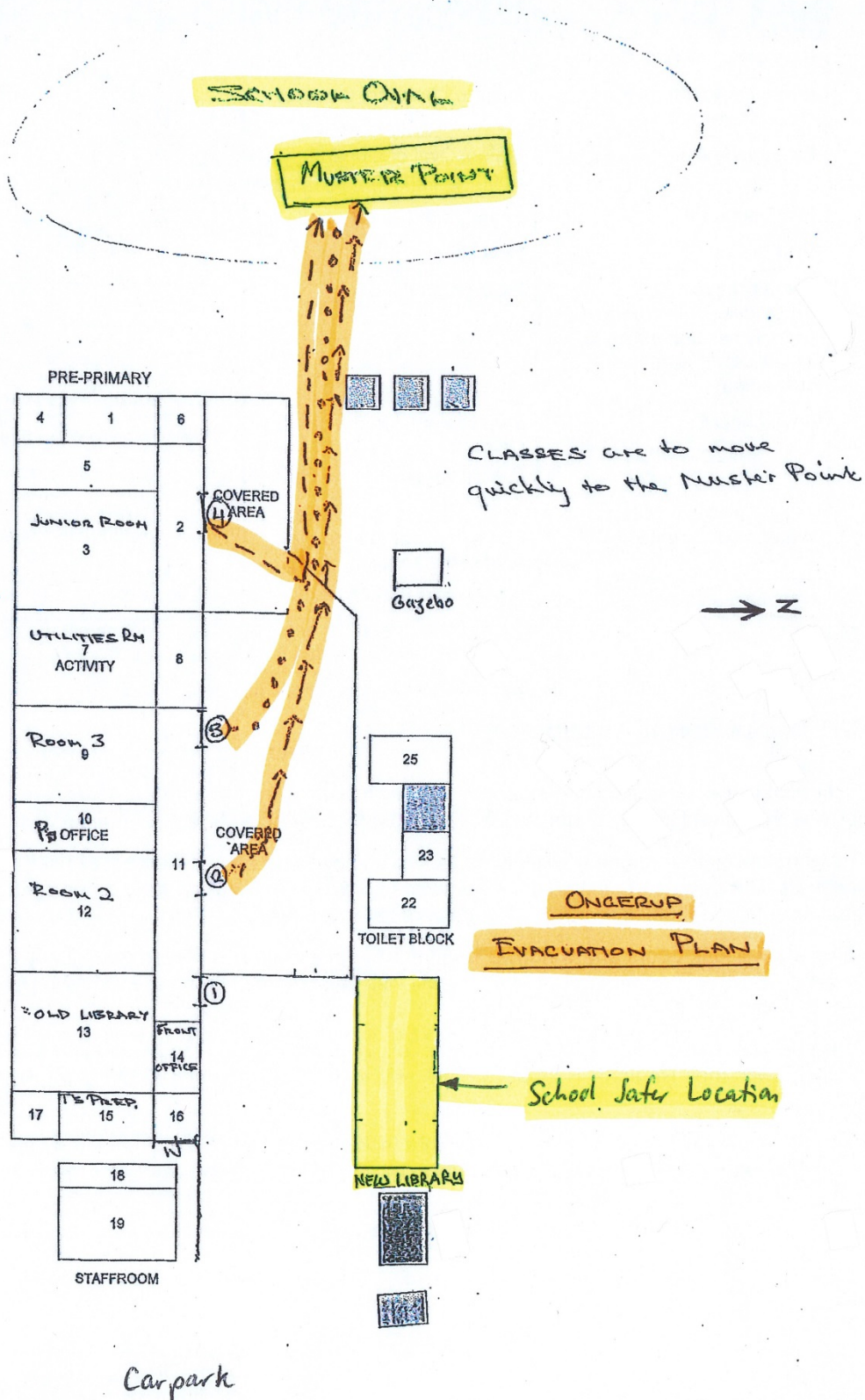
All staff members should be aware of their responsibilities in accordance with the plans.

MANAGEMENT ACTIVITIES

Tick when task has been completed, or write NA if not applicable

<p>The School <i>Emergency and Critical Incident Management Plan</i> includes a plan for dealing with bushfires.</p> <p>Schools on the Bushfire Zone Register must also have a separate stand-alone bushfire plan.</p>	
<ul style="list-style-type: none"> • Students, staff, relief staff and parents/carers have been made aware of the school bushfire plan. • The bushfire plan must be reviewed prior to each bushfire season (Term 3) and a copy forwarded to your education regional office. 	
<p>If school is on the Bushfire Zone Register, the principal (or a nominated staff member) has established contact with emergency services, including DFES, the local volunteer fire brigade, WA Police, your Local Emergency Management Committee (LEMC) or Community Emergency Services Manager (CESM) and incorporated their feedback into the plans (as required) .</p>	
<ul style="list-style-type: none"> • Refer to Emergency Alert warning system (www.emergencyalert.gov.au/) Emergency Services must be informed of your nominated Safer Location as part of your <i>Emergency Critical Incident Management Plan procedures</i>. 	
<p>Schools on the Bushfire Zone Register need to incorporate key bushfire messages in their curriculum.</p>	
<p>Evaporative air conditioners – awareness of location of the switches and how to switch off the units.</p>	
<p>Communication plans (include telephone tree – see Appendix 4) are in place for evacuation or planned closure.</p>	
<p>Practice evacuation drills prior to October and at least once per term during the bushfire season, October to March. Note this is a minimum three drills per year.</p>	
<p>School has a correctly functioning emergency warning or alert system.</p>	
<p>Emergency communications equipment is available e.g. mobile telephones, hand-operated fire alarm (portable siren), portable radios and spare batteries.</p>	
<p>Class rolls and visitor register (or equivalent) are readily accessible in an emergency to account for students, staff and visitors.</p>	
<p>First aid equipment is available and staff members trained in first aid have been identified.</p>	
<p>Evacuation kit should be checked at least once per term.</p>	
<p>Arrangements are in place in relation to school buses (notification of contractors if pre-emptive closure is invoked; availability of buses if off-site evacuation is required)</p>	
<p>Procedures are in place to restrict use of machinery (e.g. angle grinders, mowers, and machinery with internal combustion engines) in close proximity to bushfire fuels where they may start a fire on severe fire danger days.</p>	
<p>A Safer Location within the school building should be identified and prepared in the event that an off-site evacuation is not possible.</p>	
<p>BPZ (20 metre radius), cleared of all rubbish, long dry grass, bark and flammable materials.</p>	

School Site Plan and Evacuation Routes



Appendix 2 – Draft letter, information for parents

Bushfire Zone Register

Ongerup Primary School has been added to the Bushfire Zone Register. Inclusion on this register means that the school may be required to invoke pre-emptive closure on a day for which a Catastrophic Fire Danger Rating (FDR) has been declared for the Shire of Gnowangerup. A Catastrophic FDR means that if a fire starts, it is likely to be uncontrollable, unpredictable and fast moving.

What does this mean for our school?

When given advance warning by DFES that a Catastrophic FDR has been forecast for a given day, the Deputy Director General, may direct the pre-emptive closure of Ongerup Primary School. If the school receives such a direction, you will be informed of the possible planned closure by a letter sent home with your child. Parents of students absent on the day this letter is sent home will be contacted by telephone, so please ensure the school has up to date contact details for you.

In the intervening period between the declaration of the pre-emptive closure and the day of planned closure, DFES will monitor weather patterns to keep the Department informed of any change to the forecast for the declared day. The final decision to pre-emptively close the school will be confirmed by the Department with the principal no later than 1.30 pm on the day before the declared day. If the forecast changes after that deadline, the closure will stand, regardless of improvements to the weather conditions later in the afternoon of the day before the declared day or overnight.

The intention is to limit confusion or uncertainty for parents and to allow you ample time to make alternative child care arrangements. Parents will be advised of the confirmation of closure, or its reversal, by a note sent home with your child on the day before the planned closure. Again, parents of students absent on this day will be contacted by telephone.

How will I know when the school is reopening?

It is anticipated that the school will only be required to close for a single day at a time, but this will depend on the weather. You will receive a telephone call or text to advise you whether the school will reopen the day after the planned closure, or whether it will remain closed.

I ask that you monitor local media for current information about fire danger ratings and notification of our school's reopening. Staying tuned to ABC Local Radio in your locality is advisable. You can also check with DFES on 13 3337 or www.dfes.wa.gov.au.

Alternatively, you can call me on 0413 510 481 or South West Education Regional Office on (08) 9791 0300. If any of the options listed above for finding out when to send your child back to school will prove problematic, please contact the school to arrange for us to phone you to advise you when the school will reopen.

Questions?

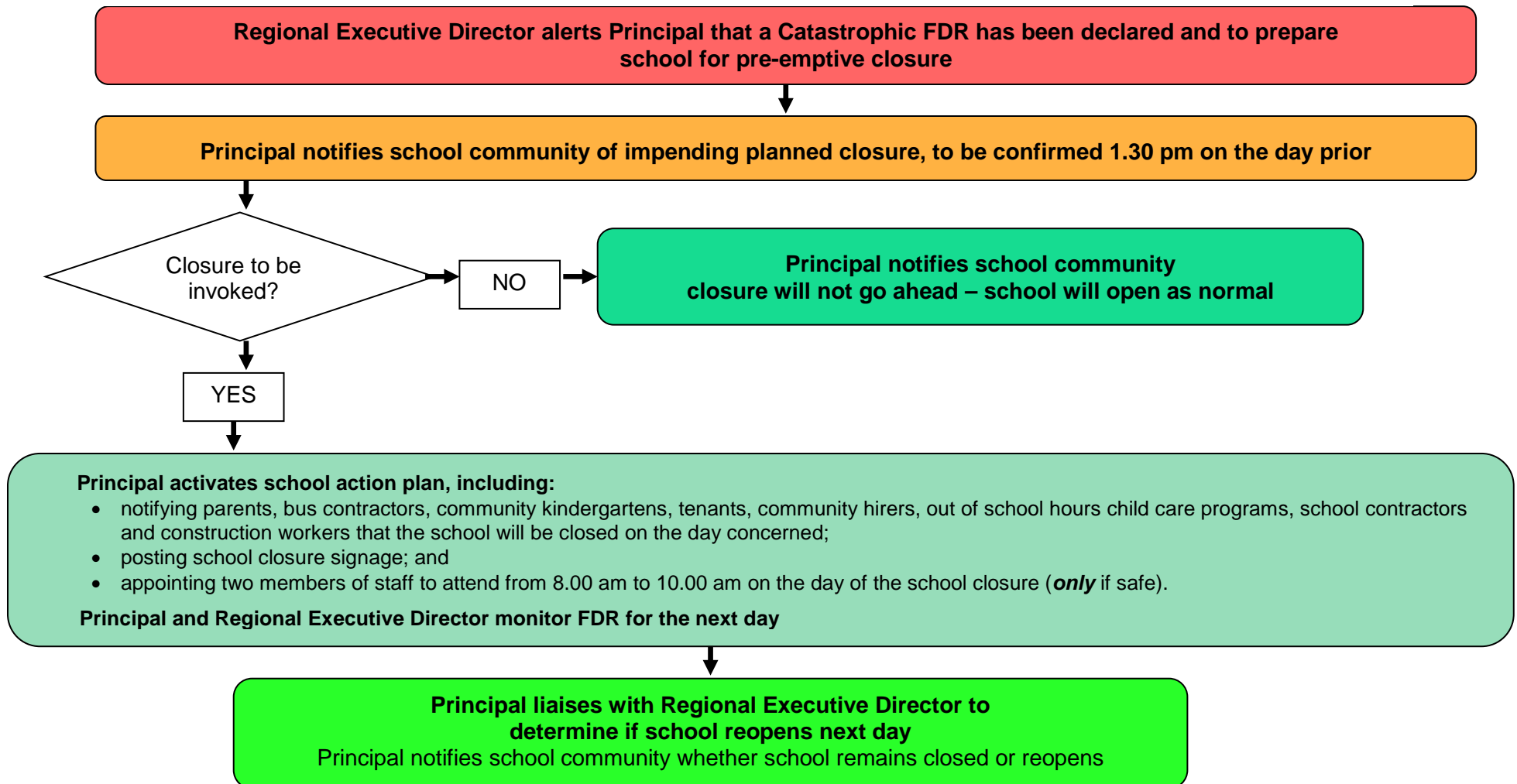
Please contact the school on 9828 2033 if you have any questions about planned closures during the bushfire season.

Yours sincerely,

Mark Bruce
Principal

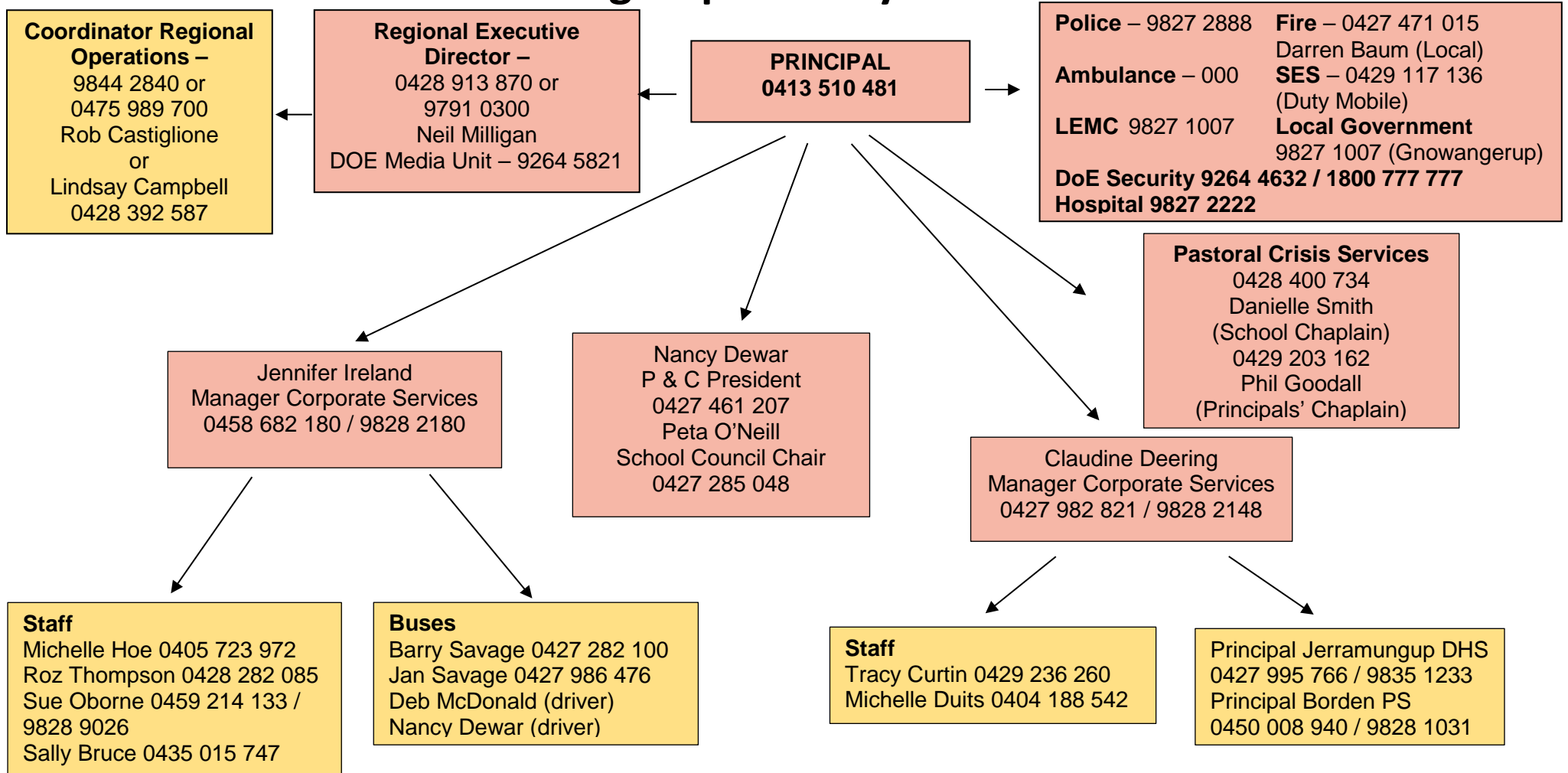
Appendix 3 – Communication Plan

PRINCIPAL'S RESPONSE TO Catastrophic Fire Danger Rating



Appendix 4 – Emergency Telephone Tree (Updated 13th August 2018)

Ongerup Primary School



Appendix 5 - Emergency Response Contact List

Assess  Evacuate  Inform  Organise  Undertake 

EMERGENCY CONTACT & PHONE NUMBERS		ROLES AND RESPONSIBILITIES	
Police	Local: 9827 2888	Evacuation: Principal Follow Code System	Standard Emergency Warning Signal (SEWS) for the school site will be continuous ringing of a hand siren for no less than 20 seconds or continues ringing of the hand bell
Ambulance / Hospital Local Ambulance	Local: 9827 2222 or 000	Checking Rooms	Registrar /Principal
Fire	M: 0427 471 015	Marshalling Evacuation: Undercover area	Teachers Teachers
Bus Contractors	Jan & Barry Savage Barry – 0427 282 100 Jan – 0427 986 476		
Power Outage (Horizon Power or Western Power)	13 13 51	Accredited FIRST AID Officers	Staff member Name(s) Nancy Dewar Mark Bruce
State Emergency Service	0429 117 136	Communication	Principal /Manager Corporate Services
Poisons Information	13 1 1 26	Next of Kin Notification	Principal (Police if death)
REGIONAL DIRECTOR Neil Milligan	9791 0300 0428 913 870	Reporting and Review	Principal
PRINCIPAL		Mark Bruce	0413 510 481
MANAGER CORPORATE SERVICES		Jenny Ireland Claudine Deering	0458 682 180 0427 982 821

In the case of an EMERGENCY Call 000

Appendix 6 – Parent Contact List -

Not included in this public document due to confidentiality.

Appendix 7 – Draft Parent letter for pre-emptive closure

BUSHFIRE ALERT NOTIFICATION OF TEMPORARY SCHOOL CLOSURE

Dear Parents

Based on advice from DFES, the Deputy Director General, has directed the temporary closure of Ongerup Primary School, on <insert day, date>, due to a Catastrophic Fire Danger Rating (FDR) for the Shire of Gnowangerup. A Catastrophic FDR means that if a fire starts, it is likely to be uncontrollable, unpredictable and fast moving. The DFES will monitor weather patterns to keep the Department of Education (the Department) informed of any change to the forecast for <insert date>. The final decision to pre-emptively close the school will be confirmed by the Department with me no later than 1.30 pm on <insert date of the day before the declared day>. If the forecast changes after that deadline, the closure will stand, regardless of improvements to the weather conditions on the afternoon of <insert date of the day before the declared day> or overnight. The intention is to limit confusion or uncertainty for parents and to allow you ample time to make alternative child care arrangements. You will be advised of the confirmation of closure, or its reversal, by a note sent home with your child on <insert day and date of the day before the planned closure>. If your child is absent on that day, the school will phone you to advise whether the closure will go ahead as planned. Please ensure that we have up to date phone contact details for you. It is anticipated that the school will only be required to close for a single day at a time, but this will depend on the weather. You will receive a telephone call to advise you whether the school will reopen the day after the planned closure, or whether it will remain closed. The school Facebook page will contain a notice to advise you of the current status of the school closure and when it is expected to reopen.

I ask that you monitor local media for current information about fire danger ratings and notification of schools reopening. Staying tuned to ABC Local Radio in your locality is advisable. You can also check with DFES on 13 3337 or www.dfes.wa.gov.au. Alternatively, you can call me on 0413 510 481 or South West Education Regional Office on (08) 9791 0300.

Children may experience some anxiety as a result of this closure. You are encouraged to reassure your children of the safe environment we will provide for them on their return. We will be taking measures, consistent with advice from DFES, to make the school safe before children return. While no formal education program is available during this time, children are encouraged to:

- continue unfinished work;
- undertake research;
- complete due assignments;
- review recent school work;
- play educational games; and
- read.

This precautionary measure will maximise children's safety.

Thank you for your cooperation.

Yours sincerely,

Mark Bruce
Principal

Appendix 8 – Draft Staff letter for pre-emptive closure

BUSHFIRE ALERT NOTIFICATION OF TEMPORARY SCHOOL CLOSURE

MEMO TO STAFF

Based on advice from DFES, the Deputy Director General, has directed the temporary closure of Ongerup Primary School, on <insert day, date>, due to a Catastrophic Fire Danger Rating (FDR) for the Shire of Gnowangerup. A Catastrophic FDR means that if a fire starts, it is likely to be uncontrollable, unpredictable and fast moving. The DFES will monitor weather patterns to keep the Department of Education (the Department) informed of any change to the forecast for <insert date>. The final decision to pre-emptively close the school will be confirmed by the Department with me no later than 1.30 pm on <insert date of the day before the declared day>. If the forecast changes after that deadline, the closure will stand, regardless of improvements to the weather conditions on the afternoon of <insert date of the day before the declared day> or overnight. The intention is to limit confusion or uncertainty for parents and to allow you ample time to make alternative child care arrangements. You will be advised of the confirmation of closure, or its reversal, by me on <insert day and date of the day before the planned closure>. If you are absent on that day, the school will phone you to advise whether the closure will go ahead as planned. Please ensure that we have up to date phone contact details for you. It is anticipated that the school will only be required to close for a single day at a time, but this will depend on the weather. The school website will contain a notice to advise you of the current status of the school closure and when it is expected to reopen. I ask that you monitor local media for current information about fire danger ratings and notification of schools reopening. Staying tuned to ABC Local Radio in your locality is advisable. You can also check with DFES on 13 3337 or www.dfes.wa.gov.au. Alternatively, you can call me on 0413 510 481 or South West Education Regional Office on (08) 9791 0300.

During this period of closure, you will be considered to be on duty and are to undertake professional duties from home (e.g. preparation, planning, assessment and reporting). Measures will be taken, consistent with the advice from DFES, to make sure the school is safe before you return. This precautionary measure will maximise staff and student safety.

Thank you for your cooperation.

Yours sincerely,

Mark Bruce
Principal

Notice of Planned Temporary School Closure

Please be advised that as a result of a Catastrophic Fire Danger Rating for <day, date>, it is planned to temporarily close this school on that day. The final decision to close the school will be confirmed by the Department with the Principal no later than 1.30 pm on <insert date of the day before the declared day>. If conditions have improved sufficiently by that time, the school will open as normal on <day, date>. If not, closure will go ahead. For further information please contact the Principal on <insert contact details> or the <insert Region> Education Regional Office on <insert contact number>.

Thank you for your cooperation.

Principal

Appendix 10 – Confirmation or Reversal of school closure letter to parents

BUSHFIRE ALERT

CONFIRMATION OF TEMPORARY SCHOOL CLOSURE

Dear Parents

The planned pre-emptive closure of Ongerup Primary School on <insert day, date of planned closure> of which I advised you on <insert date that initial letter was sent> **will** go ahead as planned. The Catastrophic Fire Danger Rating for that day has not changed, so the safest option remains to close the school for the day. It is anticipated that the school will only be required to close for the single day, but this will depend on the weather. You will receive a telephone call to advise you whether the school will reopen the day after the planned closure, or whether it will remain closed. The school Facebook page will contain a notice to advise you of the current status of the school closure and when it is expected to reopen.

I ask that you monitor local media for current information about fire danger ratings and notification of schools reopening. Staying tuned to ABC Local Radio in your locality is advisable. You can also check with DFES on 1300 657 209 or www.dfes.wa.gov.au. Alternatively you can call me on 0427 282 033 or South West Education Regional Office on (08) 9791 0300. Thank you for your patience and understanding as we work to make our school as safe as possible for your children.

Mark Bruce
Principal

BUSHFIRE ALERT

REVERSAL OF TEMPORARY SCHOOL CLOSURE

Dear Parent

The planned pre-emptive closure of Ongerup Primary School on <insert day, date of planned closure> of which I advised you on <insert date that initial letter was sent> will **not** go ahead. The Catastrophic Fire Danger Rating for that day has been downgraded. Accordingly, the school will open and operate as normal. Thank you for your patience and understanding as we work to make our school as safe as possible for your children.

Mark Bruce
Principal

Appendix 11 – Notice of temporary school closure.

BUSHFIRE ALERT

NOTICE OF TEMPORARY SCHOOL CLOSURE

Please be advised that as a result of a Catastrophic Fire Danger Rating, this school has been temporarily closed. The school will re-open on advice from DFES. If you have any further questions or concerns about bushfire, please call the DFES Hotline on 1300 657 209 or visit the DFES website at www.dfes.wa.gov.au or stay tuned to ABC Local Radio. For further information please contact the Principal on 0413 510 481 or South West Education Regional Office on (08) 9791 0300.

Thank you for your cooperation.
Mark Bruce - Principal

12. STRATEGY AND GOVERNANCE

12.1 ALLOCATE BUDGET FUNDS TO COMPLETE ROAD DEDICATION FOR PORTION OF GNOWANGERUP-TAMBELLUP ROAD, PALLINUP.

Location:	Lots 1 and 3049 Gnowangerup-Tambellup Road, Pallinup
Proponent:	N/A
File Ref:	A6302
Date of Report:	12 September 2018
Business Unit:	Strategy & Governance
Officer:	Phil Shephard, Planning Officer
Disclosure of Interest:	Nil

ATTACHMENTS

Nil.

PURPOSE OF THE REPORT

To request the Council allocate a maximum budget of \$14,000 (ex-GST) to complete the survey, documentation and dedication of a portion of the Gnowangerup-Tambellup Road through Lots 1 and 3049.

BACKGROUND

Council at its August 2018 meeting were made aware that a portion of the Gnowangerup-Tambellup Road passing through Lots 1 and 3049 has not been resumed/dedicated from the lots even though the road and bridge have been in existence in its present position since the mid 1970's (see aerial image below). The road is a local road under the care and control of the Shires of Gnowangerup and Broomehill-Tambellup.

Council resolved (Resolution 0818.95) to:

That Council note the information and allocate a maximum of \$600 to obtain advice from Albany Survey and Mapping Services on finalising the land administration process and secure the land from Lots 1 and 3049 for the Gnowangerup-Tambellup Road, Pallinup as constructed.

COMMENTS

Staff have now received the surveyors report which advises to complete the survey, documentation and dedication process is expected to cost \$13,585 (ex-GST). Given the importance of completing the road dedication, staff now recommend that Council allocate the necessary budget funds to enable the process to commence.

CONSULTATION WITH THE COMMUNITY AND GOVERNMENT AGENCIES

C Stan-Bishop (Albany Survey and Mapping Services)

M Lance (Cwmavon Farm Trust - Landowner)

LEGAL AND STATUTORY REQUIREMENTS

Public Works Act 1902 – sets out the process and procedures for public works including taking of land for road purposes.

Land Administration Act 1997/Land Administration Regulations 1998 – sets out the processes for requesting the Minister for Lands to open and close roads.

Local Government Act 1995 and associated Regulations – sets out the responsibilities for roads under the control of local government. The Act/Regulations also govern budget preparation and implementation and covers variations to adopted budgets.

POLICY IMPLICATIONS

There are no Local Planning Policies that apply to this report.

IMPACT ON CAPACITY

The road and bridge are presently managed and maintained by the Shire and any change to the present land administration arrangements will not affect this responsibility.

RISK MANAGEMENT CONSIDERATIONS

The item covers several risk areas to Council including compliance and reputational functions. The organisational risk and proposed treatment or mitigation is summarised in the following table from the Shire’s Risk Management Plan:

Risk Description	Risk Likelihood	Risk Consequence	Risk Classification	Risk Treatment
Council does not secure the road reserve	Rare (1)	Minor (2)	Low (2)	Acceptable. Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring

FINANCIAL IMPLICATIONS

The proposal involves out of budget expenditure and staff recommend the following budget amendment to accommodate the work:

- Increase allocation of budgeted expenditure to Land Development GL account 29072 by \$14,000 from \$14,850 to \$28,850.
- Decrease allocation of budgeted expenditure to Bendigo Bank Contribution GL account 50062 by \$14,000 from \$35,000 to \$21,000 as the Bank Agency project is not proceeding.

STRATEGIC IMPLICATIONS

The report impacts on the following item in the Strategic Community Plan 2017 – 2027 as follows:

THEME 6	QUALITY BUILT FORM
Objectives	Strategic Initiatives
4. Manage current and future assets and infrastructure.	4.1 Continue to improve asset management practices.

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Given the proposal affects securing the land which forms part of the realigned Gnowangerup-Tambellup Road, there are no alternative options considered available to the Council.

CONCLUSION

The land administration process to secure the Gnowangerup-Tambellup Road from Lots 1 and 3049 is required to be finalised and the funds should be budgeted to enable it to commence.

VOTING REQUIREMENTS

Absolute Majority

COUNCIL RESOLUTION

Moved: Cr S Hmeljak

Seconded: Cr R House

0918.98 That Council

- 1. Note the information in this report and allocate a maximum budget of \$14,000 for Albany Survey and Mapping Services to complete the survey, documentation and dedication process to finalise the land administration requirements and secure the land from Lots 1 and 3049 for the Gnowangerup-Tambellup Road, Pallinup as constructed, and authorise the Chief Executive Officer to endorse any documentation on behalf of the Shire required to facilitate the process.**
- 2. Approve the following budget amendment to accommodate the proposed work:**
 - Increase allocation of budgeted expenditure to Land Development GL account 29072 by \$14,000 from \$14,850 to \$28,850.**
 - Decrease allocation of budgeted expenditure to Bendigo Bank Contribution GL account 50062 by \$14,000 from \$35,000 to \$21,000 as the Bank Agency project is not proceeding.**

UNANIMOUSLY CARRIED: 7/0

LEGAL AND STATUTORY REQUIREMENTS

Local Government Act 1995

2.7. Role of council

- (1) The council —
 - (a) governs the local government's affairs; and
 - (b) is responsible for the performance of the local government's functions.
- (2) Without limiting subsection (1), the council is to —
 - (a) oversee the allocation of the local government's finances and resources; and
 - (b) determine the local government's policies.

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

POLICY IMPLICATIONS

Policy 2.11 (Risk Management) in the Shire's Policy Manual will be updated.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Strategic Community Plan

Theme: A Sustainable and Capable Council

Objective: Provide accountable and transparent leadership

Strategic Initiative: Continue to develop a policy framework that guides decision making

STRATEGIC RISK MANAGEMENT CONSIDERATIONS:

Strategic Risk Category	Nil
Consequence Rating	N/A
Likelihood Rating	N/A
Acceptance Rating	N/A
Risk Acceptance Criteria	N/A

IMPACT ON CAPACITY

Nil

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Nil

CONCLUSION

The objective of the proposed policy is **to provide a policy framework for documenting the commitment and objectives regarding managing uncertainty that may impact the Shire's**

strategies, goals or objectives. The officer believes this objective is met with the proposed policy.

VOTING REQUIREMENTS

Absolute majority

COUNCIL RESOLUTION:

Moved: Cr S Hmeljak

Seconded: Cr F Gaze

0918.99 That Council:

- *Adopts the new Risk Management policy; and*
- *Approves its inclusion in the Shire of Gnowangerup Policy Manual.*

UNANIMOUSLY CARRIED: 7/0

Policy Type:	Strategy & Governance
Date Adopted:	

Policy No: 2.11	Risk Management Policy
Date Last Reviewed:	

ADOPTED POLICY	
Title:	STRATEGY & GOVERNANCE – RISK MANAGEMENT POLICY
Objective:	To provide a policy framework for documenting the commitment and objectives regarding managing uncertainty that may impact the Shire’s strategies, goals or objectives.

It is the Shire’s Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk Management), in the management of all risks that may affect the Shire, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Shire’s Integrated Planning Framework.

The Shire’s Management Team will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.

Every employee within the Shire is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Definitions (from AS/NZS ISO 31000:2009):

Risk: Effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process).

Risk Management: Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process: Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Risk Management Objectives:

- Optimise the achievement of our vision, mission, strategies, goals and objectives.
- Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
- Enhance risk versus return within our risk appetite.
- Embed appropriate and effective controls to mitigate risk.
- Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.

- Enhance organisational resilience.
- Identify and provide for the continuity of critical operations.

Risk Appetite:

The Shire quantified its risk appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this policy.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's Risk Assessment and Acceptance Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisation's appetite and are to be noted within the individual risk assessment.

Roles, Responsibilities & Accountabilities:

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures (Operational Document).

Monitor & Review

The Shire will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

The Operational Risk document will be informally reviewed on an ongoing basis by the Shire's Management Team and its employees. The Strategic Risk document will be formally reviewed by the Audit Committee on at least an annual basis.

Procedure Type:	Strategy & Governance
Date Implemented:	

Procedure No: 2.15	Risk Management Procedure
Date Last Reviewed:	

Adopted Policy (if applicable)	
2.11	Risk Management Policy

Roles & Responsibilities

Council

- Review and approve the Shire's Risk Management Policy and Risk Assessment & Acceptance Criteria.
- Appoint / Engage External Auditors to report on financial statements annually.
- Establish and maintain an Audit Committee in terms of the Local Government Act.

Audit Committee

- Support Council to provide effective corporate governance.
- Oversight of all matters that relate to the conduct of External Audits.
- Must be independent, objective and autonomous in deliberations.
- Make recommendations to Council on External Auditor appointments.

Management Executive Team (MANEX)

- Appoint Internal Auditors as required under Local Government (Audit) regulations.
- Liaise with Council in relation to risk acceptance requirements.
- Approve and review the appropriateness and effectiveness of the Risk Management Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues and trends.
- Document decisions and actions arising from risk matters.
- Own and manage the Risk Profiles at Shire Level.

Governance Support

- Oversee and facilitate the Risk Management Framework.
- Support reporting requirements for Risk matters.
- Administers the data management and risk profiles

Work Areas

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the Risk & Control Management process as required.
- Highlight any emerging risks or issues accordingly.
- Incorporate 'Risk Management' into Management Meetings, by incorporating the following agenda items;
 - New or emerging risks.
 - Review existing risks.
 - Control adequacy.
 - Outstanding issues and actions.

Risk & Control Assessment

All Work Areas of the Shire are required to assess and manage the Risk Profiles on an ongoing basis. This will be done through MANEX, which includes the Deputy CEO (Governance Support) who will monitor the work areas and the risk profiles. In conjunction with Governance Support, managers are accountable for ensuring that Risk Profiles are:

- Reflective of the material risk landscape of the Shire.
- Maintained in the standard format.

This process is supported by the use of key data inputs, workshops and ongoing business engagement.

To ensure alignment with AS/NZ ISO 31000:2018 Risk Management, the following approach is to be adopted from a Risk & Control Assessment perspective.

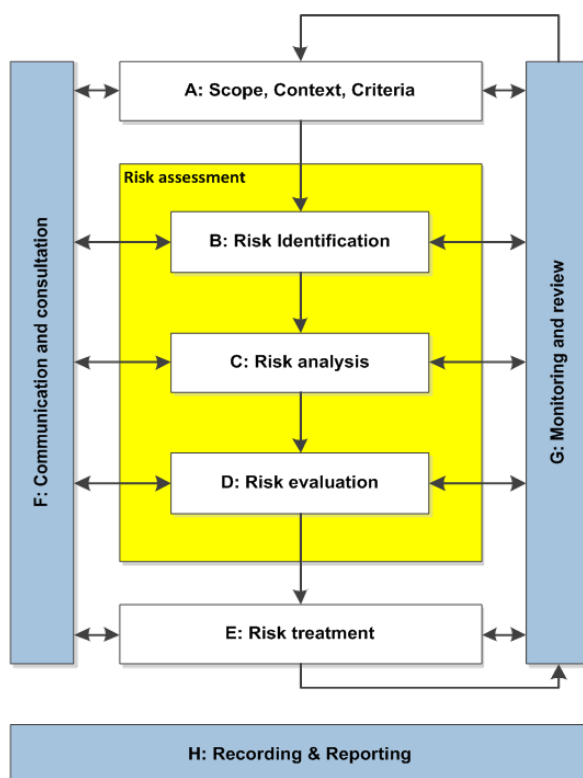


Figure 1: Risk Management Process ISO 31000:2018

A: Scope, Context & Criteria

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

Organisational Context

This includes the Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision making processes.

Scope and Context

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process. The Shire has been divided into three levels of risk assessment context:

1. Strategic Context

This constitutes the Shire's external environment and high-level direction. Inputs to establishing the strategic risk assessment environment may include:

- Organisation's Vision / Mission
- Stakeholder Analysis
- Environment Scan / SWOT Analysis
- Existing Strategies / Objectives / Goals

2. Operational Context

The Shire's day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its Key Activities i.e. what is trying to be achieved. Note: these may already be documented in business plans, budgets etc.

3. Project Context

Project Risk has two main components:

- **Risk in Projects** refers to the risks that may arise as a result of project activity (i.e. impacting on current or future process, resources or IT systems) which may prevent the Shire from meeting its objectives.
- **Project Risk** refers to the risks that threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment.

B: Risk Identification

Once the context has been determined, the next step is to identify risks. This is the process of finding, recognising and describing risks. Risks are described as the point along an event sequence where control has been lost. An event sequence is shown below:

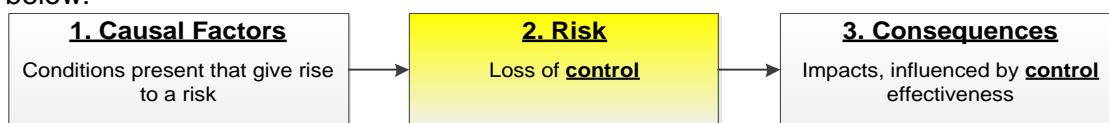


Figure 2: Event (risk) sequence

Using the specific risk assessment context as the foundation and in conjunction with relevant stakeholders, raise the below questions, capture and review the information within each defined risk theme / profile. The objective is to identify potential risks that could stop the Shire from achieving its goals.

These questions / considerations are a guide only as unidentified risks can cause major losses through missed opportunities or adverse events occurring.

'Brainstorming' will always produce a broad range of ideas and all things should be considered as potential risks. Relevant stakeholders are considered to be the subject experts when considering potential risks to the objectives of the work environment and should be included in all risk assessments being undertaken. Key risks to the organisation/unit can then be identified and captured within the risk profiles.

- What can go wrong? / What are areas of uncertainty? (**Risk Description**)
- How may this risk eventuate? (**Potential Causes**)
- What are the current measurable activities that mitigate this risk from eventuating? (**Controls**)
- What are the potential consequential outcomes of the risk eventuating? (**Consequences**)

This step is also where opportunities for enhancement or gain across the organisation can be found. Risks can also be identified through other business operations including policy and procedure development, internal and external audits, customer complaints, incidents and systems analysis.

Risk Description – describe what the risk is and specifically where control may be lost. They can also be described as an event. They are not to be confused with outcomes following an event, or the consequences of an event.

Potential Causes – are the conditions that may present or the failures that may lead to the event, or point in time when control is lost (risk).

Controls – are measures that modify risk. At this point in the process only existing controls should be considered. They must meet the following three tests to be considered:

1. Is it an object, technological system and / or human action?
2. Does it, by itself, arrest or mitigate an unwanted sequence?
3. Is the required performance specifiable, measureable and auditable?

Consequences – need to be impacts to the Shire. These can be health of staff, visitors or contractors; financial; interruption to services provided; non-compliance; damage to reputation or other assets or the environment. There is no need to determine the level of impact at this stage.

C: Risk Analysis

To analyse identified risks the Shire's Risk Assessment and Acceptance Criteria (Appendix A) is applied.

Step 1 - Consider the effectiveness of the identified key controls

Controls need to be considered from three perspectives:

1. The design effectiveness of each individual key control.
2. The operating effectiveness of each individual key control.
3. The overall or combined effectiveness of all identified key controls.

Design Effectiveness

This process reviews the 'design' of the controls to understand their potential for mitigating the risk without any 'operating' influences. Controls that have inadequate designs will never be effective, no matter if it is performed perfectly every time.

There are four components to be considered in reviewing existing controls or developing new ones:

1. Completeness – The ability to ensure the process is completed once. How will the control ensure that the process is not lost or forgotten, or potentially completed multiple times?
2. Accuracy – The ability to ensure the process is completed accurately, that no errors are made or components of the process missed.
3. Timeliness – The ability to ensure that the process is completed within statutory timeframes or internal service level requirements.
4. Theft / Fraud – The ability to protect against internal misconduct or external theft / fraud based activities.

It is very difficult to have a single control that meets all the above requirements when viewed against a Risk Profile. It is imperative that all controls are considered so that the above components can be met across a number of controls.

Operating Effectiveness

This process reviews how well the control design is being applied. Similar to above, the best designed control will have no impact if it is not applied correctly.

As this generally relates to the human element of control application there are four main approaches that can be employed by management or the risk function to assist in determining the operating effectiveness and / or performance management.

- Re-perform – this is only applicable for those short timeframe processes where they can be re-performed. The objective is to re-perform the same task, following the design to ensure that the same outcome is achieved.
- Inspect – review the outcome of the task / process to provide assurance that the desired outcome was achieved.
- Observe – physically watch the task / process being performed.
- Inquire – through discussions with individuals / groups determine the relevant understanding of the process and how all components are required to mitigate any associated risk.

Overall Effectiveness

This is the value of the combined controls in mitigating the risk. All factors as detailed above are to be taken into account so that a considered qualitative value can be applied to the 'control' component of risk analysis.

The criterion for applying a value to the overall control is the same as for individual controls and can be found in Appendix A under 'Existing Control Ratings'.

Step 2 – Determine the Residual Risk rating

There are three components to this step:

1. Determine relevant consequence categories and rate the 'probable worst consequence' if the risk eventuated with existing controls in place. This is not the worst case scenario but rather a qualitative judgement of the worst scenario that is probable or foreseeable. (Consequence)
2. Determine how likely it is that the 'probable worst consequence' will eventuate with existing controls in place. (Likelihood)
3. Using the Shire's Risk Matrix, combine the measures of consequence and likelihood to determine the risk rating. (Risk Matrix)

D: Risk Evaluation

Risk evaluation takes the residual risk rating and applies it to the Shire's risk acceptance criteria (Appendix A) to determine whether the risk is within acceptable levels to the Shire.

The outcome of this evaluation will determine whether the risk is low; moderate; high or extreme.

It will also determine through the use of the Risk Acceptance Criteria, what (if any) high level actions or treatments need to be implemented.

Note: Individual Risks or Issues may need to be escalated due to its urgency, level of risk or systemic nature.

E: Risk Treatment

There are generally two requirements following the evaluation of risks.

1. In all cases, regardless of the residual risk rating; controls that are rated 'Inadequate' must have a treatment plan (action) to improve the control effectiveness to at least 'Adequate'.
2. If the residual risk rating is high or extreme, treatment plans must be implemented to either:
 - a. Reduce the consequence of the risk materialising.
 - b. Reduce the likelihood of occurrence.

(Note: these should have the desired effect of reducing the risk rating to at least moderate.)

- c. Improve the effectiveness of the overall controls to 'Effective' and obtain delegated approval to accept the risk as per the Risk Acceptance Criteria.

Once a treatment has been fully implemented, the DCEO is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

F: Communication & Consultation

Effective communication and consultation are essential to ensure that those responsible for managing risk, and those with a vested interest, understand the basis on which decisions are made and why particular treatment / action options are selected or the reasons to accept risks have changed.

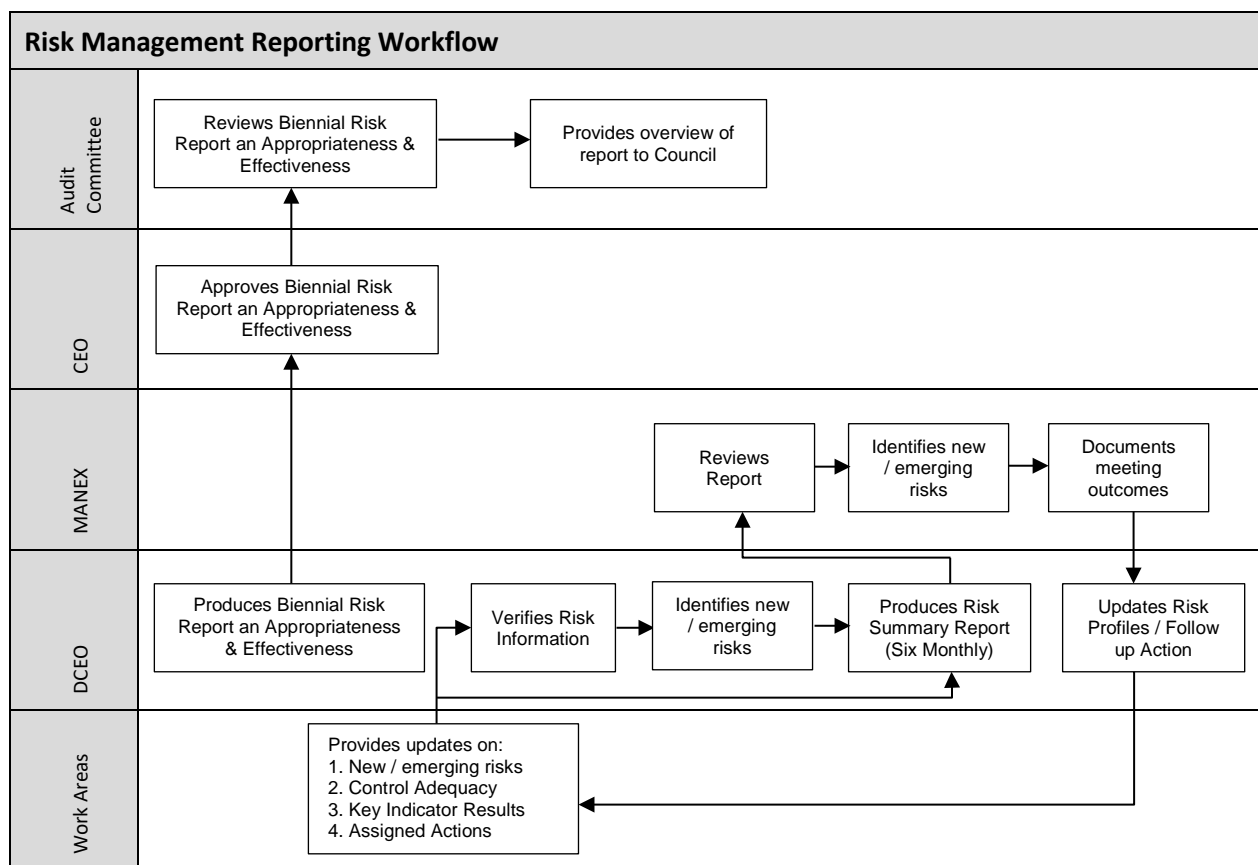
As risk is defined as the effect of uncertainty on objectives, consulting with relevant stakeholders assists in the reduction of components of uncertainty. Communicating these risks and the information surrounding the event sequence ensures decisions are based on the best available knowledge.

G: Monitoring & Review

It is essential to monitor and review the management of risks as changing circumstances may result in some risks increasing or decreasing in significance. By regularly reviewing the effectiveness and efficiency of controls and the appropriateness of treatment / action options selected, we can determine if the organisation's resources are being put to the best use possible. During the quarterly reporting process, managers are required to review any risks within their area and follow up on controls and treatments / action that are mitigating those risks. Monitoring and the reviewing of risks, controls and treatments also applies to any actions / treatments to come out of an internal audit. The audit report will provide recommendations that effectively are treatments for controls and risks that have been tested during an internal review.

H: Recording & Reporting

The following diagram provides a high level view of the ongoing reporting process for Risk Management.



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new and emerging risks, control effectiveness and key indicator performance to Governance Support.
- Work through assigned actions and provide relevant updates to Governance Support.
- Risks / Issues reported to MANEX are reflective of the current risk and control environment.

Governance Support is responsible for:

- Ensuring Shire Organisational Risk Profiles are formally reviewed on a rolling basis or when there has been a material restructure, change in risk ownership or change in the external environment.
- Annual Compliance Audit Return completion and lodgement.

In addition, the Risk Management dashboard for Strategic Risk Profiles should be presented to the Audit Committee on at least a 6-monthly basis.

Appendix A – Risk Assessment and Acceptance Criteria

Shire of Gnowangerup Measures of Consequence							
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
Insignificant (1)	First aid injuries	Less than \$5,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response
Minor (2)	Medical type injuries	\$5,001 - \$25,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
Moderate (3)	Lost time injury <30 Days	\$25,001 - \$100,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
Major (4)	Lost time injury >30 Days	\$100,001 - \$500,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
Catastrophic (5)	Fatality, permanent disability	More than \$500,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact

Shire of Gnowangerup Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

Shire of Gnowangerup Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Shire of Gnowangerup Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	CEO
EXTREME (20-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

Shire of Gnowangerup Existing Controls Ratings		
Rating	Foreseeable	Description
Effective	There is little scope for improvement.	Processes (Controls) operating as intended and / or aligned to Policies & Procedures; are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
Adequate	There is some scope for improvement.	Whilst some inadequacies have been identified; Processes (Controls) are in place, are being addressed / complied with and are subject to periodic review and testing.
Inadequate	A need for corrective and / or improvement actions exist.	Processes (Controls) not operating as intended, do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time.

12.3 GREAT SOUTHERN SPORT AND RECREATION PLAN AND GREAT SOUTHERN CENTRE FOR OUTDOOR EXCELLENCE STRATEGY

Location: N/A
Proponent: DLGSC and GSCORE
File Ref: ADM0015
Date of Report: 17/09/2018
Business Unit: Strategy and Governance
Officer: Chief Executive Officer
Disclosure of Interest: Nil

ATTACHMENTS

1. The Great Southern Sport and Recreation Plan (GSSRP)
2. Great Southern Outdoor Recreation Strategy (GSORS)

PURPOSE OF THE REPORT

To provide information to Council in order to support the Department of Local Government, Sport and Cultural Industries (DLGSC) and the Great Southern Centre for Outdoor Excellence (GSCORE) with a partnered community engagement strategy for the release of the plan and strategy for public review and comment for a four-week period scheduled for November 2018.

BACKGROUND

The DLGSC works collaboratively with local governments across the State with the aim of enhancing the life style and well-being of Western Australians. This collaborative approach was adopted to successfully deliver the Bunbury Wellington Regional Facilities study. The success of this strategy has been the department's ability to work with local governments to demonstrate the value of working collaboratively to secure funding for future facility provision across the region.

The GSSRP was undertaken to identify the condition and utilisation of current facilities in addition to identifying the future facility and services needs across the region. The Plan contemplates the future population growth and community needs over a 20-year planning horizon. This timeframe aligns with higher order planning documents such as the State Planning Strategy and the Great Southern Regional Investment Blueprint.

Each of the local governments have provided funding towards the cost of developing the GSSRP and the project steering committee includes representatives of several of the participant local governments. David Lanfear Consulting was appointed in May 2017 to deliver the GSSRP.

In delivering the GSSRP, the consultant was required to investigate, and present findings and key issues as follows:

- In conjunction with each local government, provide an audit to confirm the location and current condition of sport and recreation facilities.
- Review the use, functionality, and standard of each facility, including capacity to support competition and training.

- Determine the future sporting requirements of each facility through to 2036, including the requirements of sport on a regional basis, and quantify the provision gap based on this timeframe.
- Investigate opportunities and constraints associated with the staging of facility development over this timeframe.
- Identify the opportunities and constraints relating to the acquisition of land for proposed future sporting and recreation developments.
- Make recommendations on the appropriate method of implementation of the key findings of the strategy.

The GSSRP includes an overview of the value of sport and recreation to communities across the Great Southern Region including its value in supporting current and emerging health and well-being trends impacting the community.

Great Southern Centre for Outdoor Excellence (GSCORE)

GSCORE works collaboratively with local governments across the region with the aim of supporting the growth and development of the outdoor recreation sector.

The purpose of the GSORS is to encourage collaboration to improve the provision of outdoor infrastructure and increase levels of participation in outdoor recreation activities. The Strategy delivers an integrated, whole-of-region approach to outdoor recreation across the Great Southern over a three-year period. It will enable stakeholders to plan, develop, manage and promote outdoor recreation in the Great Southern into the future.

Throughout the extensive collaboration in the development of the GSORS, the region has demonstrated its recognition that outdoor recreation is an integral part of creating a liveable region with thriving communities.

The Strategy is an agreement to collaborate, rather than a prescription as to what any one individual, organisation, jurisdiction or sphere of government should do. It aims to minimise the duplication of initiatives and maximise efforts to reach common goals by establishing shared priorities across the transport, planning, environment, education, health, sport and recreation and tourism sectors.

This planning process is now at a pivotal point whereby each member local government within the Great Southern region needs to receive the GSORS. Support is also requested to continue the collaborative approach in the form of a partnered community engagement strategy. This will facilitate a community and stakeholder public review and comment testing and acceptance of the GSORS.

COMMENTS

Each of the local governments across the great southern region has various strategic objectives based on location and corporate objectives. It was revealed through this project there are geographic alignments based on communities of interest and economic and social objectives.

Discussions with all the participating local governments have revealed a strong sense of collaboration and a commitment to align across the region to maximise the opportunity to attain future facility development and resources for services.

CONSULTATION

Extensive consultation was undertaken by the appointed consultant as evidenced in the GSSRP documentation provided. The proposed public review and comment period will allow each local government to refer the GSSRP back to the community for a final review. The DLGSC will circulate the GSSRP to relevant State Government agencies and State Sporting Associations (SSAs) as part of its obligations as per the partnered community engagement strategy.

A four-week community and stakeholder review and comment period is scheduled for November 2018.

Local government will collate feedback from their respective communities and the DLGSC will collate State Government stakeholder and SSAs feedback. This information will be referred to the GSRAG for consideration.

LEGAL AND STATUTORY REQUIREMENTS

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Financial considerations are limited to any print advertising the local government might consider in promoting public review and feedback from their respective communities.

STRATEGIC IMPLICATIONS

Strategic Community Plan

Theme: Our Community

Objective: Build proud and active residents who participate in local activities and services for the betterment of community

Strategic Initiative: Facilitate a program of community based events that encourage social interaction within our three communities.

STRATEGIC RISK MANAGEMENT CONSIDERATIONS:

Nil

IMPACT ON CAPACITY

The Community Development Coordinator would undertake the community engagement with support from the Chief Executive Officer.

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Council can decide not to receive the plan and support the GSRRP and the GSORS. This would result in the Shire going it alone and being "Out of Step" with the rest of the region. There would be additional costs associated with this option.

CONCLUSION

Throughout the extensive collaboration in the development of the GSSRP, the region has demonstrated its recognition that sport and recreation is an integral part of creating a liveable region with thriving communities.

Recognising that communities evolve over time, it is intended that the GSSRP will be an iterative document to ensure continuous improvement and responsive to community's needs. Continual review and revision of strategic planning documents is a vital component of the strategic planning process. To ensure the successful implementation of the GSSRP, it's expected that policy makers and planners will maintain an ongoing dialogue with all stakeholders, to ensure their needs and objectives are being considered.

This planning process is now at a pivotal point whereby each member local government within the Great Southern region needs to receive the GSSRP. Support is also requested to continue the collaborative approach in the form of a partnered community engagement strategy. This will facilitate a community and stakeholder public review and comment testing and acceptance of the GSSRP.

VOTING REQUIREMENTS

Simple majority

COUNCIL RESOLUTION:

Moved: Cr R House

Seconded: Cr F Hmeljak

0918.100 **That Council:**

- 1. Receive the Great Southern Sport and Recreation Plan;**
- 2. Support the Department of Local Government, Sport and Cultural Industries (DLGSC) with a partnered community engagement strategy for the release of the plan for public review and comment for a four-week period scheduled for November 2018; and**
- 3. Receive the GSCORE Strategy and release it for public review and comment in November to our respective communities.**

UNANIMOUSLY CARRIED: 7/0



Great Southern Regional Sport and Recreation Plan

Dave Lanfear Consulting | Department of Local Government, Sport and Cultural Industries | January 23, 2018

Version number	Purpose / Changes	Author	Date
1	Draft completed by consultant	Dave Lanfear	23/01/2018
2	Edited by Copyeditor	Adam Morris	07/02/2018
	2 nd draft reviewed by Project Reference Group (PRG)		29/03/2018
3	Draft edited with PRG updates	Chris Thompson	05/06/2018
4	Presented to GSRAG for receipt		07/06/2018
5	Final review by PRG – minor LGA alterations section 6	Chris Thompson	10/08/2018

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Acronyms

ALAC	Albany Leisure and Aquatic Centre
CoA	City of Albany
CSRFF	Community Sporting and Recreation Facilities Fund
CDO	Club Development Officer
DACCI	Denmark Aquatic Centre Community Inc
DAIP	Disability Access and Inclusion Plan
DDA	Disabilities Discrimination Act
DLGSC	Department of Local Government, Sport and Cultural Industries
DoE	Department of Education
DBCA	Department of Biodiversity Conservation and Attractions
DoP	Department of Planning, Lands and Heritage
DWER	Department of Water and Environmental Regulation
DoT	Department of Transport
ESD	Environmentally Sustainable Design
GSCORE	Great Southern Centre for Outdoor Recreation Excellence
GSDC	Great Southern Development Commission
GSRFMG	Great Southern Regional Facilities Management Group
GSR	Great Southern Region
GSRCB	Great Southern Regional Cricket Board
GSRLG	Great Southern Regional Local Governments
HWA	Hockey WA
KLC	Katanning Leisure Centre
LG	Local Government
LGSEA	Lower Great Southern Economic Alliance
RSROP	Regional Sports and Recreation Officers network/partnership
SLSWA	Surf Life Saving Western Australia
SoBT	Shire of Broomehill-Tambellup
SoG	Shire of Gnowangerup
SoJ	Shire of Jerramungup
SKo	Shire of Kojonup
SD	Shire of Denmark
SoCr	Shire of Cranbrook
SKa	Shire of Katanning
SoP	Shire of Plantagenet
SoK	Shire of Kent
SoW	Shire of Woodanilling
SSA	State Sporting Association
TWA	Tourism Western Australia
TW	Tennis West
VROC	Southern Link Voluntary Regional Organisation of Councils

WAFC	Western Australian Football Commission
WACA	Western Australian Cricket Association

1. The Great Southern Regional Sport and Recreation Plan

The Great Southern Region (GSR) consists of 11 local governments (LG's), comprising of the City of Albany and the shires of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling. It covers an area of 39,007 square kilometres (1.5% of WA's land area and a population estimated at 54,000. The City of Albany is the regions administrative centre providing a range of medical, educational, communications and commercial services with a population estimated in 2016 at 37,399.

Each local government has developed a variety of facility plans related to sport and recreation infrastructure development. Many of these plans were developed prior to the development of the Department of Regional Development strategic planning processes, but all influence each local government's integrated planning and reporting framework for establishing local priorities.

The GSR Regional Sport and Recreation Facilities Plan has been developed to consolidate priorities for resourcing and investing in sport and recreation infrastructure and to provide a high-level planning tool for each of the partnering local governments.

Figure 1: Great Southern Regional Area (Source: GSDC)



This plan has been developed having regard to emerging needs and trends and relative priorities for each local government and the region as a whole.

As a strategic document the recommendations contain a number of areas where further research will be required and a series of recommendations which challenge the traditional way of providing services to meet the needs of the resident population of the GSR. The plan identifies future sport and recreation requirements

through to 2036 in respect of both regional level infrastructure and services and the priorities for the development of localised infrastructure which supports the development of sport and recreation at the regional level. This process also highlights the issues associated with future viability and potential implications related to the co-location of infrastructure and potential land acquisition issues.

2. Strategic Influences

2.1 State Level Planning

The plan should not be seen in isolation but as a fundamental planning tool which underpins a variety of strategic planning outcomes undertaken at a state, regional and local government level. Some of the key influences are referenced below:

The Great Southern Regional Investment Blueprint (Great Southern Development Commission October 2015)

A framework for growing the Great Southern. The plan identifies the following which will be delivered by 2040:

- A workforce of 60,000 highly skilled contractors and employees.
- Timely, effective and efficient infrastructure and services that are meeting the needs of the region's residents.
- The physical resources and social infrastructure to support a population of 100,000 that is continuing to grow.
- A mix of world class public and private sector options in health care, housing, recreation, sporting and cultural activities.

Success will be measured by:

- Sport and recreation infrastructure that meets Australian standards for core sporting codes.
- Hosting more than 12 national and/or international sporting events per year.
- Physical activity rates will be comparable with those for Western Australia as a whole.
- Over 30 per cent of the population will be engaged as volunteers in activities that benefit the community.

Arts and recreation services as an industry is growing and there is a need to develop the skills base. Tracks and trails are also identified as economic drivers which will support the regional growth and an extension to these or alternative provision is likely to be supported.

Great Southern Regional Planning and Infrastructure Framework (WAPC December 2015)

The framework highlights the importance of providing adequate social infrastructure (including sport and recreation facilities) to retain a growing population in place. The choice of infrastructure is critical to ensure the continued economic growth of the region.

Lower Great Southern Strategy 2016

It incorporates the City of Albany and the Shires of Denmark, Plantagenet and Cranbrook. The following identifies the key implications of the strategy:

- The provision of sport and recreation infrastructure is identified as critical to the economic future of the region.
- High-quality, well-planned and sustainable recreational facilities are considered to be paramount to the health of a region.
- Regional recreational trails, such as the Bibbulmun Track, Denmark-Nornalup Rail Trail and the Munda Biddi trail to Albany, are referenced as needing to be identified in local planning strategies and protected.
- The strategy states that the sub-region has sufficient sporting and recreation facilities but an additional facility may be required in the long term.

- Opportunities for efficient provision of facilities are advised to be explored in initial planning stages, in accordance with Sport and Recreation, a division of the Department of Local Government, Sport and Cultural Industries joint provision and shared use guidelines. This emphasises the importance of engagement with schools and the Department of Education (DoE) in respect of joint provision.

Strategic Directions for the WA Sport and Recreation Industry 2016-2020 (SD6)

The strategy produced on behalf of the industry identifies the following which are important considerations in developing sport and recreation infrastructure in the Great Southern:

- Community-based sport and recreation organisations are increasingly reliant on public investment for their survival.
- The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances.
- Improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses - A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes.

2.2 Partner Local Government Strategic Community Plans

Each of the 11 local governments have an adopted Strategic Community Plan, a plan in draft or are in the process of review. Common themes within the Strategic Community Plans include:

- A clear vision and strategic direction for the relevant local government area to service the needs of the community. This has been informed by extensive community consultation.
- An approach to developing and providing services to a diverse range of people with a diverse range of interests.
- Increasing recreational and sporting options including community led sporting infrastructure improvements and the development of strong sporting/community clubs/groups.
- Mechanisms for promoting and supporting community security, health and wellbeing.
- Maintain and renew assets in a sustainable manner by committing to develop a 10-year financial plan to effectively manage assets.
- References to ensuring the community feel welcome and connected/strengthening community spirit.
- Providing facilities for youth.
- Promoting the development of trails which need to be developed in partnership with neighbouring local governments.
- Focusing on annual events – both for residents and to attract external visitors.
- Investment in passive and non-sporting recreation infrastructure – a clear focus for a number of communities where there is an ageing demographic.
- The commitment to tracks and trails

In addition to the above there are a number of key themes which have emerged from the various strategic planning processes undertaken by state, regional and local government in the Great Southern:

- Population figures on which a number of planning documents have been based have been downgraded following the recent 2016 census data publication. The demand therefore and ability to resource new investment is likely to be modified and reviewed.
- Asset management systems and processes vary significantly across the 11 local government areas with the City of Albany being most advanced and some local governments having limited knowledge

- of likely resourcing impacts of asset maintenance, upgrade and replacement. This is a significantly high risk in areas where the population base is low and continuing to decrease.
- Water management and water re-use will continue to be a significant influencing factor across all local governments in the continued provision of sport and recreation facilities, particularly in the provision of oval and public open space. The intensification of use and alternative management of limited water resources will need to be planned for.
 - There is a strong commitment across the region for a number of cross boundary projects. These include:
 - o The Great Southern Centre for Outdoor Recreation Excellence.
 - o Development of Centennial Park in Albany.
 - o The regional motocross venue at Cranbrook.
 - o An integrated tracks and trails network. These underpin significant alliances which have been developed to facilitate the growth in tourism and provide significant economic benefit.
 - o A consistent approach to the development of a coordinated events plan to underpin tourism and economic development initiatives.
 - o The development of equine infrastructure. There is however the potential to integrate development more effectively between the City of Albany and Shires of Plantagenet, Katanning, Kojonup and Denmark where the majority of regional equine infrastructure and activity is based.
 - The link between providing recreational infrastructure for an ageing community and for the youth is evident across a number of LG planning documents.
 - A number of rural LG's are resource poor with limited additional capacity (both in terms of people and financial resourcing) and would benefit substantially from partnerships/alliances with the more progressive LG's. The ability to share learning and develop innovative solutions in facilitating the delivery of sport and recreation programs, services and facilities would benefit those which have limited available resources.
 - Co-location and the sharing of resources (particularly with schools) should be a key focus for future investment in sport and recreation assets. Invariably the level of infrastructure available to local communities is good, but due to age and historic planning decisions lacks the flexibility to meet modern needs. This can only be addressed gradually through the replacement of infrastructure in accordance with a series of design principles.
 - The ageing population and potential implication on volunteer support and succession planning is a critical concern across most LG areas. It is important for this aspect to be addressed in partnership to encourage the sharing of innovative solutions and available resources. This also needs to incorporate a greater commitment from SSA.
 - The importance of investing in maintaining and improving sporting and recreational facilities is highlighted as being of significant benefit to the mental and physical health and wellbeing of the regional population.
 - Having access to limited budgets, most LG's within the region recognise the potential cost saving benefits of co-location and rationalisation of infrastructure.
 - There is a need to develop innovative policies, practices and partnerships to deliver outcomes for the greater good of the regional area.

- LG's value the role that strategic alliances play within the region as a mechanism to effectively share resources and provide a stronger voice in promoting the region and providing regional advocacy to attract funding. These include:
 - o Southern Link Voluntary Regional Organisation of Councils (VROC)
 - o Regional Tourism Alliances (including Hidden Treasures)
 - o Lower Great Southern Economic Alliance

2.3 State Sporting Facility Plans

There are a number of state sporting facility plans which have been developed over the past decade. Many of these plans have focused principally on Metropolitan Perth. There are however a number of key themes which emerge from these plans which are relevant to the development of the GSR Sport and Recreation Facilities Plan. Of these it is to be noted:

- The role of LG is critical to the implementation of the majority of recommendations in respect of facility development and there is no commitment to funding.
- Strategies have been developed in isolation with little regard to ground sharing, co-location and compatible uses.
- The DoE is highlighted as being a significant partner in delivering the facility development outcomes identified in the majority of strategic facility plans.
- The majority of the strategies are linked to funding available through CSRFF.

Those strategic facility plans which have regional implications include the Aquatic Strategic Facilities Plan; Western Australian Football Commission Strategic Facilities Plan; Netball Strategic Facilities Plan and the Basketball Strategic Facilities Plan. The following identifies the main considerations for the Great Southern:

- The Aquatic Strategic Facilities Plan does not identify sites for development outside of a hierarchy model which is focused on development at the top end of the aquatic industry (i.e. not community focused). In addition, no financial commitment is given to the delivery of the Facility Plan.
- Western Australian Football Commission Strategic Facilities Plan advocates a classification system within a football hierarchy, based on the sustainability of individual clubs that will serve as a basis to plan for future infrastructure provision and upgrades.
- Albany Leisure and Aquatic Centre (ALAC) plays a critical role in the attraction and promotion of International netball and basketball with a strong alignment to tourism and economic development objectives.
- The importance of maintaining and replacing existing court assets for both basketball and netball is highlighted as being of critical importance for the future development of the sport in the region.
- The Great Southern region is recognised as a significant mountain biking hotspot and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development. The connectivity across areas and establishment of accessible trails is important.
- Kojonup netball courts are identified for investment which is consistent with the shires recommendations.
- Katanning Leisure Centre (KLC) requires ongoing review to determine the need of additional/enhanced court infrastructure.

2.4 Key Strategic Alignments

The key planning documentation identifies a number of key themes which are consistent across LG boundaries. Whilst there are differences with respect to facilities and services provided within a LG, this is mainly due to the extent of resources on hand and the impact of the current resident population.

Sport and recreation infrastructure has a key role to play on a number of fronts:

- The most critical are in relation to the diversification opportunities in the service economy and the growth of tourism.
- The level of sport and recreation provision has a direct correlation to retaining and growing the resident population within the Great Southern.
- Access to high quality social infrastructure is consistently highlighted as an area which exiting residents and future migrants actively seek out when deciding to reside in an area.
- Within the more remote and relatively low populated areas, the role sport and recreation facilities perform is as a social conduit where the community can meet and socialise.
- Within the larger populated areas, in addition to the social integration role, they also provide opportunities for competition and developmental pathways for athletes wishing to perform at the highest level.

An ongoing consideration which is required to be addressed is the level of funding which needs to be set aside to manage, maintain and upgrade/replace existing facilities and develop new infrastructure which meets the emerging needs of the resident population. This has to be managed within decreasing budget margins by smaller LG's as a result of a gradually decreasing population base. In growth areas, sport and recreation infrastructure competes with other statutory services and must make the case for continued investment. The future management and investment of the infrastructure lies within the capacity and capability of the local population and volunteer network to invest time and financial resources into the sport and recreation infrastructure. This will also require a greater strategic investment from SSA's who have traditionally focused on Metropolitan Perth.

3. Demographic Influences

Current and Projected Population Factors

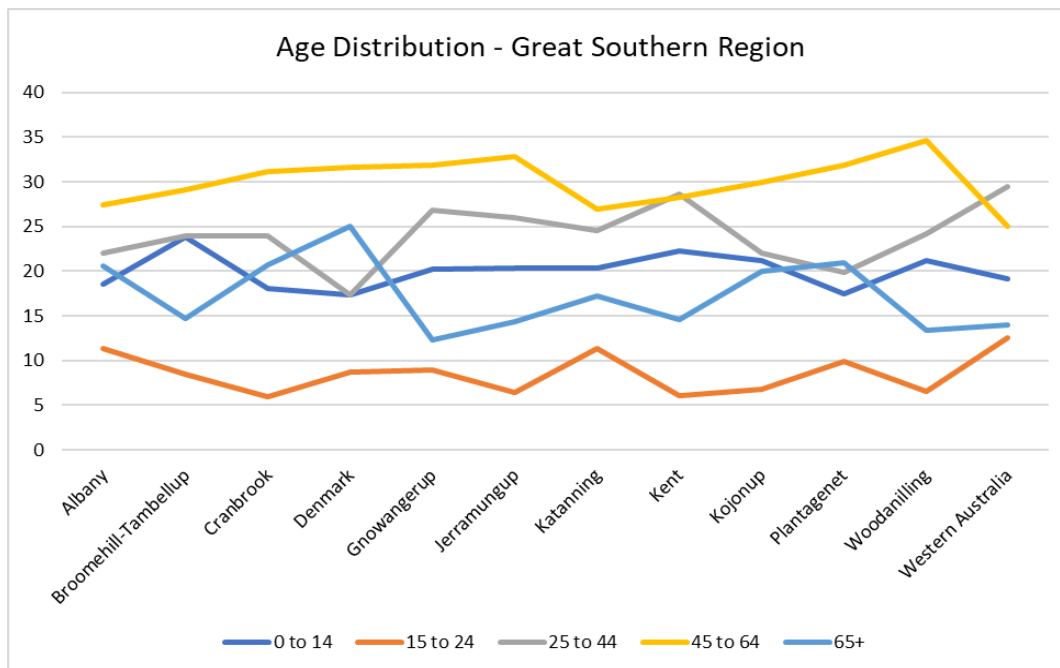
The 2016 population of the GSR according to ABS data is 60,319. This represents an increase of 3,079 persons since the 2011 Census. The largest LGA in the region is the City of Albany, with a population of 37,407 or 62% of the total regional population.

Projected population growth indicates that Jerramungup will experience significant growth, with its population more than doubling by 2026. Small growth is also expected in Denmark (+15.9%), Katanning (+14.1%) and Albany (+10.3%). The Shires of Kent (-18.9%), Cranbrook (-17.5%), Broomehill-Tambellup (-15.5%), Gnowangerup (-13.4%) and Kojonup (-11.1%) will experience declines.

Demographic Considerations

The age distribution: This highlights the 45-64 age range as being the predominant age of the resident population across all LG areas within the GSR with the exception of the Shire of Kent. As they are of core working age, they are likely to be employed locally within the core industries of agriculture, tourism and retail. The relatively low percentage of 15 to 24-year old's resident within the Great Southern highlights the drift of school age and university/TAFE age youths having to leave the regional area (with the exception of the City of Albany) to seek appropriate educational services.

Figure 2: Age Distribution across GSRLG's



There are however relatively high percentages of younger children within the regional area associated with young to middle age family units. These are generally comparable to or just above the WA average. It is also to be noted that the region as a whole contains a high percentage of over 65's which in most cases is above the state average. The City of Albany is the closest in number to the regional average, mainly because of the level of services that are provided within the City which are comparable to those services provided in most regional administrative centres.

Income: The median weekly household income for all LG areas in the Great Southern is lower than WA as a whole. Those areas with the lowest weekly household income include the Shires of Plantagenet, Denmark

and Cranbrook which are approximately 2/3rds of the average household income for WA. In all LG areas the average income is approximately \$200-\$300 lower per week than the WA average. The GS has a significantly higher proportion of low income households than WA as a whole. This highlights, indicatively, a potentially low ability to pay for discretionary services.

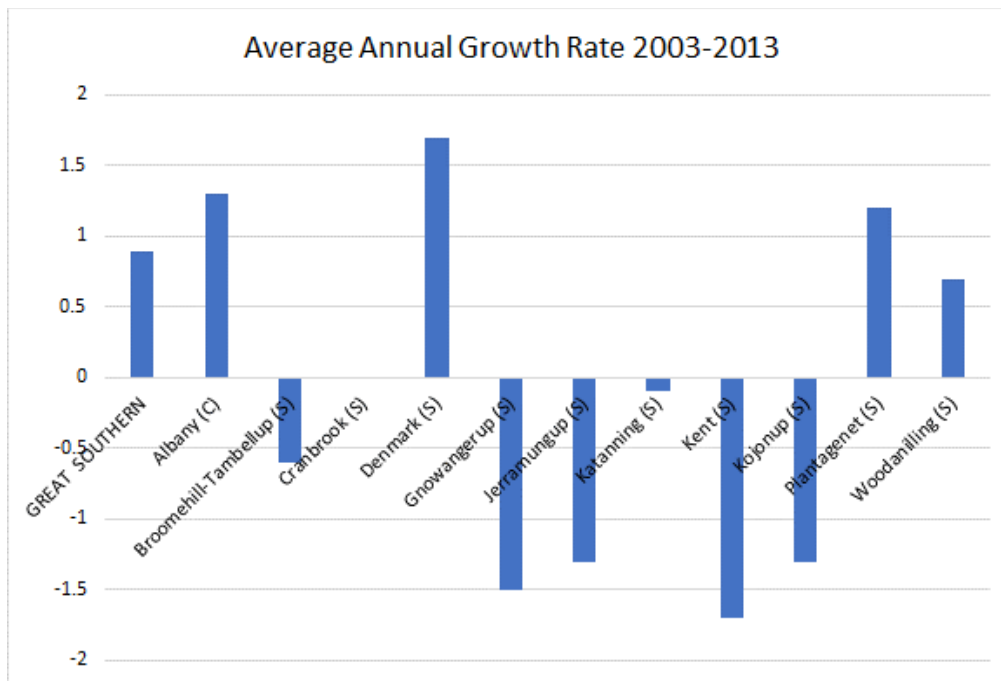
Conversely, however, the GSR has a higher proportion of high income households than WA as a whole indicating that there is a strong discrepancy between those who have potentially high levels of disposable incomes and those that do not. This is particularly relevant when considering an individuals or families ability to pay for discretionary services such as those associated with sport, leisure and recreation.

Family Composition: In all areas (apart from the Shire of Kent) the region has a lower percentage than the state average for couples with children and a higher number as a percentage of couples without children. This further emphasises the ageing demographic and potentially the ability to retain older children within the local areas.

Cultural Background: Broomehill-Tambellup has a significant proportion of Aboriginal and Torres Strait Islander population (11.5%), followed by Gnowangerup (8.4%) and Katanning (7.6%). This compares with an ATSI population for the whole of WA of 3.1%.

The majority (72.8%) of people in the GSR were born in Australia, compared with 60.3% for Western Australia as a whole. Of those born outside Australia, England (6.9%) was the most common birthplace, followed by New Zealand (2.2%), the Philippines (1.2%) and South Africa (1.0%).

Figure 2: Average Annual Growth Rate (Source: Great Southern Region in Profile 2014)



Population Dynamics Influencing Future Sport and Recreation Provision

- The disparity across all LG's in respect to population growth and population decline, is marked with figures attributed to the period 2003 to 2013 and identifies the City of Albany being the main population growth centre with respect to resident numbers, whilst the Shire of Denmark experienced a high level of growth as a percentage of its current population. The general trend is for people to migrate from the more remote rural locations, where jobs are more scarce, and re-locate within the larger urban areas where employment and services are easier to access.

- Notwithstanding the above, if the gradual decline in the rural population is to be addressed, a minimum level of social infrastructure will be required in the main townships. From a sport and recreation perspective this has traditionally been:
 - o An oval (or ovals)
 - o Clubhouse with shaded spectator infrastructure and function area
 - o Bowling club
 - o Golf club
 - o Tennis courts/netball courts (combined)
 - o Indoor court hall (one or two basketball courts)

As a minimum, this level of infrastructure will need to be continually provided in the main administrative towns in rural areas. Additional infrastructure in or immediately adjacent to the larger population centres may include:

- o A swimming pool
- o 24-hour gym access
- o Additional oval space for a wider variety of seasonal sporting activities
- o Dedicated group fitness/multi-functional group activity facilities
- o Synthetic turf hockey pitch
- o Consolidated equine infrastructure
- o Provision for ballistic sports (preferably co-located)
- o Provision for motorsports (preferably co-located)
- o Tracks and trails which connect population centres and facilities (including mountain bike, dual use paths and off-road trails for equine use)
- o Informal bike tracks; the emergence of pump tracks and skate parks which can be adapted to a variety of skill levels

It is unlikely that given the population growth and changes in sporting provision that this minimum level of provision will dramatically change in the foreseeable future. The critical aspect is to ensure flexibility of space and the design of buildings to enable a range of sport, recreation and social activities and services to continue to operate from the infrastructure.

- The cost of providing sport and recreation infrastructure within regional WA is higher than would be expected within Metropolitan Perth due to the higher costs associated with local trades and specific capability locally. This is compounded by the availability of trades locally to undertake ongoing maintenance of buildings and oval/pitch surfaces. This is compounded further by the level of usage and ability for the local population to pay. Given that the average weekly income is lower than the Metropolitan Perth average and that of the state, the amount of local disposable income residents are able to expend on sport and recreation infrastructure will be low. The onus will therefore continually be on LG's investing in maintaining current infrastructure, managing the asset and the gradual enhancement, modernisation and replacement in due course.
- The relatively low percentage of 15 to 24 year old's which reside within the Great Southern is an indication that in areas other than the City of Albany, competitive sporting infrastructure is likely to be less in demand and a stronger focus is required on social recreation in those areas.
- The number and distribution of the Aboriginal community highlights a relative difficulty in providing dedicated services, programs and infrastructure across the Great Southern. In such circumstances the integration of the indigenous community requirements needs to be incorporated within the

- existing infrastructure and will require ongoing assimilation and training of club volunteers/members in valuing diversity and equity of access.
- Future growth in the area is likely to be associated with tourism and in particular regional heritage, flora, fauna and accessibility to tracks and trails. Agriculture as an employer will still dominate but employment within the sector is likely to diminish based on current trends. A focus will therefore be on a growing service industry which as a general rule is low paid and requires access to affordable accommodation and social infrastructure. The opportunity to generate significant income to the GSR through this sector will be through visitors which will assist in underpinning the level of social infrastructure required.

4. Industry Trends and Benchmarking

4.1 National and State Participation Trends

The Australian Institute of Sport in December 2016 published the latest participation data for sport and recreational pursuits in Australia (AUSplay). This was subsequently supported by specific participation data related to Western Australia. The following highlights the key trends associated with sporting provision, participation rates and club development generally:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and social reasons than women.
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over.
- The top ten club based (venue/organisation) activities for adults across Australia identifies golf as the main sport which is generally due to its membership based profile and the broad age range within which it is traditionally played.
- Football (soccer) is the 2nd club based (venue/organisation) participatory sport with tennis, cricket and netball all demonstrating similar participation rates amongst adults.
- When children are included in these figures participation in football (soccer) is highest for club based (venue/organisation) activities with golf, Australian Rules Football, netball and tennis experiencing similar participation rates. All club based sports with the exception of netball indicate a higher male participation rate.
- Boys and Girls out of school hours' (OSH) activity is dominated by swimming.
- The 2nd most popular OSH activity for boys is football (soccer) followed by Australian Football and cricket.
- The second most popular sport OSH activity for girls is Netball, closely followed by dancing and gymnastics.
- The most popular recreational activities by participation include walking (recreational) and fitness/gym where the gender balance indicates greater participation by females. 3rd is athletics (including jogging and running which indicates greater participation by males, whilst 4th is swimming and 5th is cycling.
- Organised participation by activity highlights swimming as the main sport which has both high male and female participation. Football (soccer) and Australian Football are identified as 2nd and 3rd under organised participation and are dominated by male participation whilst recreational dancing is 4th, gymnastics 6th and netball 8th and dominated by female participation.

In respect of Western Australian (WA) participation, the data indicates similar trends to the national data. Of particular note however is:

- For organisation/venue based sports in WA, with the exception of fitness/gym (27.1%) and swimming (7.4%) the majority of club based sports have a population participation rate of between 2.1% and

4.2% (golf, football (soccer), netball, Australian Rules Football, tennis, basketball, cricket and athletics).

- Sports with the highest level of venue requirements include golf, Australian Rules Football, football (soccer) and tennis. The primary focus is traditionally on club based activity for those sports, as it is for netball, basketball, cricket, hockey, bowls, athletics, touch football and volleyball.
- Cycling, swimming, jogging and running, fitness/gym and recreational walking are the highest activity participation rates with participation numbers significantly higher than club based activities for adults.
- Children's participation rates highlight the potential for significant growth in swimming, football (soccer), Australian Rules Football and recreational dancing. Basketball, gymnastics, cricket, netball and tennis have similar participation rates with projected upward increase to meet the future anticipated needs of the projected age profile.

4.2 Additional Participatory and Selected Sports Trends

During the SSA consultation process a variety of participation data was provided by the relevant bodies. There was a lack of consistency across all sports with respect to how the information was collated and therefore the key themes are referenced below for selected sports. Relevant information from the SSA's relating to facility infrastructure in the Great Southern is provided below.

Westcycle

Westcycle have recently developed the Western Australian Strategic Cycling Facilities Review to establish a high-level understanding of current provision and need for road, track and BMX facilities. Demographic data for Westcycle WA (road and track) and BMX Sports WA, including member numbers from 2011 to 2015 highlighted a number of key dynamics. Data collated by Westcycle in respect of 2015 member participation indicated a significant shift in demographic profiling between disciplines with:

- BMX being dominated by the 5-15 age range.
- Bicycle membership/participation peaks from 45 through to 79 years of age.
- The male female split is 80% male and 20% female.

Westcycle advocate the importance of ensuring connectivity and the provision of active transport modes (walking, cycling) to encourage all users to travel within and to towns by bike.

Westcycle in their strategic plan for the future of cycling within the state, advocate the need to increase the number of cycling facilities in regional areas. The Great Southern is identified as a hotspot for mountain biking and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development.

Tennis West

Tennis Australia has published a range of strategic and facility plans over the past 5 years focused on two key foundations of facilities and facility management. The sport advocates for quality venues as being vital to the continued growth of the sport. The guiding principles include professional management with community oversight and strong levels of governance, commercial and community responsibility. Tennis West is currently undertaking its facility strategy for WA and strongly advocates the provision of consolidation of infrastructure and development of hard courts in preference to grass court infrastructure (to minimise maintenance expenditure and maximise capacity for use). Facilities within the City of Albany and surrounding area have been identified as having the potential to be rationalised and co-located at one centralised venue.

Western Australian Football Commission

The WAFC are seeking to develop a number of initiatives aimed at expanding the developmental base in the sport. The initiatives are intended to drive up participation and build the foundation for increased senior level game development. They are however focused principally on the growth of the sport in Metropolitan Perth.

The WAFC have identified the level and quality of active football club facilities within the Great Southern. The ratings are only to be used as a guide to identify a potential facility review or development.

It is to be noted that the facilities identified as being in need of further investment (i.e. falling below the 100% hierarchy assessment based on a set of performance criteria) are:

- Collingwood Park (which is identified as a priority for future investment by the City of Albany).
- Railways Oval (which is part of the Centennial Park redevelopment program).
- Jerramungup Town Oval (which has been identified by the Shire of Jerramungup for future investment).
- Boxwood Hill Oval (which has been identified by the Shire of Jerramungup for future investment).

Golf Western Australia

The concern with golf clubs within the Great Southern and broader regional area relates to accessibility and the relative strength of the volunteer management. They generally operate independently of LG and are self-sustaining, relying on the membership base to manage and maintain the course and greens.

The most notable fact associated with golfing infrastructure is the strength of membership within the main population centres of the City of Albany and the Shire of Denmark. All other golf courses have a membership of less than 100, with the majority of small rural area golf courses surviving with membership levels of less than 40.

Basketball Western Australia

Basketball membership growth across the state has seen substantial increase from 2012 to 2016 with junior participation over the period highlighting a 24% growth and senior participation a 9% growth

4.3 Sport and Recreation Facility Development Trends

The following table highlights those trends and the implication on provision within the Great Southern:

Trend	Detailed Consideration	Implication for the Great Southern
Financial Viability	<p>There is now a more acute focus on financial viability of all sport and recreation infrastructure.</p> <p>The importance of fully costing out asset management plans is becoming more critical.</p> <p>The cost of building new facilities to replace ageing infrastructure.</p>	<p>This re-enforces the requirements to establish effective asset management systems and processes across the Great Southern.</p> <p>With the increasing cost of replacing existing ageing infrastructure a planned and phased asset replacement process needs to be put in place to align with potential grant funding opportunities.</p>
The Design and Range of Facility Provision	<p>New and emerging design guidelines for sport and recreation facilities highlight the need to accommodate the capacity for the growth in women's sport, address</p>	<p>The redevelopment/rationalisation/ replacement of infrastructure should accord with minimum design standards/principles focused on multi-</p>

	<p>equality of access and provide greater flexibility of use.</p> <p>The consolidation of storage, change, clubroom, public toilet and social meeting facilities in one multi-functional building maximises use and minimises ongoing operational costs.</p>	<p>functional use and minimising ongoing service costs.</p>
<p>Sporting Hubs, Co-location and Shared Use</p>	<p>The elimination of single, stand-alone club and group facilities and integration/ co-location and sharing brings a range of different uses and users together.</p> <p>The opportunity to realise good partnerships through school use of proposed sports facilities, and community use of existing school facilities is emphasised as being an important focus for LG's.</p>	<p>The co-location of sport and recreation infrastructure should wherever possible be encouraged and facilitated through a planned process across the GSRLG's. This approach will need to be communicated to clubs/user groups to ensure club aspirations are effectively managed and controlled.</p>
<p>Demographic Considerations</p>	<p>The ageing demographic is necessitating greater consideration of non-contact sport and recreational activities with a higher level of casual social interaction.</p> <p>Where there is a high propensity of the population on low incomes it is important to provide sport and recreation facilities at an affordable price with equitable access to the community.</p> <p>Provision for youth needs to focus on providing a broader service which meets more diverse needs to break the norms of sport participation and needs to reflect technology as an integral part of young people's lives.</p>	<p>There is a need to provide a range of flexible infrastructure which caters for a broad demography, many of which have limited access to transport and limited discretionary expenditure.</p> <p>Infrastructure will need to cater for both the ageing community, families and youth and need therefore to be adaptable and flexible in their capability/use.</p> <p>A greater focus in future will need to be paid to Information Technology as a mechanism for engaging the community at all levels to maximise the use of infrastructure.</p>
<p>Environmental Consideration and Sustainability</p>	<p>Alternative water options are now being considered and need to be incorporated within any developmental solution.</p> <p>Facilities are now being designed and built to maximise access, safety and environmental sustainability.</p>	<p>Water management and environmental sustainability will continue to be a key focus for facility development and should be considered as a key development principle to be considered in all new or upgraded facility developments.</p>
<p>General Participatory Trends</p>	<p>There is a trend to move away from formalised club based sports in adulthood.</p> <p>The decrease in volunteering and associated succession planning compromises the ability to attract and</p>	<p>The role of sport and recreation infrastructure in more remote regional areas is changing to become the main focus for social activity where the sporting use is, at times, incidental. Investment in such infrastructure needs therefore to be</p>

	retain members to sustain and develop clubs.	seen in a broader community development context.
Social and Economic Benefit	<p>Within regional areas, facilities provide opportunities to build volunteer capacity and to train and develop individuals in leadership and management capabilities.</p> <p>In some regional areas clubs and facilities have become a focus for addressing physical and mental health issues and in particular as a mechanism to educate and provide mentoring support for members of the community who have/are experiencing issues relating to drug and alcohol abuse.</p>	<p>The value to the local economy both from a training and development perspective and as a mechanism to address health issues (both physical and mental) should not be underestimated.</p> <p>In the GS, greater emphasis should be placed on the multi-functional opportunities such infrastructure provides in developing and sustaining a community in place.</p>

4.4 Implications of Current Trends on the Great Southern

The concluding implications of current trends associated with sport and recreation infrastructure provision for the Great Southern can be summarised as:

- The gradual diminishing role that organised sport is playing in remote regional areas, particularly in the Great Southern, is evidenced through the loss of clubs and competition structures. The role of clubs is now of critical importance as a catalyst for social interaction, skills development, health and wellbeing. The future expansion of club facilities and activities in small townships is likely to achieve a greater return on investment if it is aligned to a broader community service offer.
- The traditional approach of developing infrastructure has now changed. Cost effective and efficient co-location of infrastructure should underpin the rationale for future investment in infrastructure. Whilst a number of facilities within the GS have been developed on one site, there are still ad hoc developments with limited, ageing or inadequate supporting infrastructure which would benefit from being co-located with other activities. The gradual rationalisation and amalgamation of these sites would be beneficial.
- The traditional venue specific sports of golf, Australian Rules Football, cricket, bowls and hockey will continue to dominate provision within the more remote rural areas. In the larger and established population centres in the south (the City of Albany) and north (Shire of Katanning), they will likely experience a greater demand for broader sporting infrastructure associated with football (soccer), netball, basketball, athletics and volleyball where the competition structure is also likely to be sustained. In all circumstances, and wherever possible, the co-location of sports aligned to one service centre/multi-functional building should be sought.
- The role of traditional clubs in regional areas within the main population centres of the City of Albany and Shire of Katanning are likely to provide the main competition bases and therefore the focus will be on providing accessibility to the more remote rural communities for major events. The Shires of Plantagenet, Kojonup and Denmark as secondary regional administrative centres, are likely to continue to provide the secondary competition venues to be used as feeders for the two main centres.
- At present the complex nature of competition structures and financial expenditure associated with delivering high performing competitive teams, particularly for Australian Rules Football (by importing players), is damaging the delivery of sport at the local level. This will necessitate ongoing discussion with WAFC and clubs in developing a more effective hierarchical approach across the sport and the acceptance of this hierarchical structure which should be the feeder ground for local player development.

- Having regard to the above, it is recognised that SSA's are still working along traditional lines of provision. This has failed to achieve a growth in the sport in areas where population growth is diminishing. A significant change in delivery mechanisms and competition structure is required if this is to change. Growth has generally occurred state wide (or more particularly in Metropolitan areas) where the population has grown through net migration. This does not serve the needs of the GS, where sustainable intervention measures will be required to sustain clubs and club based developmental and competitive activity.
- Other infrastructure (referenced as non-traditional sports clubs) which are associated with unique locational characteristics and economic drivers, such as ballistics, equine and motorsport use, will be venue specific and are required to service a broader regional population. In these circumstances, a considered approach needs to be taken across all LG partners to determine the most effective and efficient regional and satellite feeder sites.
- The growth in women's sport has resulted in a different approach to the design and development of traditional sporting infrastructure. It is now important for all LG's within the GS to ensure wherever possible that flexibility underpins the design and potential use of sporting hubs. Any newly developed facility infrastructure will be required to provide flexible unisex changing and ablution infrastructure to a higher standard which inevitably has significant cost and ongoing asset management implications.
- There will be a continued need in all areas to provide access to opportunities for cycling, swimming, jogging and running, fitness/gym and recreational walking. In order to achieve an effective return on investment this infrastructure should be linked to broader economic development/tourism initiatives. The current plans and proposals for tracks and trails across the GS would assist in meeting these requirements.
- With respect to cycling specifically, it is recognised that the GS is a hotspot for mountain biking and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development. This needs to be undertaken in partnership with Westcycle and across jurisdictions to ensure effective connectivity.
- Whilst the shared use of school infrastructure has achieved mixed results in the GS, the use of school infrastructure should continue to be pursued as a mechanism for offsetting ongoing operational costs and to avoid unnecessary duplication of provision.
- Financial management and viability concerns have been raised consistently as an issue which is facing all sporting infrastructure within the GS. It is important to prioritise strategic investment across the region and agree how this is to be delivered, funded and sustained. It is highly unlikely that a cost sharing model could be achieved. Nevertheless, relative priorities and support for investment decisions should be agreed across all LG's.
- Environmental sustainability underpins the majority of planning processes associated with Strategic Community Plans within the GS. This should be re-enforced with a consistent policy across all LG's.

5. Key Delivery Implications

5.1 Great Southern Region Local Government Considerations

The tables below highlight the key considerations and opportunities highlighted by GRSLG's.

Local Government	Key Considerations and Opportunities
<p>City of Albany:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - Support Club Governance & Volunteer Management. - Increased Memberships & Participation (engagement through Active Albany). - Development of sustainable asset management practices <p>Improved Life Participation:</p> <ul style="list-style-type: none"> - The continued promotion of Active Albany programs. - Improved utilisation of the Albany Leisure & Aquatic Facility as a community hub. - City of Albany Public Health Plan priorities implementation. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Review the City of Albany Sport and Recreation Strategic Plan. - Implementation of the Albany Trail's Hub Strategy. <p>Facility Management and Delivery</p> <ul style="list-style-type: none"> - Maintain a consistent equitable approach to the level of provision and management of infrastructure. - Rationalisation and shared infrastructure development approach. - Ongoing development of sustainable approaches to asset maintenance program. <p>Improved Pathways for Junior to Senior Participation</p> <ul style="list-style-type: none"> - Family Friendly Clubs and Programs. - Integration of juniors into senior clubs. <p>Event & Tourism Delivery</p> <ul style="list-style-type: none"> - Programming of the new regional Centennial Park Sporting Precinct. - Development of an integrated regional events strategy in partnership with the GSRLG's. - Support the development of the Outdoor Adventure Industry & GS Outdoor Centre of Excellence
<p>Shire of Broomehill-Tambellup:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - The need to resource or gain access to a club development officer. - Focus support on managing recent investment in sporting club and bowls facility. - Good quality infrastructure is required to address the decline in numbers. - The value of investing in volunteer support and effective governance models is critical. - The loss of AFL is problematic and is likely to impact on the ability for residents to gain access to sporting competition.

Local Government	Key Considerations and Opportunities
	<p>Strategic Planning</p> <ul style="list-style-type: none"> - The shire has found value in VROC which could be extended further to incorporate community and club development support and in addition a collective approach to asset management. <p>State Sporting Associations</p> <ul style="list-style-type: none"> - Concerns with SSA's servicing regional areas. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of a developed asset management process will place the shire at risk given the extent of infrastructure currently provided across the two towns. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - The role that sport plays in the community is for both social engagement and mental/physical health and wellbeing.
Shire of Cranbrook:	<p>Club Development</p> <ul style="list-style-type: none"> - The shire value the input and involvement of the shared club development officer which offsets the lack of resources available. - Volunteering is a key challenge. More effective coordination between sports and recreational groups is required. <p>Sports Development</p> <ul style="list-style-type: none"> - There is a need to continue the investment (and potential expansion) of Kidsport which has provided a significant contribution to enable low income families to access sporting opportunities. <p>Strategic Planning</p> <ul style="list-style-type: none"> - VROC is considered to be an important cross boundary group with the potential to expand beyond its current role. <p>Tourism</p> <ul style="list-style-type: none"> - The value of the close proximity of the Stirling Ranges; presence of unique wildflowers and proximity of wineries provides the opportunity to attract people to Cranbrook. - As part of Hidden Treasures and nature based promotions there may be opportunities to also link these more effectively with the use of club based infrastructure to increase viability. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - Drugs, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address. - There is now a need for clubs to reconsider their current structure and embrace their role more effectively as a social hub for the wider shire community with sport and recreation being used as the vehicle to support and retain residents locally.
Shire of Denmark:	<p>Club Development</p> <ul style="list-style-type: none"> - A program to train and develop volunteer capability shared across GSRLG's could provide an effective utilisation of limited resources. - A consistent approach to integrating seniors and junior club development activities should be pursued across all GSRLG's.

Local Government	Key Considerations and Opportunities
	<p>Facility Development</p> <ul style="list-style-type: none"> - Previous lack of investment in youth needs to be addressed. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The environment, sport, recreation and culture is consistently identified as high investment priorities for the shire. - Trails and cycleways (including mountain biking) have strong tourism potential and investment will need to be set aside to implement a strategic trails plan in conjunction with regional partners. - The alliance with the Shire of Plantagenet and City of Albany is the most important. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The current tourism focus should ultimately be expanded and diversified to incorporate shared learning and understanding of facility provision, asset management, events, performance management and project implementation. - There is potential to develop a regional tourism and events service, focused on the horse industry. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes puts the shire in a high-risk category.
<p>Shire of Gnowangerup:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - Facilitating the improvement to governance structures and long-term viability of clubs. Volunteer management needs to be addressed. - The loss of clubs and consistent competitive infrastructure. <p>Facility Development</p> <ul style="list-style-type: none"> - Consideration of facility rationalisation, multi-functional use and increased capability of infrastructure to service more broader community needs. - Attract adequately qualified and committed personnel to manage and operate facilities. - Extension of aquatic infrastructure use (potentially a swimming club), diversity of sporting use on the synthetic turf and greater social activities focused on the sporting precinct site. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Sharing of resources and increased commitments to alliances and partnerships with neighbouring LG's needs to be explored further. - Investment in passive recreational opportunities including trails within and servicing town sites. - Keeping people in the area through non-sport and recreation initiatives linked to housing, tourism and economic development opportunities. <p>Asset Management</p> <ul style="list-style-type: none"> - Asset management and the risk associated with maintaining the level of current infrastructure serving a relatively small population base. - Alternative sources of funding need to be identified to that of the cropping program.

Local Government Key Considerations and Opportunities	
Shire of Jerramungup:	<p>Club Development</p> <ul style="list-style-type: none"> - Volunteer management support and facilitation will be needed as an ongoing requirement to sustain viable club infrastructure. <p>Facility Development</p> <ul style="list-style-type: none"> - Imminent decision is likely to be taken by DoE to decommission the swimming pool facility which the shire will seek to maintain. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes is a high risk for the shire. - A need to establish a sound process and investment program. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The opportunity to share resources across LG's has potential benefits to offset limited local resourcing and maximise tourism potential. - The evolution of the Tourism Alliance. - The importance of benchmarking to assist with future investment planning.
Shire of Katanning:	<p>Club Development</p> <ul style="list-style-type: none"> - More effective engagement with indigenous community groups and associations. - Issues with volunteering appear to be more acute than in other LG areas. - The benefit of KidSport and the potential to expand the program in low socio-economic areas is critical. <p>State Sporting Associations</p> <ul style="list-style-type: none"> - Concerns with SSA's servicing regional areas. SSA programs/events should be undertaken in partnership with GSRLG's to ensure the outcomes provide a sustainable benefit to the region. <p>Facility Management</p> <ul style="list-style-type: none"> - The long term management of the aquatic facility needs to be assessed against strategic community plan targets. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The need for a coordinated events program is evidenced. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - There is a need to develop consistent senior's programs to ensure resourcing is effectively utilised. Seniors could provide a wealth of volunteer capacity to support club development. - The importance of using sport as a vehicle to address drug use, mental health and wellbeing should be further developed as a shared resource.
Shire of Kent:	<p>Facility Development</p> <ul style="list-style-type: none"> - It is important that investment is maintained at current levels and that each site is continued to be promoted as a community centre. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Due to the unique set of circumstances, the shire has limited requirements to work across LG boundaries.

Local Government Key Considerations and Opportunities	
	<p>Health and wellbeing</p> <ul style="list-style-type: none"> - An ongoing requirement will be to provide services to keep people well-aged within the community. Investment in broader fitness and passive recreational pursuits will be important and will link to trail/path access and social infrastructure. <p>Asset Management</p> <ul style="list-style-type: none"> - Asset management processes are well developed and the shire is relatively strong financially.
Shire of Kojonup:	<p>Club Development</p> <ul style="list-style-type: none"> - The shire needs to build capacity in the community and will have to play a critical facilitation role to support the volunteer base and ensure effective club governance is implemented. <p>Facility Development</p> <ul style="list-style-type: none"> - Further engagement with the DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs of servicing and provide a greater localised benefit. <p>Events and Tourism</p> <ul style="list-style-type: none"> - Undertake a Cycle Plan for the townsite to connect to heritage/cultural and sporting/recreation infrastructure. - Opportunities should be explored to align horse, cycle and walking trails. - The old stock route from Kojonup to Denmark should be a consideration for future development but can only be achieved in partnership with neighbouring LG's. - There is potential to look at a regional eventing festival with the Shire of Plantagenet. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - The importance of using sport as a vehicle to address drug use, mental health and wellbeing.
Shire of Plantagenet:	<p>Club Development</p> <ul style="list-style-type: none"> - Volunteer management and club development support will continue to be an issue. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The alliance between Denmark, Albany and Plantagenet whilst currently focused on a regional tourism component has the potential to contribute further and explore resource sharing. - Consideration should be given to the expansion of current VROC activities. <p>Asset Management</p> <ul style="list-style-type: none"> - Whilst improving, the limited asset management system and associated investment process is a high risk for the shire. <p>Facility Investment</p> <ul style="list-style-type: none"> - There will be a need to establish a sound process and investment program.

Local Government Key Considerations and Opportunities	
	<ul style="list-style-type: none"> - The further evolution and development of the partnership with the school/DoE will need to be reviewed annually to offset ongoing operational costs and could be expanded to provide access to the oval space should demand at Sounness Park (east and west) increase. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The development of a bike plan for the Townsite will potentially be able to identify links with broader trail opportunities. - Potential alignment with the implementation of long distance trails.
Shire of Woodanilling:	<p>Club Development</p> <ul style="list-style-type: none"> - A lack of succession planning and thereby creating a long-term viable sporting and club entity. <p>Strategic Planning</p> <ul style="list-style-type: none"> - As part of the Hidden Treasures initiative there is the potential to extend this partnership with partner organisations in the GS. - The sharing of resources (currently surveyors cost, part time staff and loan of equipment) could be expanded and formalised under an MOU. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management planning needs to be addressed and could be undertaken in partnership with neighbouring LG's. <p>Events and Tourism</p> <ul style="list-style-type: none"> - There are a number of areas for potential trail development which are likely to link with developments outside of the Great Southern due to being the north-western most LG.

5.2 Selected State Sporting Association Considerations

Selected SSA's were consulted following the engagement with LG representatives. They were identified based on the current level of infrastructure associated with townships across the Great Southern (i.e. aquatic infrastructure, golf, netball, tennis, bowls, Australian Rules Football, equestrian and basketball). The implications for the development of the GSR Sport and Recreation Plan are identified below.

SSA	Key Considerations
Swimming WA	<ul style="list-style-type: none"> - Aquatic infrastructure is always required to support the growth in club based swimming. - Viability of the infrastructure is critical and Swimming WA advocate the important role clubs play in attracting users to infrastructure. - The sport recognises the burn-out with volunteers and is seeking to put in place structures to adapt to regional level meets and competitions. The intention is to diversify and decentralise the sport which should make it easier in regional areas to evolve and develop. - There is however an issue with affordability with swimming clubs unlikely to generate significant income for the lane space used. - The movement of Swimming WA in the Learn to Swim space may provide resources in the long term to invest more heavily in sustaining

SSA	Key Considerations
	<p>regional level support for clubs. This however will be dependent on the successful implementation of the program which is currently in its infancy.</p>
Bowls WA	<ul style="list-style-type: none"> - Smaller youth populations in regional areas participating in bowls means there is now little in the way of elite level provision. - Clubs can no longer rely on membership as a means of survival and need to diversify. The bowls clubhouse therefore becomes an increasingly important facility for social activity to sustain the sport in regional areas. The role they play in keeping the elderly active and providing opportunities for social interaction is important in contributing to keeping residents in place. - The lack of investment and setting aside of sinking funds to replace surfaces is likely to impact the ongoing viability of infrastructure in the Great Southern. Rationalisation of current infrastructure and alignments with other sports will be essential.
WAFC	<ul style="list-style-type: none"> - Development pathways are not connecting up that well between Juniors and Seniors and this has resulted in the evolution of a new governance model for football. The draft process has further damaged the viability of the sport and measures need to be put in place to address this. - As with other sports, the youth drop-out rate is high and this impacts on team generation. This is replicated at the 11-12 age range. - The number of teams folding in smaller regional townships is a major concern and little has been implemented to halt this occurrence. - Whilst the expenditure related to players being brought in to service regional teams is considered to be a positive, it is not sustainable and does not encourage the development of local talent. - The growth in female competition is also a positive and a different approach will be required if the structure is to be sustainable. - It is a concern that as one of the main participatory sports for the indigenous community, they are not well engaged. The lack of transition to a senior club from indigenous programs indicates there is a fundamental flaw in the club development system and effective integration of all players irrespective of culture and background. - As referenced by a number of LG's the value of KidSport is high, but the monies available are insufficient to address the real issues associated with low socio-economic families, access to transport and effective communication.
Tennis West	<ul style="list-style-type: none"> - Albany is considered vital for pathway programs which is the natural draw for participants. - The re-alignment of the three clubs in Albany to one centralised hub is identified as a high priority. The movement from grass to hard courts is also considered to be a high priority to enable infrastructure to be effectively sustained. - There is clearly an abundance of tennis infrastructure in the GS, however the issue relates to access and viability of both the clubs from both a volunteers and players perspective. Similar to bowls, tennis has become a community gathering point and would benefit from a strong alignment with bowls activities.

SSA	Key Considerations
	<ul style="list-style-type: none"> - The lack of integration with the indigenous community is due to the traditional approach and associated cost which will require changes of game time - these will be generational changes rather than immediate.
Equestrian	<ul style="list-style-type: none"> - The high level of female participation is a strong asset of the sport as is the relatively good level of provision in regional areas which provide significant health and wellbeing benefits. - It is evident that the cost of maintaining a horse is challenging and potentially cost prohibitive. In addition, the travel associated with competitions renders the sport inaccessible to a number of residents within the GS. - The need to participate at Brigadoon similarly creates barriers which are not easy to overcome. The SSA provides support through financial assistance and training clinics, mainly centred on the state equestrian centre. However, there will be a need to review this and consider a decentralised approach if the sport is become more accessible to all.
Netball WA	<ul style="list-style-type: none"> - Albany/Katanning/Kojonup are the main priorities for Netball WA based on current infrastructure although Denmark, Gnowangerup and Jerramungup have a significant role to play for the development of the sport in the GS. - The alignment of netball with AFL is a critical concern due to the strong link between both club's competition and developmental structures. - Volunteer management and numbers is a real concern which replicates the issues raised across a number of LG's. - The provision of Katanning in the north and Albany in the south provides a good split to ensure complimentary competitions can be run which service the region. - Indigenous engagement, anecdotally appears to be effective although no figures are captured in respect to engagement and/or use of facilities. - A significant issue which needs to be resolved is more proactive engagement from Netball WA to LG's.
Golf WA	<ul style="list-style-type: none"> - Golf is provided for an ageing demographic and reliant on strong volunteer support. - The lack of junior participation is a concern as this potentially impacts on succession planning. - The integration of the Indigenous community with golf provision in Tambellup is encouraging and dispels the impression that it is an elitist sport with limited access (whilst it is also noted that indigenous programs have proved difficult). There is clearly however, a need to review and refine rules and regulations associated with the sport if golf facilities are to be retained and provide a viable sporting business. - As with other sports the SSA recognise that their engagement with LG's is poor.
Basketball WA	<ul style="list-style-type: none"> - Basketball is recognised as a strong participatory sport and engages positively with the Indigenous community. It is however limited by access to court time and volunteer capacity.

SSA	Key Considerations
	<ul style="list-style-type: none"> - The impact on senior sport is generally at the expense of junior participation. This will need to be addressed, potentially through greater flexibility related to game time and off-peak court use rather than the construction of new infrastructure. - The option to utilise DoE court sites needs to be integrated with LG engagement to ensure duplication of resources is avoided.
Dr Lenore Lyons (GSCORE)	<ul style="list-style-type: none"> - The project is in its infancy but already has the potential for strong alignments with Active Albany. This should be explored further, particularly the alignment to bushwalking and access to the Stirling Ranges and associated walking/hiking/riding/climbing areas. - The outdoor recreation strategy should be integrated with this broader sport and recreation facilities plan. - Further investigation of the potential to invest in securing an appropriate training and education base at Camp Quararup is required. This could be the catalyst to engage more effectively with commercial operators and secure commitment to the growth in outdoor adventure in the GS. - The development of consistent and accredited training programs will assist in the growth of the industry and attract greater investment from both state and federal government.

5.3 Summary of Key Challenges

The outcome of the engagement process identified the following as the key challenges which need to be overcome:

- **Asset Management:** The need to ensure all LG's follow a considered and adaptable asset management process which enables future budget planning to be managed effectively. Continue to enhance and improve asset management practices and particularly train and develop clubs understanding of their obligations.
- **Quality of Service:** The need to maintain and enhance the current level and quality of service provision within a constrained resource base and with increasing demands on those limited resources.
- **Consistency of Provision:** Ensuring there is consistency across all sport and recreation services in the level of provision, accessibility and management of infrastructure. This will necessitate more effective benchmarking and performance management processes.
- **Benchmarking and Resourcing:** Continuing to develop appropriate standards/benchmarks which are then adopted and continue to be implemented. It would assist all LG partners if this could be consistently applied across the region. Consider the provision of a regional 'one-stop-shop' to assist and promote the development of good business systems and processes across GSRLG's.
- **Volunteer and Club Development:** The need to support and facilitate good governance and succession planning. In addition, continue to educate and alter the mindset of clubs which operate separate junior/senior provision to provide an integrated service delivery model to develop sustainable clubs. The development of a senior's program whereby they are trained and encouraged to volunteer into retirement.
- **Cross Boundary Developments:** The need to continue to foster and develop alliances and partnerships with neighbouring LG's. This will necessitate building upon existing alliances (VROC, Lower Great Southern Alliance and Hidden Treasures partnership) and potentially expanding the focus to incorporate asset management, benchmarking and shared resourcing. The City of Albany

as the main population centre within the Great Southern has the potential to lead and support other LG's across tourism, economic development, business and operational practices. Cross boundary opportunities include:

- **A regional events strategy:** Development of an integrated regional events strategy in partnership with other GSRLG's.
- **Shared project implementation:** Development of regional tracks and trails to ensure connectivity between regional areas.
- **A shared training and development program:** To provide advice and support in a coordinated way to partner LG's on all aspects of sport and recreation facility provision. To facilitate and provide a coordinated program for club support across the Great Southern.
- **Asset Management by Clubs:** Support will be needed to ensure that effective governance and appropriate sinking funds are committed to sustaining the facility.
- **The Role of SSA's:** SSA's are not stepping up to the mark in servicing regional areas.
- **KidSport:** There is a need to continue the investment (and potential expansion) of Kidsport.
- **General Health and Wellbeing:** Drugs, alcohol abuse, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address.
- **Grant Assistance and Ongoing Financial Support:** The loss of Royalties for Regions and ability to secure small grants for the ongoing operation and upgrading of key facilities (i.e. reducing CSRFF and loss of the pools grant). In addition, in some areas, the over reliance on crop funding which may not provide a secure long-term solution.
- **Equine Development:** A considered approach will need to be undertaken for the development of equine infrastructure across the region.
- **Development of Youth Facilities and Activities:** LG's are experiencing similar problems in having to provide for an ageing population whilst addressing the previous lack of investment in youth.
- **Competition:** The loss of clubs and competitive structure and the lack of consistency with competition alignments across sports.
- **Social isolation and Loss of an Ageing Population:** Sporting infrastructure are principally social meeting places and perform a much broader role than that of sporting uses. There is an ongoing requirement to provide services to keep people well-aged within the community. Investment in broader fitness and passive recreational pursuits such as tracks and trails will be important.
- **Shared Use and Co-location:** This needs to be considered in conjunction with rationalising infrastructure within all towns and potential consolidation on one site ultimately. Engagement with the DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs of servicing and provide a greater localised benefit.
- **Affordability:** Ensuring that a balance is struck between people's ability to pay and the level of subsidy desired to maintain the service.
- **Growth in Female Sport and Competition:** This is necessitating a different approach to facility design and functionality.
- **Integration with the Indigenous Community:** There is a lack of engagement with the indigenous community. This will require innovative approaches to the provision of services and programs and greater training of clubs in valuing diversity and increasing accessibility.

6. GSR Strategic Issues and Opportunities

6.1 Facility Development Priorities

The following table identifies the critical facility development considerations raised by GS LG partners through the published documentation and the consultation process. The table identifies the main projects and the relative importance from a regional perspective of investing in identified infrastructure. The projects are referenced with respect to a regional priority and those projects which are local in nature, which need to be referenced but do not form part of the broader strategic regional prioritisation (referenced as Local). The assessment has been based on the potential for each project to impact on partner LG's beyond their current jurisdiction:

Local Government	Key Facility Investment Commitments	Relative Regional Priority	
City of Albany:	- Centennial Park Sporting Precinct - Implementation Stage 2.	H	
	- Albany Leisure and Aquatic Centre: Netball/Basketball/Volleyball/Table Tennis: Upgrade indoor court lighting to 500lux.	M	
	- Hockey: Turf Replacement; additional turf & supporting facilities: Feasibility Study and upgrade of outdoor lighting to 500lux.	H	
	- Middleton Beach Precinct <ul style="list-style-type: none"> o Improvements of the Albany Surf Life Saving Club Triathlon/Volleyball/Surf Lifesaving: Install outdoor lighting (200 lux). o Artificial Surf Reef - Detailed Design, Wave Modelling & Implementation. o Ellen Cove Shark barrier – replace and maintain. 	M	
	- Developing Facilities <ul style="list-style-type: none"> o Albany Water Sports: Master Plan (Kalgan Progress Association, Albany Rowing Club and Albany Water-ski Club). o Regional Tennis: Needs & Feasibility Study (Co-location and rationalisation of existing Albany tennis clubs). o Aquatics: 50m Pool Feasibility Study. o Collingwood Park Sporting Precinct: Needs & Feasibility Study. o Regional Shooting Hub: Feasibility Study. o Regional Shooting Hub: Feasibility Study. 	M	
	- Great Southern Motorsport <ul style="list-style-type: none"> o Feasibility Study including Site Investigation & Design. o Site Development & Implementation 	H (State Govt Commitment)	

	<ul style="list-style-type: none"> - Establish the Outdoor Centre for Excellence in Albany as a regional priority. - Albany Trails Hub: <ul style="list-style-type: none"> o Albany Heritage Park Master Plan & Trail Network Implementation. o Progress the Albany Trails Hub Strategy Key Projects. 	H (Regional and State) H
Shire of Broomehill-Tambellup:	<ul style="list-style-type: none"> - The requirement to secure the ongoing viability of the Tambellup Sporting Pavilion. - Expanded skate park facilities for the youth at Broomehill. 	Local Local
Shire of Cranbrook:	<ul style="list-style-type: none"> - Motocross is the main strategic project – a centre for the Great Southern. Development and expansion of the motocross club. - The Frankland River Country Club is ageing and in need of investment. In order to fulfil the requirements of the Shire's strategic plan, a master plan for the site should be developed. - Redevelopment of Frankland River Country Club. - Tenterden stage 2 facility development. 	H Local Local
Shire of Denmark:	<ul style="list-style-type: none"> - Development of green space at McLean Park as the main sporting hub. - The development of a subsidiary green field centrally located to offset the demand at McLean Oval for football (soccer) and junior cricket. - Further extensions to Denmark Recreation Centre to enhance gym and storage infrastructure. - The Equestrian Centre requires considered implementation having regard to equine activities being provided in Mount Barker, Albany and Kojonup - Trails Hub Master Plan. 	Local Local Local Local Local
Shire of Gnowangerup:	<ul style="list-style-type: none"> - The upgrade to the swimming pool facility has been completed and there is a need now to ensure the use of the asset is maximised. - Similarly, the synthetic surface project has delivered an asset which now needs to be used effectively and income derived from the facility set aside to replace the surface in due course. 	H H

<p>Shire of Jerramungup:</p>	<ul style="list-style-type: none"> - The importance of investing in the pool at the education site as a mechanism for providing a valuable community service. - The development of the motocross facility on the boundary with Gnowangerup which ideally should be a satellite feeder for the facility being developed as a regional priority at Cranbrook. - Jerramungup Bowling Green - Carpet Replacement - Jerramungup Sports Club. - Bremer Bay – Oval Reticulation - Bremer Bay Sports Club. - Water Supply Upgrade including new dam - Boxwood Hill Combined Sports Club. - Improve Ventilation to Entertainment Centre - Jerramungup Sports Club. - Install kitchen and ablutions at tennis courts, refurbish fittings at clubhouse - Bremer Bay Sports Club. - Boxwood Hill Hall Improvements - Boxwood Hill Combined Sports Club (current CSRFF bid). - Synthetic Hockey Pitch Installation - Jerramungup Sports Club. 	<p>H</p> <p>M</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>M</p>
<p>Shire of Katanning:</p>	<ul style="list-style-type: none"> - Bowling Club to relocate to the Country Club. - Pursue additional recreational activities and facilities at Lake Ewlyamartup. - Continual service improvements to the critical sporting hub at KLC, including upgrades to Quartermaine Oval - Identify a suitable site for a motorplex. - Prosser Park to be developed into an informal recreation space. - Amalgamation of ballistics sports. Pistol/Rifle Club amalgamation and lighting investment to be re-engaged. - O'Callaghan Park. - Kupara Park to potentially provide informal recreational opportunities and football (soccer) provision. - Re-purpose of the Forrest Hill Golf Club. - Welcome Precinct – destination play precinct, Piesse Lake recreational area and botanical garden developed into regionally significant recreational areas. 	<p>H</p> <p>H</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>M</p> <p>M</p> <p>H</p>

	<ul style="list-style-type: none"> - The croquet clubhouse development and irrigation. - Development of new skate park/youth precinct. 	M
Shire of Kent:	<ul style="list-style-type: none"> - The need to plan for youth infrastructure in addition to the aged community (to ensure they have the ability to age in place). 	Local
Shire of Kojonup:	<ul style="list-style-type: none"> - Additional shade and life of pool tank at the Kevin O'Halloran Memorial Swimming Pool to increase community use. - Re-alignment and rationalisation of the Kojonup recreational precinct (including lighting). - Re-alignment of Agricultural Showground and potential co-location with sporting infrastructure. - Re-alignment of skate park. - Integration with regional trails development. - Oval drainage. - Resurfacing and covering of netball courts. - The current master plan should be reviewed: <ul style="list-style-type: none"> o Redesign of current clubhouse building adjacent to the pool and ensure compliance. o Cover the netball courts for multi-functional sporting and occasional market use. o Re-align the skate park to align more effectively with the sporting complex and adjacent school. o Investment in the swimming pool including shade and increasing the life of the pool tank. 	H H Local Local H Local Local
Shire of Plantagenet:	<ul style="list-style-type: none"> - The renewal of the parts of the Mount Barker swimming pool infrastructure, maintenance, servicing and renewal of the asset. - Continue to support and facilitate the development of Sounness Park as the primary ball sports facility in the District. - Promote the development of Frost Park as a major equine centre in the GSR. . Frost Park as the focal point for all equestrian activities will require ongoing review and investment in master planning and business case development. - Encourage the development of trails in line with the Trails Master Plan. - Investment will be required in the swimming pool to maintain the current level of provision. 	H H H H

Shire of Woodanilling:	<ul style="list-style-type: none"> - Continue the development of the Woodanilling Recreation precinct to ensure all recreation needs are met. - Develop a Youth Bike Area. - Queerarrup Lake development to secure water in lake for recreational use. - Complete oval lighting. - Implement bike/walking path network to connect the town to Whispering Winds and Caravan Park. - Gym equipment within the town park and recreation centre. - Storage to the recreation centre and lighting to the back shed and resurfacing. 	<p>Local</p> <p>Local</p> <p>H</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p>

6.2 Strategic Partnership Opportunities

The following table identifies the critical strategic planning processes identified by LG's and current alliances with GS partners. Eight of the GS partners are involved in the Hidden Treasures initiative which has the potential to be expanded to incorporate outdoor recreation and trails activities.

Local Government	Strategies and/or Partnerships	Recommended Position
City of Albany:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Recreation Strategic Planning. - Trails Hub Strategy & Projects. - Kite Boarding Facilities Planning. - Regional Tennis Feasibility Study. - Surf Reef Feasibility. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. 	The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities.
Shire of Broomehill-Tambellup:	<p>The key partnerships include:</p> <ul style="list-style-type: none"> - VROC for the sharing of Building and Environmental Officers. Development of standardised community perceptions survey across partners. 	To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.
Shire of Cranbrook:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Regional Tourism Strategy. 	A regional tourism strategy to be developed through the Hidden Treasures partnership may

	<p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC as an important cross boundary group with the potential to expand beyond its current role. 	<p>provide a catalyst for broader recreational event planning.</p>
Shire of Denmark:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Tourism Development Strategy. - Regional Economic Development Strategy. - Land Development Strategy. - Water Efficiency Action Plan. - Paths & Trails Network Plan. - Asset Management Strategy and Plans. - Sport and Recreational Infrastructure Strategy. - Trails Hub Master Plan. - Public Open Space Strategy. - Events Strategy. - Public Health Plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance for Economic Development and Tourism. 	<p>The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities.</p>
Shire of Gnowangerup:	<p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC which is not considered to be operating as effectively as it could for the shire. 	<p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p>
Shire of Jerramungup:	<p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. 	<p>The gradual implementation and development of the strategic partnerships with the Lower Great Southern Alliance.</p>
Shire of Katanning:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - The development of a cycle plan. - Regional Tourism Strategy - Regional Trails Strategy <p>Key partnerships aimed at delivering specific plans include:</p>	<p>The shire, whilst integrated within the Hidden Treasures initiative is currently focused at the local level for economic development. It would be beneficial to extend that reach to VROC partners or in partnership with the Shire of Kojonup.</p>

	- Katanning Regional Business Association - Economic Development.	
Shire of Kent:	The shire currently has limited involvement with GS partnerships.	Currently, there would be limited benefit in engaging with other regional partners.
Shire of Kojonup:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Development of a Cycle Plan. - Integration of regional trails plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC is the only formal alliance at present. 	<p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p> <p>Consideration needs to be given to the broader economic development opportunities and a potential alignment with Katanning.</p>
Shire of Plantagenet:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Development of a cycle plan. - Integration of regional trails plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. - VROC. 	The gradual implementation and development of strategic planning processes to support the strategic partnerships with the Lower Great Southern and VROC local priorities.
Shire of Woodanilling:	The shire is currently not aligned to any strategic partnership within the region and identifies with LG's to the north of the GSR.	

7. Strategic Themes and Action Plan

The table below identifies the key strategic intervention areas and associated issues. These are split into 4 key strategic themes underneath which there are a number of key actions and responsibilities which seeks to address the identified challenges. The key themes are:

1. Structural Review
2. Club and Volunteer Development: Alliances, Partnerships, Training and Development
3. Trails, Events, Economy and Tourism
4. Facility Development – Sustainable and Strategic Facility Development

Under each strategic theme, there are a series of recommendations which are to be planned for a short (S) 1-5 year period; Medium (M) 5-10 year period and Long (10-years+). It is not practical, due to resourcing constraints that all recommendations will be undertaken immediately and many will be ongoing, requiring the steerage of a representative body of the Great Southern (potentially through an existing alliance or dedicated sport and recreation GSR Group). Each recommendation and actions are assessed against its link to 'Strategic Directions 6' - Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020:

1. Governance - Developing governance models that are collaborative and provide strategically aligned partnerships.
2. Integrity and Values - Proactively develop responses to safeguard the integrity and wholesome values which make sport and recreation a fundamental part of Australian culture.
3. Public Open Space & Urban Form - Be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.
4. Adventure and Outdoor Recreation - A destination point for numerous adventure and outdoor recreation pursuits.
5. Commercialisation - Sport and recreation is supported by robust commercially-oriented business models.
6. Diversity in Leadership and Management - Be proactive to increase the contribution that currently underrepresented groups within the community, particularly women, are able to make to the industry.
7. Financial [Un]Certainty - Optimise the value derived from public and private funding in tight fiscal circumstances.
8. Leveraging Facilities Investment - Securing high profile events and increasing visitor and local participation.
9. Life Course and Life Stage Participation - Improved participation rates in sport and recreation and more broadly active lifestyles.
10. Monitoring, Evidence and Research - Research and evidence-based decision making.

11. Participation, Culture and Affordability - Opportunities should be affordable and provide equitable access to encourage participation of people from diverse social, cultural and economic backgrounds.
12. Technology - Progress the industry through new and emerging technologies.
13. Vital Volunteers - Recruit, support and retain the vital volunteer base which facilitates the delivery of sport and recreation activities.

No.	Strategy	Target/Outcome	Responsibility (Lead)	Partners	Timeline	SD6 Alignment
1. Structural Review						
1.1	Establish a coordinating group (task and finish) to undertake an independent review of all sport specific structures (including league/competitions) within the GSR.	Rationalise the current alignment of the competitive structure of each sport and put in a uniform process which coordinates sports development activity across the Region.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's	S	11
1.2	Establish a hierarchy of facility provision for competition and developmental opportunity for the sporting community of the GS.	Facility hierarchy established. Minimum standard of provision and an agreed set of design and development principles to underpin the future investment in facility development.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC	S	11
1.3	Undertake a review of the services provided by SSA's and identify those which provide a valuable return and those which do not.	Re-prioritise based on an agreed and sustainable developmental program in partnership with GSRLG'S and SSA's.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's	S	11
1.4	Develop a program of intervention measures in conjunction with SSA's aimed at building capacity and capability within current club structures.	Establish governance, financial compliance, asset management and volunteer development as a minimum.	GSRLG's	DLGSC, Lower Great Southern Economic Alliance, VROC, SSA's	S	13
1.5	Prioritise future resourcing of clubs/organisations based on a commitment to support the strategic intervention measures by SSA's.	Resources aligned to agreed coordinated sports development activity across the	GSRLG's	DLGSC	S	07

		region. Prioritise ongoing investment based on agreed priorities and delivery targets.				
1.6	Assess and analyse the potential to encourage new club development to be established on school facilities where dual use agreements may be negotiated and provide long-term security of access.	Agree a set of principles across the GSRLG's for dual/shared use provision.	GSRLG's	DLGSC	S-M	07
2. Club and Volunteer Development: Alliances, Partnerships, Training and Development						
2.1	Explore the potential to expand existing partnerships/alliances to facilitate support for the delivery of sport and recreation infrastructure, programs and services across the GSR.	Existing partnership(s) expanded to incorporate strategic sport and recreation planning as a component of broader delivery objectives.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC	S	01
2.2	Establish a Regional Sports and Recreation Officers network/partnership (RSROP) for GSRLG's to share knowledge, disseminate information and coordinate development programs more effectively.	RSROP established with agreed terms of reference.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC	S	07
2.3	Develop an ongoing funding program to secure additional long-term sponsorship and investment to underpin community sport and recreational activity across GSRLG's.	Existing partnership(s) provide direction for the RSROP to manage the funding program on behalf of GSRLG's.	GSRLG's	Lower Great Southern Economic Alliance, VROC, DLGSC	S-M	05
2.4	In conjunction with the Regional Sports and Recreation Officers network/partnership, establish a facilitation process for developing a critical mass of coaches, volunteers, officials and players within the GSR.	RSROP establish a coordinated facilitation process across all priority sports aligned to the funding program.	GSRLG's	DLGSC, SSA's	S-M	13
2.5	Liaise with the SSA's to establish region wide benchmarking for clubs (funded through a targeted shared funding program).	RSROP co-ordinate the benchmarking program and resources.	GSRLG's	SSA's	S-M	07
2.6	Work towards a consistent club development program of support for integration of juniors, seniors and genders.	RSROP establish minimum equality and diversity standards and prioritise support to	GSRLG's	SSA's		11

		those clubs/organisations which embrace the integrated club development approach.				
2.7	Ascertain the relative sustainability and value with regard to key performance measures (i.e. volunteering, retention, effective governance and financial management).	RSROP establish sustainability performance measures against which sporting clubs can be managed.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's	S-M	10
2.8	Annually review the performance of SSA's and identification of key priorities across the GSR for the subsequent year.	RSROP annually review performance of SSA's and prioritise future funding based on performance.	GSRLG's	SSA's	Ongoing Annually	10
2.9	Ensure DLGSC grant funding programs for SSA's are aligned to GSR strategic priorities.	DLGSC to review funding programs that align to Regional Sports and Recreation Officers network/partnership to foster regional priorities for investment.	DLGSC	GSRLG's	S	07
2.10	GSRLG'S are to establish basic principles for the design and development of sport and recreation infrastructure.	RSROP establish minimum design criteria. Integration and co-location of a range of community services and social engagement opportunities on new/redeveloped sites.	GSRLG's	DLGSC	S-M	11
2.11	The GSRLG's in conjunction with state/regional health partners and SSA's to establish a consistent education, training, supporting and mentoring program aimed at sporting clubs and organisations.	RSROP advocate SSA's to undertake education and mentoring programs to address drugs, alcohol and mental health issues at sports clubs in remote rural communities.	GSRLG's	DLGSC	S	02
2.12	The GSRLG'S are to jointly develop an approach to ensure the future co-location opportunities of community, family health and social services are delivered from sporting club infrastructure.	RSROP to incorporate within the facility design guidelines, the desire to incorporate various outreach opportunities such as health services, children's and family support, aged care respite services, disability services and employment and training services.	GSRLG's	DLGSC	S-M	07
2.13	GSRLG's are to advocate for the retention and extension of Kidsports as being a vital resource addressing issues associated with socio-economic	Kidsport or similar program retained.	GSRLG's	DLGSC	S	11

	disadvantage and the future viability of sporting clubs and infrastructure within the Great Southern.					
2.14	GSRLG's in conjunction with SSA's and sports clubs/organisations and recreational groups are to facilitate the Introduction of programs and initiatives aimed at integrating CaLD and the indigenous community within the core fabric of the sport and recreation infrastructure.	Greater integration of CaLD and indigenous participants within sports clubs across the region (baseline measures to be determined by RSROP).	GSRLG's	DLGSC, SSA's, Noongar Support Groups	S	11
2.15	Establish a mechanism for the consistent review and implementation of gradual upgrading/modernisation of sport and recreation facilities which are not DDA compliant. This should comply with the outcomes desired across all LG DAIP's.	Increased % of DDA compliant sport and recreation facilities across the GSR.	GSRLG's	DLGSC, SSA's, Disability Access Groups	S-M	10
2.16	Establish a strategic support infrastructure to provide a suite of resources for volunteers, coaches and officials to deliver effective club development and competition opportunities. Effective and efficient resource to support all LG's.	Investment in the CDO resources across LG's reviewed and re-aligned to support the RSROP program which facilitates support for SSA's and clubs across LG areas.	GSRLG's	DLGSC	S-M	13
2.17	Communicate basic operational and design principles to all sports clubs and recreational groups within the GSR.	RSROP facilitate the development of a training program and community information sessions annually to ensure sport and recreation facility users have a full understanding of their obligations and those of LG in the management and delivery of sport and recreation infrastructure.	GSRLG's	DLGSC	S	07
2.18	Establish an agreed regional policy statement with respect to facility development, co-location and shared use as being a key objective of future investment in sport and recreation infrastructure.	RSROP develop a policy statement for endorsement across all GSRLG's.	GSRLG's	DLGSC	S	01
3. Trails, Events, Economy and Tourism						
3.1	Facilitate the coordinated development of long distance and historic tracks and trails across the	Review and upgrade existing trails in accordance with a planned. Implementation	GSCORE GSRLG's, Lower Great	DLGSC, DoT, GSDC	S-L	03

	GS as a mechanism to get people physically active and support growth in the tourism sector.	process aligned to existing and developing trails planning proposals. Integration of footpaths, cycleways and horse riding trails to provide effective links between activity centres, sport and recreation infrastructure and other community services.	Southern Economic Alliance, VROC			
3.2	Utilise existing alliances to review and re-evaluate the business cases for trail infrastructure development which meet the needs of the current population, its tourism potential and likely future anticipated growth.	Current trails master plans and business cases to be reviewed on an ongoing basis with a view to developing an integrated regional plan with the endorsement of the GSDC.	GSRLG's, Lower Great Southern Economic Alliance, VROC	DLGSC, DoT, GSDC, GSCORE	S-M	10
3.3	Establish joint funding agreements with partner LG's to progress the phased development of tracks and trails which cross GSRLG jurisdictions.	Joint funding agreements established and funding allocated within each GSRLG's long term financial plan where appropriate.	GSRLG's, Lower Great Southern Economic Alliance, VROC	DLGSC, DoT, GSDC	S	07
3.4	Undertake a coordinated marketing and promotional program highlighting the value of the regions natural resources which is managed and delivered by GSR strategic alliances and/or the GSDC.	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's, Lower Great Southern Economic Alliance, VROC	GSDC	S	08
3.5	Ensure that the principles of connectivity are pursued by integrating tracks and trails with footpaths and cycleways (and in rural areas horse riding trails) to provide effective links between activity centres, sport and recreation infrastructure, other community services and natural outdoor activity resources.	Adopt a series of guiding principles to support the implementation and delivery of the regional trails plans. This should include a cross boundary commitment from all GSRLG's and agreement on the principles of connectivity which are to be pursued.	GSRLG's, Lower Great Southern Economic Alliance, VROC	DLGSC, GSDC, GSCORE	S	03
3.6	Based on best practice develop a regional model to demonstrate the economic value of sport and recreation by capturing baseline information on:	Develop an economic value of sport and recreation model which can be adapted to support local clubs, organisations and	GSRLG's	GSDC	M-L	10

	<ul style="list-style-type: none"> - Sporting activity (participation rates across prioritised sports). - Volunteer numbers across prioritised sports. - Employment positions within the regional sport and recreation industry. - Retail expenditure on sport and recreational pursuits. - An assessment of the reduced healthcare costs from improved health (both physical and mental). - Improved educational attainment of those that participate in sport. - The contribution sport and recreation can make in reducing crime. - The net impact on the environment by encouraging more walking and cycling (i.e. linked to GSCORE Outdoor Adventure and Active Albany). <p>It is recognised that this will be an iterative process over a number of years to develop a consistent data capture and assessment process.</p>	associations in attracting external funding and investment for events.	GSCORE (outdoor recreation)			
3.7	Annually publish an economic report based on the value return on the investment in sport and recreation infrastructure.	Annual report published and used for benchmarking events and promoting future investment.	GSRLG's	GSDC	S-M	10
3.8	The GSR alliances in partnership are to agree on a coordinated events strategy. This should integrate regional, state, national and international sport and recreation events with broader regional cultural events.	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's	GSDC, TWA	S	08
3.9	The GSR alliances should undertake the development of and adopt a consistent economic assessment model to ascertain the value of all events to the region. This should take into account the contribution to overnight visitor stays;	<i>Note, this overlaps with 3.6 above.</i>	GSRLG's	GSDC, TWA	S	08

	additional economic investment in the local market and the social value to the local community in respect of volunteering, community engagement and capacity building.					
3.10	The GSRLG's are to embrace and integrate the emerging outdoor recreation strategy with the broader development work with SSA's in supporting the sustainable development of sports clubs, recreation groups and associated infrastructure.	Outdoor Recreation Strategy agreed and key principles adopted to underpin future work with SSA's.	GSRLG's	GSCORE	S	04
3.11	The GSRLG's in partnership with the GSDC should work towards developing a sport and recreation workforce development plan to integrate the commercial sport and recreation offering with the not-for-profit sports sector and training providers.	Establishment of a workforce development plan for the GSR.	GSRLG's	GSDC, GSCORE	M	06
3.12	The Active Albany brand should be reviewed on an ongoing basis with a view to expanding the opportunities and objectives across the GSR. This initially should be promoted through the Lower Great Southern Economic Alliance and subsequently integrated across the GSR.	Review of the success of Active Albany and identification of its gradual expansion into neighbouring GSRLG areas.	GSRLG's	GSCORE, Lower Great Southern Economic Alliance	S	11
3.13	<ul style="list-style-type: none"> - The GSR alliances in partnership are to agree on a uniform marketing strategy for the GSR which builds upon the Hidden Treasures brand but with a greater focus on regional outdoor adventure activities and sport and recreation based events. - The GSR alliances should work in partnership with TWA to develop a more effective marketing tool aligned to opportunities provided by regional level sport and recreation infrastructure for incorporating within promotional material and 	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's	TWA, GSCORE	S	08

	to be used to attract state and international level events in a coordinated approach.					
3.14	The GSR alliances should identify key destination attractor gaps within the Great Southern (i.e. for nature play, regional level family play areas and associated service infrastructure) and develop a prioritised plan for future investment based on potential economic impacts.	Gap analysis undertaken by RSROP in partnership with GSRFMG (referenced below).	GSRLG's, GSCORE	TWA, GSCORE	S	08
4. Facility Development – Sustainable and Strategic Facility Development						
4.1	Establish a GSR Facilities Management Group (GSRFMG) with key responsibilities to disseminate facility information, share best practice and develop more effective processes for maintaining, managing and developing community sport and recreation assets.	GSRFMG established under agreed terms of reference.	GSRLG's	DLGSC	S	07
4.2	GSRLG's are to provide a public open space and recreational precinct network which is environmentally sustainable and conserves and manages water consumption effectively.	GSRFMG to establish a review process to assist partner LG's.	GSRLG's	DLGSC, DBCA	S-L	03
4.3	GSRLG's are to establish key ESD principles which are to be used as a consistent reference point for addressing the impact of future sport and recreation facility developments and to establish standards to work towards in their regeneration, upgrade or replacement where cost permits.	GSRFMG to develop a set of ESD principles as a baseline for all partner local governments.	GSRLG's	DLGSC	S	03
4.4	The ESD principles are to be considered as part of any new development proposal. Such principles should incorporate the following: <ul style="list-style-type: none"> - Energy conservation. - Water conservation. - Improve alternative transport opportunities. - Waste minimisation. 	Implementation of ESD principles.	GSRLG's	DLGSC, DWER, DBCA	S-L	03

	<ul style="list-style-type: none"> - Enhancement of the indoor environmental quality. - Building efficiency improvements. 					
4.5	Each partner GSR should commit to review current master planning projects every five years to ensure the basis for the initial decision making is valid. Where assumptions and/or circumstances have changed the master plans should be modified to reflect current priorities.	GSRFMG to establish a program of master plan project review to support individual LG's.	GSRLG's	DLGSC	S-L	07
4.6	DoE to endorse the development of sport and recreation infrastructure on High School sites and adjacent sport and public open space land in accordance with the principles.	GSRFMG to develop a set of principles for shared use on educational land.	GSRLG's	DoE	M	01
4.7	Establish a funding protocol for the development of school sports facilities which recognises a balance between community access and school use.	GSRFMG to develop a set of funding principles for shared use on educational land.	GSRLG's	DoE	M	07
4.8	Establish a consistent baseline for the management of the regions sport and recreation assets across all GSRLG's and implement a consistent asset management regime.	GSRFMG develop and endorse core principles and expectations of clubs in setting aside annually the true value of managing, maintaining and replacing sport and recreation assets within their direct control.	GSRLG's	DLGSC	M	10
4.9	All new facilities are to include the provision of a "sinking fund" to ensure appropriate finance is available to replace plant, machinery and other infrastructure at the end of their natural life cycle.	GSRFMG establish and endorse policy.	GSRLG's	DLGSC	S-M	07
4.10	Ensure appropriate asset management systems and processes are adopted across the GSRLG's in order that they can report consistently across comparable performance metrics.	GSRFMG to reach consensus on consistent data collation and asset assessment audit processes to enable effective benchmarking to be undertaken.	GSRLG's	DLGSC	S-M	07
4.11	Consistent policies, procedures and standards will be developed across GSRLG's. This will include: <ul style="list-style-type: none"> - Approval processes for confirming regional priorities and GSRLG's support. 	GSRFMG review current practices to ensure policies and procedures are effectively aligned to asset management, maintenance and desired governance structures.	GSRLG's	DLGSC	S-M	07

	<ul style="list-style-type: none"> - Risk management. - Building maintenance obligations of LG's and those of clubs/organisations. - Ongoing auditing processes related to investment in sport and recreation infrastructure and reporting against key outcomes. - Financial and legislative compliance requirements of user groups/sports clubs/organisations. - Fee charging, booking and management agreements and the expectation and obligations of clubs/organisations in reporting against those agreements. - Standard levels of provision serving remote rural communities and expectations in respect of co-located shared provision. 					
4.12	Develop, implement and communicate all essential policies and procedures to sport and recreation clubs/groups/organisations to ensure they have a full understanding of the obligations in respect of club governance, facility management and maintenance.	GSRFMG to establish a program to support clubs and educate key proponents in managing and maintaining club infrastructure.	GSRLG's	DLGSC	S-L	01
4.13	Ensure that planning control policies across the GSR is supportive of the provision of tracks and trails and actively promotes recreational pursuits aligned to natural resources as being of strategic significance for the Great Southern.	GSRFMG review planning control policies to ensure support for the integration and connectivity of trails across LG boundaries.	GSRLG's	DLGSC	S	02
4.14	Ensure that planning control policy is supportive of commercial equine activity in rural areas and actively promote the industry as being of strategic significance for the Great Southern.	GSRFMG review planning control policies to ensure support for equine development and growth.	GSRLG's	DLGSC	S	02

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Department of
Local Government, Sport
and Cultural Industries



GSCORE
Great Southern Centre for
Outdoor Recreation Excellence

Great Southern Outdoor Recreation Strategy

2018 – 2021







Stirling Range National Park
Photo courtesy of City of Albany

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The infrastructure projects identified in the Great Southern Outdoor Recreation Strategy are based on existing unaudited information available from local and state agencies, utilities and department, community organisations and not-for-profit groups. The infrastructure listed is not comprehensive and estimates of infrastructure, timeframes and costs are indicative only. Projects may be subject to review and change to meet new circumstances. Projects identified in the Great Southern Outdoor Recreation Strategy should not be taken as a commitment by stakeholders to fund these projects. Unless otherwise indicated, public funding of projects is not confirmed.

Minutes

Acknowledgment

This document has been strengthened by input from various state agencies, local governments, community organisations, commercial operators and volunteers across the Great Southern. GSCORE acknowledges the contribution made by all those who contributed their time and expertise towards the development of this strategy. We recognise and value the heritage, culture and spiritual connection of Noongar people with the lands and waterways on which outdoor recreation takes place.

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Great Southern Outdoor Recreation Strategy

2018 – 2021

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Front cover image: Stirling Range National Park by David Bomba.

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Acronyms

ACCI	Albany Chamber of Commerce and Industry
ASC	Amazing South Coast Destination Marketing Organisation & Brand
ASW	Australia's South West
DBCA	Department of Biodiversity, Conservation and Attractions
DCC	Denmark Chamber of Commerce
DLGSC	Department of Local Government, Sport and Cultural Industries
GSCORE	Great Southern Centre for Outdoor Recreation Excellence
GSDC	Great Southern Development Commission
RDA	Regional Development Australia
SCNRM	South Coast Natural Resource Management

Other key terms

Trail Town	<p>A population centre which has been assessed and accredited as a destination for its trails offering through the provision of high quality:</p> <ul style="list-style-type: none"> • Trails (single or mixed use) • Outdoor experiences that encourage extended visitation • Trail-user related facilities and services (including accommodation) • Trail-related businesses • Trail branding and signage.
Trail Centre	<p>A managed multiple trail facility with dedicated visitor services supported by high quality:</p> <ul style="list-style-type: none"> • Trails (single or mixed use) • Outdoor experiences that encourage single day visitation • Trail-user related services • Trail branding and signage. <p>A Trail Centre can stand-alone in an individual location or may be positioned within a Trail Town.</p>
Trail Network	<p>A multiple trail facility with limited or no visitor services, supported by high quality:</p> <ul style="list-style-type: none"> • Trails (single or mixed use) • Outdoor experiences that encourage single or part day visitation • Trail branding and signage. <p>A Trail Network may be a stand-alone facility or form part of a Trail Town or Trail Centre.</p>

Introduction

The Great Southern's stunning landscapes and waterscapes offer a range of exciting outdoor recreation experiences such as bushwalking, cycling, surfing, paddling, sailing, rock climbing and horse riding. For residents the opportunity to enjoy and engage in the outdoors makes the Great Southern an attractive place to live and work. The region is home to the Bibbulmun Track and the Munda Biddi Trail, two of Australia's iconic trails, and numerous other hiking and cycling trails that traverse mountains, forests and stunning coastlines. Areas of outstanding national beauty and conservation value, such as the Walpole Wilderness, the Stirling Range and the Fitzgerald Biosphere, attract 735,00 visitors annually.

Participation in outdoor recreation activities is growing internationally. Time-poor urban-based populations are engaging with the natural environment in diverse ways that include unstructured activities such as walking, through to adrenalin-filled adventure pursuits such as downhill mountain-biking. The benefits of active leisure are well documented. Participation in outdoor activities improves mental and physical health, increases social interaction and builds stronger communities. It also improves education outcomes, environmental stewardship and economic development through stimulation of regional tourism.

There is significant potential for outdoor education, recreation and tourism to become a cornerstone of the Great Southern economy. However, the outdoor recreation sector in the Great Southern faces a range of organisational and workforce challenges that need to be addressed to ensure the sustainability of the sector into the future. In some locations, our love of the great outdoors is putting pressure on natural locations, leading to competition and sometimes conflict between different users and the need to manage incompatible pursuits for reasons of public safety.

The unstructured nature of outdoor recreation also makes it difficult for residents and visitors to find information about local activities. There is currently no whole of region approach to marketing and promoting the Great Southern's outdoor recreation offerings. Recreational fragmentation – more people doing more activities independently, rather than through clubs – requires better public access to information and direction about activities to supplement the traditional role of clubs.

This Strategy provides a coordinated approach that will ensure better planning for the development of future services and infrastructure and lead to more efficient long-term management of existing outdoor recreation activities, programs, events and infrastructure.



The Great Southern Region

Located on the south coast of Western Australia, the Great Southern region has a total land area of 39,007km². It extends 250km along the Southern Ocean from Nornalup (west) to Bremer Bay (east) and north along the Wheatbelt to the regional hub of Katanning. The region is home to approximately 60,000 people spread across the 11 local government areas of Albany, Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling.



Map courtesy of Great Southern Development Commission

Purpose of this strategy

The purpose of the Great Southern Outdoor Recreation Strategy is to revolutionise the provision of outdoor recreation opportunities in the Great Southern over the next three years. It provides an integrated, whole-of-region approach to planning, developing, managing and promoting outdoor recreation in the Great Southern. It aims to:

- Establish strong partnerships that will guide infrastructure development and management.
- Build and manage world-class trails and facilities.
- Promote the Great Southern as an adventure tourism destination.
- Build capacity and capability amongst outdoor recreation providers.
- Ensure all people have more opportunities to participate in outdoor recreation.

For outdoor recreation to be part of the daily lives of residents and visitors, spaces and places for outdoor recreation need to be accessible, appropriate, diverse, sufficient, and sustainable. Our vision is that the Great Southern will be a welcoming place, providing quality facilities that can be accessed by all residents and visitors.

- More people will have better information, a greater choice of activities and more sustainable ways of enjoying them.
- There will be a network of trails and outdoor recreation spaces that are easily accessible and any conflicts between recreation, residents and the management of the environment will be addressed.
- Public appreciation and understanding of the value of the region's national parks and reserves will grow as more people are able to enjoy outdoor recreation activities within the natural environment.
- Outdoor recreation will be a significant driver of the regional economy. We aim to host world-class events, leading to innovative business opportunities that drive jobs creation, skills enhancement and the attraction and retention of skilled workers.

What are we trying to achieve?

Vision

The Great Southern will be an inspirational example of the sustainable development of outdoor recreation.

The goal of the Strategy is the creation of a sustainable and inclusive outdoor recreation sector that delivers significant social, economic, educational, environmental and health benefits to the region's residents.

The region will have a strong, connected and accessible outdoor recreation system that helps make residents healthier, stimulates economic growth and jobs, encourages environmental stewardship and contributes to all residents and visitors enjoying lives enriched through their participation in high-quality, diverse and safe outdoor recreational pursuits.

What are the benefits of a Regional Strategy?

Acting together on a comprehensive regional strategy gives strength and scale to outdoor recreation planning and development, thereby enabling increased participation in the outdoors by residents, encouraging greater attraction of visitors and increasing the potential for new development and funding opportunities.

- **Creating a shared vision:** Regional planning provides the opportunity for many stakeholders to be engaged in the development of a definitive, cohesive vision for the region. This shared vision will make it easier to promote the region’s unique experiences.
- **Broadening the potential user community:** Regional planning can cater for the needs of a broader range of outdoor recreation users, adding significantly to the attractiveness of

the region and leading to improved economic development outcomes. A region-wide tourism offering is important to encourage visitor dispersal and provide compelling reasons for return visitation. It’s also fundamental to guide the development of a consistent range of high-standard trails expected by domestic and international tourists.

- **Improved connectivity:** Regional planning can improve connections between local destinations and close gaps in existing infrastructure leading to increased safety and accessibility for all users and an enhanced quality of life for residents.
- **Economies of scale:** Regional planning can help to identify facilities, uses and organisations that might benefit from co-location and provide opportunities to coordinate activities around clearly defined centres and networks.

Who is the Strategy for?

This strategy is for all residents and visitors to the Great Southern who engage in outdoor recreational pursuits.

Who	What
Residents: The Great Southern is made up of individuals and groups who are passionately involved in outdoor recreation across multiple disciplines, many of whom are keen to engage more formally through new business opportunities or through organised activities with clubs and associations.	The Strategy aims to improve opportunities for all residents to participate in outdoor recreation.
Activity providers and business owners: Outdoor recreation products, services and programs are provided by a diversity of landowners/managers, community organisations and businesses.	This Strategy focuses on coordinating the efforts of these different groups to ensure that high quality outdoor recreation opportunities will be available now and into the future, to meet the needs of residents and visitors to the Great Southern.
Land managers: Outdoor recreation opportunities in the Great Southern exist across a range of landscapes managed by multiple stakeholders including Western Australian Government agencies, local governments and private landholders.	

The number of stakeholders involved makes it challenging to deliver outdoor recreation outcomes in a consistent and integrated manner. Therefore, all levels of government, commercial entities and not-for-profit groups will need to come together to ensure we truly realise the vast array of benefits associated with participation in outdoor recreation.

How will it be delivered?

The Strategy is an agreement to collaborate, rather than a prescription as to what any one individual, organisation, jurisdiction or sphere of government should do. It aims to minimise the duplication of initiatives and maximise efforts to reach common goals by establishing shared priorities across the transport, planning, environment, education, health, sport and recreation and tourism sectors.

The Appendix contains a list of all stakeholder groups involved in delivering the priority initiatives outlined in this Strategy. The Great Southern Centre for Outdoor Recreation Excellence (GSCORE) will lead the implementation of the Strategy by developing an Annual Action Plan in consultation with these stakeholders. The Action Plan won’t identify every action for every agency but is designed to influence the delivery plans of each stakeholder organisation. Central to the success of this approach is a commitment to sharing resources and developing a coordinated approach when seeking external funding to support individual initiatives.

This coordinated approach will help to deliver maximum benefits for partners and recreation users while still being flexible enough to accommodate new information and agendas in response to changing recreational activities and demands.



Guiding principles

The following principles will guide decision-making by all stakeholders:

- Outdoor recreation provides numerous health and wellbeing benefits and participants of all ages, social and cultural backgrounds and physical ability should have access to high-quality, diverse, safe and sustainable outdoor recreation opportunities.
- Outdoor recreation is important for young people’s positive use of leisure time and the development of physical literacy in children and youth supports a lifelong involvement in an active lifestyle.
- Quality and diversity of products, services and facilities are required to maximise participant experience and benefits. These products, services and facilities need to be financially and environmentally sustainable and adopt best-practice guidelines in relation to risk management.
- Outdoor recreation programs provide numerous pathways to employment and tangible benefits to the local community.
- Outdoor recreation products and services, particularly those linked to tourism, are a significant driver of economic growth and jobs creation.
- Resourcing outdoor recreation across a large and diverse region is a major challenge and any investment needs to ensure maximum benefit and economically sustainable provision while at the same time recognising the unique needs of more remote communities.
- Recreational infrastructure is often provided freely to visitors to enjoy but comes at a significant cost to landowners and managers. Sustaining and improving this in the future requires ongoing investment to unlock the latent economic potential of these assets.
- The Great Southern’s wilderness spaces and pristine natural environment are what make it attractive to both residents and visitors. Access to these spaces must be managed to ensure that outdoor recreational pursuits don’t damage what makes the region so special.

What is outdoor recreation?

For the purposes of this Strategy, we employ the following definition of outdoor recreation:

Activities undertaken outdoors in natural, rural or urban open spaces where the environment is an important focus of the activity and there is a relationship between the participant and the outdoor environment, involving either interaction or appreciation and which may require modification or enhancement of outdoor settings to enable these activities to occur.¹

The National Outdoor Strategy² identifies six areas that make up the sector:



Non-competitive outdoor recreation activities in a non-competitive context (for example, bushwalking, bicycle touring, camping and trail riding).



Outdoor sports formally organised, competitive events such as orienteering, surfing competitions, fishing competitions, long distance off-road motorcycle racing and endurance horse riding.



Outdoor and environmental education using outdoor activities to help achieve formal and informal educational outcomes.



Health and lifestyle improvement active forms of outdoor activity (walking, riding, canoeing etc.) to improve health and wellbeing or as part of a balanced lifestyle.



Adventure-based counselling using outdoor activities for therapeutic outcomes improved physical, psychological, social and spiritual wellbeing.



Adventure tourism, eco-tourism and nature-based tourism outdoor adventure activities provided by commercial tourism enterprises.

The outdoor recreation sector comprises the following individuals and organisations:

- Individual participants in outdoor recreation activities (e.g. anyone who is a surfer, four-wheel driver, camper, water skier, mountain bike rider, sailor, hang glider etc.).
- Community organisations like youth groups, church groups, activity-based clubs, professional associations, volunteer-based search and rescue organisations, Aboriginal organisations and environmental organisations.
- Public and private schools with outdoor education programs.
- Federal, State and Local Governments, as well as government and community agencies and corporations which manage areas where outdoor adventure activities occur, or which have responsibilities that affect how, where, when and why people participate in outdoor adventure.
- Private enterprise including:
 - o Private landholders offering outdoor adventure opportunities on a commercial basis.
 - o Manufacturers, importers and retailers of outdoor adventure equipment.
 - o Eco-tourism, nature-based tourism or adventure tourism operators.
 - o The accommodation, hospitality and services sector that support the activities of outdoor recreation users.

¹ Queensland Government (nd) Queensland Government Statewide Outdoor Recreation Framework, p.6.

² Outdoor Council of Australia (2010) National Outdoor Strategy 2009 – 2012, p. 17 – 18.

Strategic Priorities

Vision

The Great Southern will be an inspirational example of the sustainable development of outdoor recreation.

The following section outlines the strategic priorities needed to achieve this vision. These priorities support the objectives outlined in the Framework for Outdoor Recreation in WA 2018 and are organised under key themes ranked in order of priority:

State Objectives	Regional Theme	Strategic Priorities
Valuing = Realising Benefits	Strong partnerships	A. Improve planning
Enabling = Meeting Demand	World-class infrastructure	B. Trails development C. Experience development
Developing = Creating Opportunities	A flourishing outdoor recreation sector	D. Capacity building
Encouraging = Promoting Participation	Promoting outdoor recreation	E. Adventure tourism strategy
	Making the outdoors more accessible	F. Maximise community participation

Theme: Strong partnerships

Partnerships within and across the sector, between government and non-government organisations and private businesses are crucial to the successful implementation of this vision for outdoor recreation. Leadership is required to develop these partnerships and networks to promote the benefits and value of outdoor recreation to regional communities.

Strategic Priority A: Improve Planning

Objective	Develop a regional strategic planning framework specifically for outdoor recreation.
Rationale	Outdoor recreation doesn't have the consistent organisational structure that sporting associations provide and this presents challenges in achieving a coordinated effort among stakeholders.
Expected Outcome	Outdoor recreation for all levels of participation in the Great Southern is supported by a long-term strategic infrastructure and resources plan.

Why is this important?

A flourishing outdoor recreation sector doesn't happen overnight, nor does it happen in isolation. It involves a range of sectors, stakeholder groups and delivery partners, such as government agencies, communities and business groups, working collaboratively to deliver their part of the overall picture. A holistic approach that includes planning, implementation, regular reviews and assessments is needed to fund and deliver a world-class outdoor recreation environment.

A comprehensive planning framework will consider and manage the region's unique natural environments, cultural attributes and communities. It will identify appropriate land and infrastructure, including built facilities, required to support different outdoor recreation activities and develop a coordinated approach to the delivery and funding of this infrastructure. It will also assist in identifying and resolving issues in outdoor recreation planning and improve communication across the region. It will also help to identify opportunities for resource sharing and, where possible, maximise the efficiency and effectiveness of outdoor recreation initiatives.

Where are we now?

There are a great number of organisations and agencies that have an interest in outdoor recreation and consequently there's a risk of duplication of effort. While there are some very good examples of coordination, there are further opportunities to create stronger mechanisms to help achieve our vision. Outdoor recreation remains a secondary use of land and water and therefore often falls between the cracks in planning schemes, rather than being recognised as a core, contributing feature of healthy, viable and connected communities.

There's a lack of coordinated planning and management across the places and spaces where outdoor recreation takes place. There's no long-term regional planning, including urban design, transport corridors, or support infrastructure and information for outdoor recreation. There is also no informed authority consulting with all interested groups managing conflicts, over-use issues or identifying resources for in-demand or hard-to-locate outdoor recreation.

Where do we want to be?

The goal of this strategic priority is to ensure that **planning for outdoor recreation infrastructure is coordinated across the region**. Outdoor recreation infrastructure and facilities will be well-managed and well-resourced. They will deliver a strong return on investment to local communities in the form of economic, tourism, health, social and environmental benefits. The unique environmental values of the region will be recognised and protected, and planning and investment decisions will be based on a strong understanding of community needs and outdoor recreation trends. The Great Southern will be recognised as a national leader in planning for outdoor recreation success.

How do we get there?

The following key strategic initiative will drive efforts to achieve this vision:

Strategic Initiative A1: Establish a Regional Outdoor Recreation Partnership and Strategic Management Group

The management group will enable and support development of sustainable outdoor recreation where practicable and appropriate and will also have a responsibility to ensure that the key actions contained in this Strategy are delivered within anticipated timeframes by the relevant lead body. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 4 Adventure and Outdoor Recreation.)

Strategic Initiative A2: Establish a Shared Staff Development and Training Program

Establish a program to provide initial and ongoing professional development opportunities for those planning and managing outdoor recreational facilities on public lands.

Strategic Initiative A3: Implement an Investment Decision Framework for Outdoor Recreation

Implement a new policy and decision framework to guide public decision-making on investment in outdoor recreation infrastructure that ensures that regional priorities are central to how decisions are made at a State and local level. This framework needs to be flexible and agile enough to take advantage of new opportunities, as well as maintaining a strong focus on identified regional priorities. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 7 Financial (Un)Certainty and Initiative 8 Leveraging Facilities Investment.)

Strategic Initiative A4: Establish a Regional Outdoor Recreation Research Program

To improve facility planning and provision, all stakeholders need to understand changing patterns of participation and be adaptive to new and emerging outdoor recreational activities. The research program will monitor trends and provide baseline data on the environmental, social and economic impacts and benefits of outdoor recreation in the Great Southern. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 10 Monitoring, Evidence and Research; and Tourism Development Strategy for the Lower Great Southern Initiative 2.2 Visitor Economy Performance Monitoring.)

How do we know if we are succeeding?

- Number of collaborative outdoor recreation projects.
- % of regional priority projects initiated.
- % of regional priority projects completed.



Theme: World-class infrastructure

As demand for outdoor recreation continues its rapid growth, the quality of outdoor recreation services and facilities is becoming a key driver in destination selection by both domestic and international visitors. Development of world-class infrastructure will attract international visitors to the Great Southern and will help differentiate the Great Southern as a tourism destination. Such products can only be developed by all outdoor recreation stakeholders working in collaboration with one another.

Strategic Priority B: Trails Development

Objective	Develop trails and supporting infrastructure to position the Great Southern as a world-class trails destination.
Rationale	Trails are a catalyst for the growth and expansion of the outdoor recreation sector.
Expected Outcome	Develop and implement a long-term strategic Regional Trails Master Plan.

Why is this important?

The Western Australian Strategic Trails Blueprint 2017 – 2021¹ recognises the important role that trails play in providing a valuable outlet for exercise, play, challenge, recreation and adventure. Trails also play a role in improving awareness and appreciation of the natural environment, build support for its conservation and protection and contribute to personal and community wellbeing. Significantly, in the context of this Strategy, trails are the single most important building block in the growth and expansion of the outdoor recreation sector and the associated economic benefits that flow from increased business opportunities and jobs creation. Trails play a significant role in attracting and retaining skilled workers and are a major driver of regional visitation.

Numerous examples from trail destinations nationally and internationally demonstrate that effective planning and management of trail networks, associated with strategic investment in trails and related infrastructure, can enhance and protect the environment while at the same time drive economic growth and lead to sustainable long-term economic outcomes for regional communities.²

Where are we now?

The Great Southern has a significant but unbalanced offering of trails. There are many walking trails of varying quality, but very few equestrian trails, mountain biking trails, aquatic trails (snorkelling, diving, kayaking/canoeing, kite surfing) or aerial trails (paragliding). Two nationally significant trails, the Bibbulmun Track and Munda Biddi Trail, pass through the region and there are several regionally important trails, many of which are in national parks and are linked to iconic landscapes and attractions.

There's an insufficient supply of trails to meet the growing demand for some activities (e.g. mountain biking, horse riding), poor connectivity between different trail heads and an inadequate program of trail construction and maintenance leading to significant degradation of existing trails and the construction of unsanctioned trails in some areas. Despite the region's reputation for outstanding coastal scenery and inland waterways, there are almost no formalised aquatic trails and very little infrastructure to support water-based recreational activities.

Where do we want to be?

The goal of this Strategy is to position the Great Southern as a world-class trails destination. Trail construction will be of high quality and will be rated as highly significant and attractive to the adventure tourism market and to international adventure tourism event organisers and promoters. There will be a diversity of trails and facilities for walking, cycling, mountain biking, horse riding and kayaking and an interconnected network of Trail Towns with clearly identified trail gateways at key entry points to the region. Existing trails and trail networks will be upgraded and enhanced, leading to a decrease in the negative environmental impact of unsanctioned or poor-quality trails and improved experiences for trail users.

An extensive trail network will link forests, rivers, lakes, coastline, national parks and nature reserves across the entire region, creating a unique economic stimulus for rural and regional development, while simultaneously, providing major public good benefits in terms of health, wellbeing, environment, heritage and conservation. The outlay in infrastructure will be compensated for by creating a healthy active community which reduces the health burden and increases visitor spend and employment.



Middleton Beach boardwalk.
Great Southern Regional Office of Tourism Western Australia.

¹ Department of Sport and Recreation (2017) Western Australian Strategic Trails Blueprint 2017 – 2021, p.6.

² e Western Australian Strategic Trails Blueprint 2017 – 2021.

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative B1: Develop Regional Trails Master Plan

A Great Southern Regional Trails Master Plan will be developed to provide a guiding framework and priorities for trails development and management. This high-level plan will establish trail development priorities and set out objectives and strategies to manage trail development over time. (Supports: WA Strategic Trails Blueprint 2017 – 2021 Strategy B2; Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice; Tourism Development Strategy for the Lower Great Southern Initiative 4.4.)

Strategic Initiative B2: Develop Trail Management Plans for all regionally significant trails

Local trail management plans will ensure trail managers have the capacity and capability to provide and maintain safe and enjoyable trails that protect the region's unique environmental and conservation values.

Strategic Initiative B3: Establish a Trail Building Network

A Trail Building Network of individuals and organisations involved in trail planning, construction and maintenance within the Great Southern will facilitate the dissemination of best practice information and training. It will assist trail managers and other groups to build their capacity to plan and maintain trails. Such support will create longevity and sustainability in trail organisations, encourage community stewardship of trails and facilitate better resourcing of trail management activities. (Supports: WA Strategic Trails Blueprint 2017 – 2021 Strategy C1 & E1.)

Strategic Initiative B4: Monitor trail use trends

Data on trail use is important to inform ongoing trail management, understand trail users and to evaluate the need for new trails. Trail-related data and research will be used in trail funding, planning, development and management. (Supports: WA Strategic Trails Blueprint 2017 – 2021 Strategy D2.)

How do we know if we are succeeding?

- Kilometres of new nationally and regionally-significant trails constructed.
- Trail maintenance programs in place.

Theme: World-class infrastructure

Well-managed destinations attract fresh investment, develop value-added jobs, and boost innovation. The development of outdoor recreation products and services is a crucial way of diversifying and strengthening the economic base of regional areas.

Strategic Priority C: Experience Development

Objective	Provide outdoor recreation experiences that accommodate the needs of residents and visitors.
Rationale	Experiences enhance the basic products and services to add value and create higher yield opportunities.
Expected Outcome	A wide range of recreation experiences based on quality facilities and services, appropriate to the identity of the region and which minimise potential impacts on landscape, land management and wildlife.

Why is this important?

Tourism forms part of the experience economy, a sector dominated by the desire to be engaged at an emotional, physical, intellectual and spiritual level. For this reason, product development in the tourism industry needs to focus on delivering compelling experiences that trigger a full-range of emotions and responses. Consumers want unique experiences that are not shared with large numbers of other users. This means that spaces and places for outdoor recreation need to be tailored to different user groups to manage a spectrum of expectations and needs.

An Experience Development Strategy is a planning tool to facilitate focused destination development. It aims to improve the stock of world-class outdoor recreation experiences to the global experience seeker market and provide pathways to increase outdoor recreation's contribution to economic growth and conservation. The demonstrated benefits of adopting an experience development strategy are manifold and include: increase in word-of-mouth business, repeat visitation, additional media publicity and coverage and an opportunity to innovate without a large expense. Successful experience-based tourism products also provide regional, state and national tourism bodies with a reason to talk about a tourism product and region, thereby leveraging small marketing budgets for greater exposure.



Where are we now?

Research commissioned by Tourism WA on the Albany region in 2015 revealed that a “perceived lack of uniqueness, distinctiveness and travel time/cost are the strongest predictors of interstate avoidance” of the region.¹ Twenty percent of those surveyed claimed that the region “has nothing to offer that I can’t get closer to home” and an additional 16 percent stated that “there is nothing particularly unique about the Albany region”. Amongst intrastate respondents, 25 percent stated that “there aren’t enough different things to see and do”.

If outdoor recreation experiences are to be a key driver of regional visitation, these perceptions need to be addressed. The Lower Great Southern Economic Alliance (the Alliance) is working to address this issue through its Amazing South Coast (ASC) Tourism Development Strategy (TDS).² The Amazing South Coast region stretches from Bremer Bay to Walpole and north to the Stirling Range, including Albany, Mount Barker and Denmark. The Alliance has yet to implement an experience or product development strategy for the ASC region, and there’s no such strategy in place for the central and upper parts of the Great Southern (currently marketed under the Hidden Treasures brand). However, marketing without experience development is risky because if the correct product for a market segment is not in place, and strategies to manage potential user conflict (e.g. residents vs visitors, walkers vs cyclists) have not been addressed, no amount of promotion will produce the desired long-term result. There needs to be a stronger focus on product development and marketing campaigns built around user experiences of unique product offerings.

Where do we want to be?

The goal of this Strategy is to position the Great Southern as a premier destination for adventure-based activities that capitalises on our exceptional natural landscape. The region will become a year-round destination for soft and hard adventure seekers who visit from interstate and internationally. By leveraging our natural assets and investing in key outdoor recreation projects, the region’s tourism capacity and visitation levels will rise during shoulder and off-peak periods. As visitation levels rise, private investment in tourism and other businesses will grow, providing a rich and attractive proposition to a range of visitor markets. Adventure tourism will become a key economic driver in regional communities, providing sustainable income streams to local businesses and opening opportunities for jobs creation and workforce retention.

¹ TNS Consultants (2015) Understanding the Albany Region’s Identity & Appeal. p.41-43.

² Churchill Consulting (2016) Tourism Development Strategy for the Lower Great Southern, Part Two: The Strategy. p. 6

How do we get there?

The following key strategic initiative will drive efforts to achieve this vision:

Strategic Initiative C1: Prepare an Experience Development Strategy (EDS)

Prepare a strategy that identifies how the region can innovate, improve and renew its outdoor recreation experiences. The EDS will include a set of agreed investment priorities to develop the region’s outdoor recreation offering. The EDS will provide a pipeline of infrastructure investment priorities that will be integral in establishing the Great Southern as a leading year-round adventure destination. The EDS will also identify underlying supporting physical infrastructure (such as roads, water, electricity, jetties, toilets/showers, bridges etc) and soft infrastructure (such as human capital and health, cultural and social institutions) to meet these priorities. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 4.3 New Products.)

Strategic Initiative C2: Develop an Adventure Events Strategy

Events can play a significant role in the development and marketing of outdoor recreation offerings in the Great Southern. Events can also provide a strong brand position where there is limited tourism product. An events strategy would also support better coordination of event offerings, including sharing and training of volunteers and enhanced marketing. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 4.1 Event Strategy.)

How do we know if we are succeeding?

- Increased number of outdoor recreation events, program, products and/or services.



Hiking at Albany Windfarm.
Photo courtesy of City of Albany.

Theme: A flourishing outdoor recreation sector

It's important that the professionals and organisations – public and private, commercial and non-commercial, professional and voluntary – that lead outdoor activities have the support they need to do the job well.

Strategic Priority D: Capacity building

Objective	Increase the capacity of outdoor recreation businesses and organisations to deliver quality products, services, events and programs.
Rationale	The full potential of commercial and not-for-profit organisations can be realised through skills development, smarter regulation and research.
Expected Outcome	<ul style="list-style-type: none"> Outdoor recreation organisations express a high degree of confidence that they have the skills they need to succeed and the ability to safely provide a quality experience. Visitors and residents express high levels of customer satisfaction with outdoor recreation products, services and events.

Why is this important?

While much outdoor activity has an informal character (e.g. camping, swimming at the beach, going for a walk or bike ride), many people also seek out more organised forms of engagement. These can be provided by clubs and associations, schools, tour operators and experience and activity providers. For the outdoor sector to engage people's desire for adventurous experiences, the sector needs better training, business development and a highly skilled workforce.

Capacity building programs enable business owners and managers as well as community-based outdoor recreation organisations to develop competencies and skills that can make them more effective and sustainable. Skills development training and other programs can help organisations that deliver outdoor recreation activities (both for profit and not-for-profit) to understand opportunities, build market share, promote services, support staff, grow outdoor leaders and manage budgets so they are planning and acting for growth and development, not survival and compliance.

Where are we now?

Organisations and individuals working in the outdoor recreation sector require diverse knowledge and skills sets. Specialised business and marketing skills plus experience and product development skills, are essential to enable small to medium-sized enterprises (SMEs) to access higher-value markets and invest for growth. Despite this need, there are few specialised business support services available in the region. Except for Albany, Denmark and Plantagenet, businesses located in the other eight local government areas that make up the region have no local tourism organisation or chamber of commerce that can assist with gaining these skills. Where business support services do exist, they typically

focus on business planning, financial management and marketing, rather than experience creation. Furthermore, training programs run by regional or state-wide tourism or business organisations rarely deliver face-to-face training outside Albany and have no online training facilities to deliver content remotely.

Organisations involved in destination marketing also require support to build capacity amongst their staff, including those involved in frontline visitor servicing, as well as those responsible for marketing and promotional activities. Social media has fundamentally transformed destination marketing activities and SMEs and destination marketing organisations (DMOs) lack the specialised knowledge required to undertake successful e-marketing campaigns. They also lack the capacity to work with trade and inbound operators.

For the sector to grow, it needs highly qualified and skilled adventure activity instructors and tour guides. School leavers or those entering the sector from other industries lack the opportunity to obtain appropriate vocational training and skills. Employment pathways are often unclear and there are few traineeships or employment-based training opportunities. For guides and instructors (including coaches, teachers and program coordinators) there are few professional development programs, particularly in specialised codes such as bushwalking or mountain biking. Many find it difficult to gain recognition of their existing competencies locally or elsewhere in the state, potentially threatening their ongoing employment and jeopardising the delivery of outdoor education and outdoor recreation programs that comply with the Australian Adventure Activity Standards (AAAS).

Unlike traditional sports, most clubs and associations in the outdoor recreation sector lack the structured support associated with competitive and elite fixtures as well as the planning and capacity building programs delivered by state sporting associations. Many remain unincorporated or lack the capacity to develop more robust governance models. Many outdoor recreation activities lack a formalised club home and are pursued by interested groups of individuals using social media. It is likely that these groups will continue to grow making clubs and associations less relevant. Some of these groups lack an understanding of risk management practices or have had few opportunities to undertake professional skills development.

Where do we want to be?

The goal of this Strategy is to **support the establishment of a flourishing outdoor recreation sector** that delivers high-quality products, services, programs and events to residents and visitors. Outdoor recreation and tour and activity businesses in the Great Southern will deliver high-quality active leisure experiences, that maximise customer enjoyment and mitigate known risks. These businesses will be sustainable and profitable, delivering benefit to local communities through jobs creation and enhanced services and amenities. Similarly, community-based outdoor recreation organisations and informal user groups in the Great Southern will provide quality sustainable recreation opportunities to a diverse range of communities.

Destination marketing organisations will deliver high quality, value-for-money marketing campaigns that attract high-yield visitors to the region. Visitor servicing organisations will deliver high levels of customer service, encourage regional dispersal and assist businesses through the sale or promotion of their products and services. Individuals involved in the provision of outdoor recreation activities as guides, instructors, teachers or coaches, will have access to accredited vocational training and professional development opportunities.

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative D1. Strengthen the capacity of industry

Develop a range of targeted programs that assist business owners to be sustainable, profitable, and manage risk. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 5 Commercialisation and RDA Great Southern Regional Plan 2013 – 2018 Strategic Direction 1: Regional Infrastructure.)

Strategic Initiative D2: Establish a workforce development plan

Enhance the technical capacity of guides and instructors by developing vocational training and employment pathways for individuals working in the outdoor recreation sector. (Supports: Great Southern Workforce Development Plan 2013 – 2016.)

Strategic Initiative D3. Strengthen the capability of clubs and organisations delivering recreation

Assist community-based outdoor recreation organisations to build their capacity through governance training, organisational planning and education of administrators, and skills development of instructors and program leaders. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 1 Governance; Great Southern Regional Investment Blueprint 2015 Transformational Project 7: Strong Communities.)

Strategic Initiative D4. Adoption of Australian Adventure Activity Standards (AAAS)

Advocate and promote the AAAS so commercial businesses and community groups understand activity standards and integrate these into their risk management planning.

How do we know if we are succeeding?

- Increase in number of new outdoor recreation businesses.
- Increase in number of qualified guides and instructors.
- Few adverse risk events reported.

Theme: Promoting outdoor recreation

Adopting a holistic destination management approach to outdoor recreation will ensure that tourism objectives are planned and managed to meet the needs and aspirations of target markets. Importantly, one of the key outcomes of holistic destination management is a strong resilient tourism industry with dynamic and adaptive product and experience offerings that adapt to the needs of the visitor and the community as the destination evolves and matures.

Strategic Priority E: Adventure Tourism Strategy

Objective	Raise awareness of the outdoor recreation offering in the Great Southern, promoting it as a welcoming destination with diverse recreational opportunities for visitors and residents.
Rationale	Regional adventure marketing will drive visitation by raising the profile of existing opportunities for participation in outdoor pursuits, places and experiences.
Expected Outcome	The Great Southern is a destination of choice for outdoor recreation events and activities.

Why is this important?

An effective Destination Management Strategy (DMS) is essential for developing, managing and promoting a destination. It helps to identify the roles and responsibilities of different stakeholders, setting clear plans of action and allocating resources. To be effective, planning, development and marketing activity must be based on research and the needs of the consumer. The Destination Management Process integrates both demand (the visitor or consumer needs) and supply (the product or experience).

Where are we now?

Until recently, destination marketing within the Great Southern has been managed at a local level with individual towns/areas responsible for promoting their tourism offerings. Stakeholders are fragmented, impacting negatively upon marketing planning and activity and leading to inefficiencies, duplication of marketing activities and market confusion.

Attempts at regional marketing have had mixed success, with the Hidden Treasures initiative (focused on the central and northern shires of the Great Southern region) the most notable exception. In 2016, the Lower Great Southern Economic Alliance commissioned a DMS to develop a collaborative campaign involving four local governments - Albany, Denmark, Plantagenet and Jerramungup. The brand campaign was launched in January 2018 and uses the tagline “Add ... to your adventure” to promote the Amazing South Coast to the family and active singles market in the Perth metropolitan area.¹ The ASC brand features a range of active and passive outdoor recreation pursuits.

¹ Marketforce (2016) The Lower Great Southern Region Destination Marketing Strategy.





Muttonbird Beach.
Photo by Elements Photography

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative E1. Prepare a Destination Management Strategy

Develop a regional outdoor recreation destination management strategy that will drive visitation and enable the region to remain competitive. This strategy needs to reference and be integrated into existing destination management strategies developed by local governments and tourism marketing bodies in the region. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 3.0 Optimising Demand.)

Strategic Initiative E2. Develop a Destination Marketing Plan focused on outdoor recreation

Develop an adventure brand for the region and a comprehensive destination marketing and communication plan to reach target markets. This strategy needs to reference and be integrated into the destination marketing strategies of tourism marketing bodies in the region and be supported by a dedicated budget. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 3.0 Optimising Demand.)

How do we know if we are succeeding?

- Increase in number of visitors engaging in outdoor recreation.

This campaign, if well executed and backed up by quality tourism product offerings, promises to raise the profile of outdoor recreation in the region, but it needs to be supported by new and improved high-quality products that meet user demands.

The region's outdoor recreation offerings don't feature strongly in interstate and international marketing campaigns. The Great Southern doesn't feature prominently on the Tourism WA consumer website and adventure tourism is not an experience category in Tourism WA's marketing activities.² Great Southern content is more prominently positioned in the marketing activities of Australia's South West (ASW) through conspicuous use of imagery and suggested travel itineraries. Unlike Tourism WA, ASW promotes an Adventure Outdoors experience category on its website, however, the adventure tourism content on the current ASW website is incomplete and lacks a focus on iconic experiences.

Where do we want to be?

The goal of this Strategy is for the Great Southern to be recognised as the Adventure Capital of Western Australia. We want the Great Southern to be the destination of choice for intrastate visitors looking for a diversity of outdoor recreation experiences in an incredible array of natural environments. As the region establishes a national and international reputation for the quality of its outdoor recreation offerings, there will be a commensurate increase in visitation and length of stay outside of peak periods.

² Some adventure activities appear in other experience categories (e.g. windsurfing under Sun and Sea) and there's a generic category called Active Outdoors listed under Culture & Lifestyle.



Mountain Bike Urban Downhill.
Photo by Steve Pontin.



Theme: Making the outdoors more accessible

Whether it's for enjoyment, exercise or health reasons, participating in outdoor recreation is good for us. Making the outdoors more accessible isn't simply having people participate more – it's about more people, participating more often.

Strategic Priority F: Maximise community participation

Objective	Ensure that the Great Southern offers a diverse range of outdoor recreation opportunities that are easily accessed and affordable to all residents and visitors.
Rationale	Outdoor recreation is not for any one group, location or demographic. It can, and should be, the domain of all.
Expected Outcome	Everyone has more opportunities to participate in outdoor recreation.

Why is this important?

The Great Southern has a diverse and multicultural population. The outdoor sector needs to explore and address the barriers preventing wider participation, particularly those from non-English speaking backgrounds, lower socio-economic groups, Indigenous people, those with disability, those who are time poor, as well as those living in rural and remote locations.

The National Outdoor Strategy¹ found that there were five key barriers to participation in physical activity: the costs of participating in leisure activities, lack of time and/or the pressure of other commitments, inadequate or inaccessible facilities, isolation (including social and geographic isolation) and lack of skills and ability. There's a need to find ways to engage widely with ethnic and socio-demographic groups so more people value and reap the rewards of being active outdoors and connected to their communities and as a result, have the desire, skills and knowledge to be positive stewards for the environment.

Where are we now?

More adult Australians participate in active recreation than in organised sport.² The three most common outdoor activities are walking (42.6%), cycling (11.7%) and bushwalking (5.4%).³ In 2015, 23% of WA cycled weekly.⁴ These figures suggest that increasing participation in active recreation offers the best opportunity to improve the health and wellbeing of Great Southern residents.

¹ National Outdoor Strategy, p.20.

² Australian Sports Commission (2016) AusPlay: Participation data for the sport sector. Summary of key national findings October 2015 to September 2016 data. p.11.

³ AusPlay, p.15.

⁴ WA Trails Blueprint, p. 31

Where do we want to be?

Proximity to local parks, waterways, trails and other outdoor recreation resources is critical to increasing participation rates. We need to provide a range of activities to meet people's immediate and varying recreational needs. The Great Southern will be recognised for the provision of enjoyable, challenging and safe outdoor recreation experiences that cater to the needs of diverse communities.

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative F1: Encourage community participation

Outdoor recreation opportunities need to be proximal to populations, easy to access and supported by quality infrastructure. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 3 Public Open Space and Urban Form and Great Southern Regional Investment Blueprint 2015 Transformational Project 7: Strong Communities.)

Strategic Initiative F2: Develop an outdoor recreation social inclusion programme for under-represented groups

Maximising participation requires us to work with specific communities to develop novel approaches that will remove participation barriers. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 9 Life Course and Life Stage Participation and 11.0 Participation, Culture and Affordability.)

How do we know if we are succeeding?

- Increase in number of residents who participate in outdoor recreation.
- Increase in participation from under-represented groups.



Photo by Kelly Waterhouse.

Summary of Strategic Priorities and Initiatives

State Objectives	Regional Theme	Strategic Priorities	Strategic Initiatives
Valuing = Realising Benefits	Strong partnerships	A. Improve planning	<ul style="list-style-type: none"> • A1: Establish a Regional Outdoor Recreation Partnership and Strategic Management Group • A2: Establish a Shared Staff Development and Training Program • A3: Implement an Investment Decision Framework for Outdoor Recreation • A4: Establish a Regional Outdoor Recreation Research Program
	World-class infrastructure	B. Trails development	<ul style="list-style-type: none"> • B1: Develop regional trails masterplans • B2: Develop trail management plans for all regionally significant trails • B3: Establish a Trail Building Network • B4: Monitor trail use trends
Enabling = Meeting Demand	A flourishing outdoor recreation sector	C. Experience development	<ul style="list-style-type: none"> • C1: Prepare an Experience Development Strategy (EDS) • C2: Develop an Adventure Events Strategy
		D. Capacity building	<ul style="list-style-type: none"> • D1: Strengthen the capacity of industry • D2: Establish a workforce development plan. • D3: Strengthen the capability of clubs and organisations delivering recreation • D4: Adoption of Australian Adventure Activity Standards (AAAS)
Developing = Creating Opportunities	Promoting outdoor recreation	E. Adventure tourism strategy	<ul style="list-style-type: none"> • E1. Prepare a Destination Management Strategy • E2. Develop a Destination Marketing Plan focused on outdoor recreation
	Making the outdoors more accessible	F. Maximise community participation	<ul style="list-style-type: none"> • F1: Encourage community participation • F2: Develop an outdoor recreation social inclusion program for under-represented groups

Appendix: Planning and policy context

How was the Strategy produced?

The Great Southern Centre for Outdoor Recreation Excellence (GSCORE) led the development of the Strategy by:

- Setting a vision.
- Outlining the objectives.
- Identifying key areas of cooperation and key commitments from outdoor recreation stakeholders across the region.

The Strategy incorporates initiatives outlined in the Community Strategic Plans and Corporate Business Plans of all eleven local government authorities in the Great Southern. It aligns outdoor recreation with local government planning activities that aim to improve health outcomes, enhance environmental sustainability and increase community participation. It also cross-references and supports several planning documents that have been developed at a Great Southern regional level and thereby contributes to the successful implementation and achievement of those plans. Several state-wide strategies and frameworks have also been considered so that any actions agreed to are in line with the overall objective for the State.

Input and feedback on the draft strategy was sought from all local government authorities, state government agencies involved in outdoor recreation, as well as community groups and other industry bodies involved in business, tourism and marketing, education and training, outdoor recreation and trails, environment and conservation. The final document represents the shared vision of these diverse stakeholder groups.

GSCORE will lead the implementation of the Strategy by developing an Annual Action Plan, obtaining baseline data for the agreed measures and producing an annual report documenting achievements and outcomes. Progress will be reported through the Great Southern Recreation Advisory Group (GSRAG).

How does this Strategy relate to the WA planning environment?

The Western Australian government recognises that participation in outdoor recreation contributes significantly to the state's identity, culture and economy. It provides one of the best ways of achieving public health, wellbeing and regional economic development goals. In sum, investment in outdoor recreation leads to:

- Economic stimulation
- Jobs creation and skills development
- Public health and wellbeing
- Conservation and environmental stewardship.

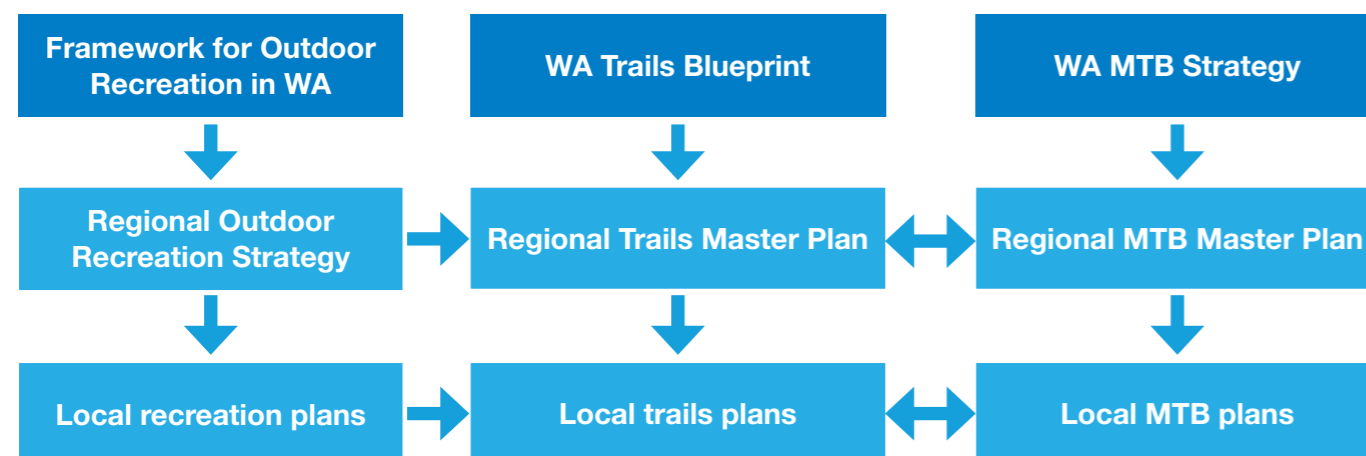
More People, More Active, Outdoors: Framework for Outdoor Recreation in Western Australia 2018 is the State Government's primary planning framework for promoting participation in outdoor recreation. The framework identifies four fundamental objectives – valuing, encouraging, enabling and developing outdoor recreation – that will guide the development of regional outdoor recreation strategies (Figure 1).

Figure 1: Fundamental Objectives of WA Outdoor Recreation Framework



The Great Southern Outdoor Recreation Strategy forms part of the Western Australian State Government’s tiered planning and investment framework and is embedded in both the Framework for Outdoor Recreation in WA 2018, the WA Strategic Trails Blueprint 2017 – 2021 and other activity-specific strategies (e.g. the WA Mountain Bike Strategy 2015-2020) (see Figure 2)¹.

Figure 2: WA Tiered Planning and Investment Framework



¹ Western Australian Strategic Trails Blueprint 2017 – 2021, page 42.

Who are the stakeholder groups?

The following stakeholders will play a role in the success of the Strategy as key partners or support agents.

Key Partners	Role
<p>Great Southern Centre for Outdoor Recreation Excellence (GSCORE)</p>	<p>GSCORE was established in 2017 to support the growth and development of the outdoor recreation sector in the Great Southern. It provides leadership to the outdoor recreation industry and aims to create a vibrant and sustainable outdoor recreation sector through the provision of innovative training, business support and strategic planning services.</p>
<p>City of Albany Shire of Broomehill-Tambellup Shire of Cranbrook Shire of Denmark Shire of Gnowangerup Shire of Jerramungup Shire of Katanning Shire of Kent Shire of Kojonup Shire of Plantagenet Shire of Woodanilling</p>	<p>Local governments manage and maintain many recreation facilities and trails on behalf of ratepayers and the community by providing the infrastructure necessary for quality recreation and visitor experiences. Some are also involved in destination management and marketing activities.</p>
<p>Department of Biodiversity, Conservation and Attractions (DBCA)</p>	<p>DBCA is responsible for managing the State’s national parks, marine parks, state forests and other reserves and many aspects of protection and use of the State’s wildlife and natural areas. It manages and maintains the State’s largest single portfolio of public trails and plays a major role in recreation planning, development, funding and resourcing. The Department works closely with government and industry partners and volunteer trail support groups.</p>
<p>Department of Local Government, Sport and Cultural Industries (DLGSC)</p>	<p>DLGSC’s mission is to enhance the quality of life of Western Australians through their participation in sport and recreation. This includes goals related to industry development, enabling access and encouraging participation. With active outdoor recreation a growing trend, the Department plays a significant role in trails and recreation planning.</p>
<p>Great Southern Development Commission (GSDC)</p>	<p>The GSDC’s role is to promote the economic and social development of the Great Southern region. The Great Southern Regional Investment Blueprint is the key document that informs strategic investment decisions in the region and is referred to by the GSDC and public, private and not-for-profit entities.</p>

Key Partners	Role
Albany Chamber of Commerce and Industry (ACCI) Denmark Chamber of Commerce and Industry (DCC)	The ACCI and DCC are not-for-profit, member-driven organisations that provide professional services and support for business. They play a role as advocates for business and support outdoor recreation industry strategic planning needs.
Amazing South Coast Tourism Organisation (ASC) Hidden Treasures of the Great Southern Australia's South West (ASW)	<p>The ASC and Hidden Treasures groups are not-for-profit, member-based local tourism organisations responsible for destination marketing and visitor servicing. The ASC focuses on the Lower Great Southern region and the Hidden Treasures on the Great Southern hinterland region.</p> <p>ASW is a regional tourism organisation that markets the entire South West region to intrastate, interstate and international markets.</p>
Outdoors WA	Outdoors WA is the peak body for the outdoor sector in Western Australia, including camping, outdoor recreation and outdoor education. It is responsible for facilitating outdoor activity standards and encouraging outdoor recreational activity participation, including education and professional development of outdoor recreation leaders.
Department of Education Department of Jobs, Tourism, Science and Innovation Department of Transport Department of Water and Environmental Regulation Department of Primary Industries and Regional Development Regional Development Australia	Many government agencies have a degree of involvement with outdoor recreation. There's an increasing relevance and contribution from the Department of Primary Industries and Regional Development that closely links to major regional projects. Both the Department of Transport and the Department of Water play a role in paths and trails planning across the State.
Tourism WA	Tourism WA is responsible for the interstate and international marketing of Western Australia as a travel destination. It features outdoor recreation experiences on its website as potential experiences for visitors to the State and promotes these experiences in conjunction with the regional tourism organisations and through social media.
Trails WA	Trails WA was established to carry out projects to further the development and promotion of trails in Western Australia. It carries out many communications and promotional tasks for trails throughout the State including management of the Trails WA website and associated apps.

Key Partners	Role
Trails Reference Group	The Trails Reference Group is composed of nominees from government agencies, local governments and community members. The Trails Reference Group advises on the implementation of state trail strategies. It also monitors the progress of proposed actions and outcomes and reports to government and industry.
South West TAFE University of Western Australia Albany Centre Registered training organisations	Education institutions play a crucial role in workforce development for the outdoor recreation, tourism and outdoor education sectors.
Small Business Centre Great Southern South Coast Natural Resource Management (SCNRM) Local outdoor recreation clubs and associations Local trails groups Local progress and resident's associations Local conservation and environmental groups	Community organisations may represent a particular outdoor recreation activity such as bushwalking, cycling, trail bike riding and equestrian or have a special interest focus such as Aboriginal heritage, business development, inclusion, management, volunteering, marketing and promotion and/or maintenance of specific trails or reserves.
FutureNow: Creative and Leisure Industries Training Council WA Sports Federation Tourism Council of WA Wirrpanda Foundation Outdoor recreation peak bodies	Industry peak bodies play a key role in representing industry sectors in public decision-making. They represent businesses and/or community groups, promote the value of outdoor recreation, facilitate sustainable development and advocate industry policy.





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**Local Government, Sport
and Cultural Industries**

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For further information please visit

dlgsc.wa.gov.au

12.4	DISPOSAL OF LOT 8 (No. 5) FORMBY STREET, GNOWANGERUP.
Location:	Lot 8 (No. 5) Formby Street, Gnowangerup
Proponent:	Shire of Gnowangerup
File Ref:	A1367
Date of Report:	13 September 2018
Business Unit:	Strategy & Governance
Officer:	Phil Shephard, Planning Officer
Disclosure of Interest:	Nil

ATTACHMENTS

Nil

PURPOSE OF THE REPORT

The purpose of this report is to seek Council approval to accept or reject the offer of \$17,500 made by Mr G Richardson/Duraquip to purchase Lot 8 (No. 5) Formby Street, Gnowangerup following public notification of the proposed disposal in the Great Southern Weekender in accordance with s3.58 of the *Local Government Act 1995*.

BACKGROUND

Mr G Richardson/Duraquip expressed an interest in purchasing Lot 8 (No. 5) Formby Street, Gnowangerup to the Chief Executive Officer by email on 5 July 2018 and offered \$17,500 (inc. GST).

The Shire of Gnowangerup owns Lot 8 and Council at its 25 July 2018 meeting (Resolution 0718.74) resolved as follows:

That Council:

- 1) In accordance with c.(4)(c)(ii) of Section 3.58 of the Local Government Act 1995, the Council considers the valuation of \$18,000 completed on 30 June 2017 for Lot 8 Formby Street, Gnowangerup by Griffin Valuation Advisory to be a true indication of the value of the property.*
- 2) Authorise the Chief Executive Officer to commence the consultation period (21-days minimum) to dispose of Lot 8 for the sum of \$17,500 (inc. GST) to G Richardson in accordance with Section 3.58 of the Local Government Act 1995.*

COMMENTS

The lot was valued at \$18,000 (ex-GST) by Griffin Valuation Advisory on 30 June 2017 and the offer received from Mr Richardson is \$17,500 (inc. GST).

Following Council's July decision, the proposed disposal of the lot was advertised in the Great Southern Herald on Thursday 9 August 2018 with the closing date for submissions being Thursday 30 August 2018 (21-days) which exceeds the 14-day minimum period specified in s3.58 'Disposing of property' of the *Local Government Act 1995*.

No submissions were received during the public advertising period and Council can now proceed to accept or reject the offer for the purchase of the land.

Lot 8 (No. 5) Formby Street, Gnowangerup (Diagram 65728 Volume 1658 Folio 796) is shown in the aerial image below and is a vacant block of land. The lot is 1,259m² in area slightly irregular in shape with frontage to Formby Street. The land is zoned Residential with a density code of R20 under the Shire's Local Planning Scheme No. 2.



Lot 8 bordered in red (Image Landgate Map Viewer Plus)

Mr Richardson advises his intention is to seek an industrial rezoning for the land in conjunction with some other adjoining lots to facilitate the expansion of their present operations at Duraquip. The rezoning will be subject to a separate application and is not part of this report.

Given no other submissions were received, the offer is considered reasonable and acceptable and consistent with the valuation for the land completed in June 2017.

CONSULTATION WITH THE COMMUNITY AND GOVERNMENT AGENCIES

The proposed disposal of Lot 8 was advertised in the Great Southern Herald newspaper as required by s.3.58 of the *Local Government Act 1995*. No submissions were received.

LEGAL AND STATUTORY REQUIREMENTS

Local Government Act 1995 – Section 3.58 ‘Disposing of Property’ sets out the process and procedure for a local government disposing of land which states as follows:

3.58. *Disposing of property*

(1) *In this section -*

dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not;

property includes the whole or any part of the interest of a local government in property, but does not include money.

(2) *Except as stated in this section, a local government can only dispose of property to -*

(a) *the highest bidder at public auction; or*

- (b) *the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.*
- (3) *A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property -*
 - (a) *it gives local public notice of the proposed disposition -*
 - (i) *describing the property concerned; and*
 - (ii) *giving details of the proposed disposition; and*
 - (iii) *inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;*
 - and*
 - (b) *it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.*
- (4) *The details of a proposed disposition that are required by subsection (3)(a)(ii) include -*
 - (a) *the names of all other parties concerned; and*
 - (b) *the consideration to be received by the local government for the disposition; and*
 - (c) *the market value of the disposition -*
 - (i) *as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or*
 - (ii) *as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.*
- (5) *This section does not apply to -*
 - (a) *a disposition of an interest in land under the Land Administration Act 1997 section 189 or 190; or*
 - (b) *a disposition of property in the course of carrying on a trading undertaking as defined in section 3.59; or*
 - (c) *anything that the local government provides to a particular person, for a fee or otherwise, in the performance of a function that it has under any written law; or*
 - (d) *any other disposition that is excluded by regulations from the application of this section.*

POLICY IMPLICATIONS

There are no Local Planning Policies that apply to this report.

IMPACT ON CAPACITY

Nil

RISK MANAGEMENT CONSIDERATIONS

Strategic Risk Category	Financial Sustainability
Consequence Rating	Minor (2)
Likelihood Rating	Unlikely (2)
Acceptance Rating	Low (4)
Risk Acceptance Criteria	Acceptable. Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring.

FINANCIAL IMPLICATIONS

The \$17,500 (inc. GST) will be income to the Shire. The proceeds from the sale are recommended to be allocated to the Land Development Reserve Account 91025.

There was a cost of \$273.53 (inc. GST) to advertise the proposed sale of the land.

The purchaser will be required to meet any transfer/legal costs associated with the purchase of the land. The owner of the lot will also be responsible to pay the rates and other applicable charges and therefore some additional income would be received by the Shire in the future.

STRATEGIC IMPLICATIONS

The report impacts on the following item in the Strategic Community Plan 2017 – 2027 as follows:

THEME 6	QUALITY BUILT FORM
Objectives	Strategic Initiatives
4. Manage current and future assets and infrastructure.	4.1 Continue to improve asset management practices.

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

The Council has a number of options available to it, which are discussed below:

1 Not accept the offer

The Local Government can choose to reject the offer. The land would remain owned by the Shire.

2 Accept the offer

The Local Government can choose to accept the offer and proceed with the sale.

3 Defer the proposal

The Local Government can defer the matter for a period and seek additional information or comment before proceeding to make a decision.

CONCLUSION

The proposed disposal of Lot 8 was advertised for submissions as required under s.3.58 of the *Local Government Act 1995* and no submissions were received.

The disposal of Lot 8 is consistent with the Shire's intent to dispose of unnecessary land assets and the offer of \$17,500 from Mr G Richardson/Duraquip should be accepted.

VOTING REQUIREMENTS

Simple Majority

COUNCIL RESOLUTION

Moved: Cr S Hmeljak

Seconded: Cr G Stewart

0918.101 That Council:

1. **Accept the \$17,500 (inc. GST) offer as it is considered reasonable and consistent with the valuation for the land completed in June 2017 and authorise the Chief Executive Officer to complete the sale of Lot 8 (No. 5) Formby Street, Gnowangerup (Diagram 65728 Volume 1658, Folio 796) to Mr G Richardson/Duraquip in accordance with s.3.58 of the *Local Government Act 1995*. The purchaser is required to meet any transfer/legal costs associated with the purchase of the land.**
2. **Allocates the net proceeds from the sale of Lot 8 to the Land Development Reserve Account 91025.**

UNANIMOUSLY CARRIED: 7/0

13. CORPORATE SERVICES & COMMUNITY DEVELOPMENT

13.1 ACCEPTANCE OF MANAGEMENT ORDER OVER PORTION OF RESERVE 21748 – BORDEN COMMUNITY DAMS

Location:	Magitup Road, Borden
Proponent:	Water Corporation
File Ref:	ADM0083
Date of Report:	17 August 2018
Business Unit:	Corporate and Community Services
Officer:	V Fordham Lamont – Deputy CEO
Disclosure of Interest:	Nil

ATTACHMENTS

- Map showing proposed portion of Reserve 21748 to be managed by the Shire of Gnowangerup – Attachment 1
- Expired lease of portion of Reserve 21748 from Water Corporation to the Shire of Gnowangerup – Attachment 2

PURPOSE OF THE REPORT

For Council to authorise the CEO to accept management of that portion of Reserve 21748 on which the Borden community dams are situated.

BACKGROUND

In June 2017, Officers commenced negotiating a new lease with the Borden Pavilion Committee Inc in regards to Reserve 23568. The Pavilion, playing fields and associated infrastructure are all situated on this reserve. In the process of gathering information and conducting negotiations for the new lease, it was discovered that a separate lease from Water Corporation to the Shire over Reserve 21748 had expired in 2011 (refer Attachment 2). The water used to reticulate the playing fields comes from community dams located on Reserve 21748. The lease over Reserve 21748, therefore, needs to be addressed before the lease over Reserve 23568 can be finalised.

Water Corporation was subsequently contacted and made aware of the expired lease over Reserve 21748. The initial response from Water Corp staff was that they would undertake to prepare a new lease but Shire Officers later discovered that the relevant Water Corp staff member took no action between March and July 2018 before retiring at that time. The replacement staff member at Water Corp then suggested that the portion of Reserve 21748 containing the community dams was surplus to its requirements and proposed that the Shire assume management responsibilities over it. This proposal would remove the need for a new lease over Reserve 21748 and simplify the negotiations with the Borden Pavilion Committee Inc.

Under the proposal, the only cost to the Shire would be a half share of the surveying costs to subdivide Reserve 21748 into the portions to be managed by each of the Water Corporation and the Shire. The Shire's share is \$4,000.

The proposal was brought to Council at a Briefing Session and, as a result, \$4,000 was included in the 2018/2019 budget for that purpose.

COMMENTS

Although Council has approved the budget, which includes the allocation for the subdivision costs, there is no delegation from Council to approve the acceptance of a management order over a reserve. Council, therefore, is required to pass a resolution to this effect.

CONSULTATION

The Shire's Manager of Works was consulted in regards to any new ongoing costs that might arise as a result of taking over the management of this additional parcel of land. The response was that the Shire already maintains the catchment areas on Reserve 21748 so there would be no additional costs.

LEGAL AND STATUTORY REQUIREMENTS

Land Administration Act 1997

s.46. Care, control and management of reserves

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

An allocation of \$4,000 has been allocated to GL account number 29072 for this project in the Shire's 2018/2019 budget.

STRATEGIC IMPLICATIONS

Strategic Community Plan

Theme 2 The Natural Environment

Objective 1 Environmentally sustainable leadership

Strategic Initiative 1.1 Effectively manage Resource consumption including water, energy and non-renewable resources and stewardship

STRATEGIC RISK MANAGEMENT CONSIDERATIONS:

Primary Strategic Risk Category: Financial

Sub-category: Increasing Expenses

IMPACT ON CAPACITY

Nil

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Council could choose not to accept the management of part of Reserve 21748 as per Water Corporation's proposal. Taking that option, however, would unnecessarily complicate relations between the Shire and the Borden Pavilion Committee Inc. by maintaining the involvement of a third party and the need for a lease with Water Corporation. It would also be at odds with the Shire's adopted 2018/2019 budget.

CONCLUSION

By taking the action requested in the Officer's Recommendation, Council will also ensure that the Shire can include the community dams in the lease to the Borden Pavilion Committee Inc.

The fact that there has not previously been any formal agreement in place has led to some misunderstandings in regards to the use of the water in those dams.

VOTING REQUIREMENTS

Simple Majority

COUNCIL RESOLUTION:

Moved: Cr F Gaze

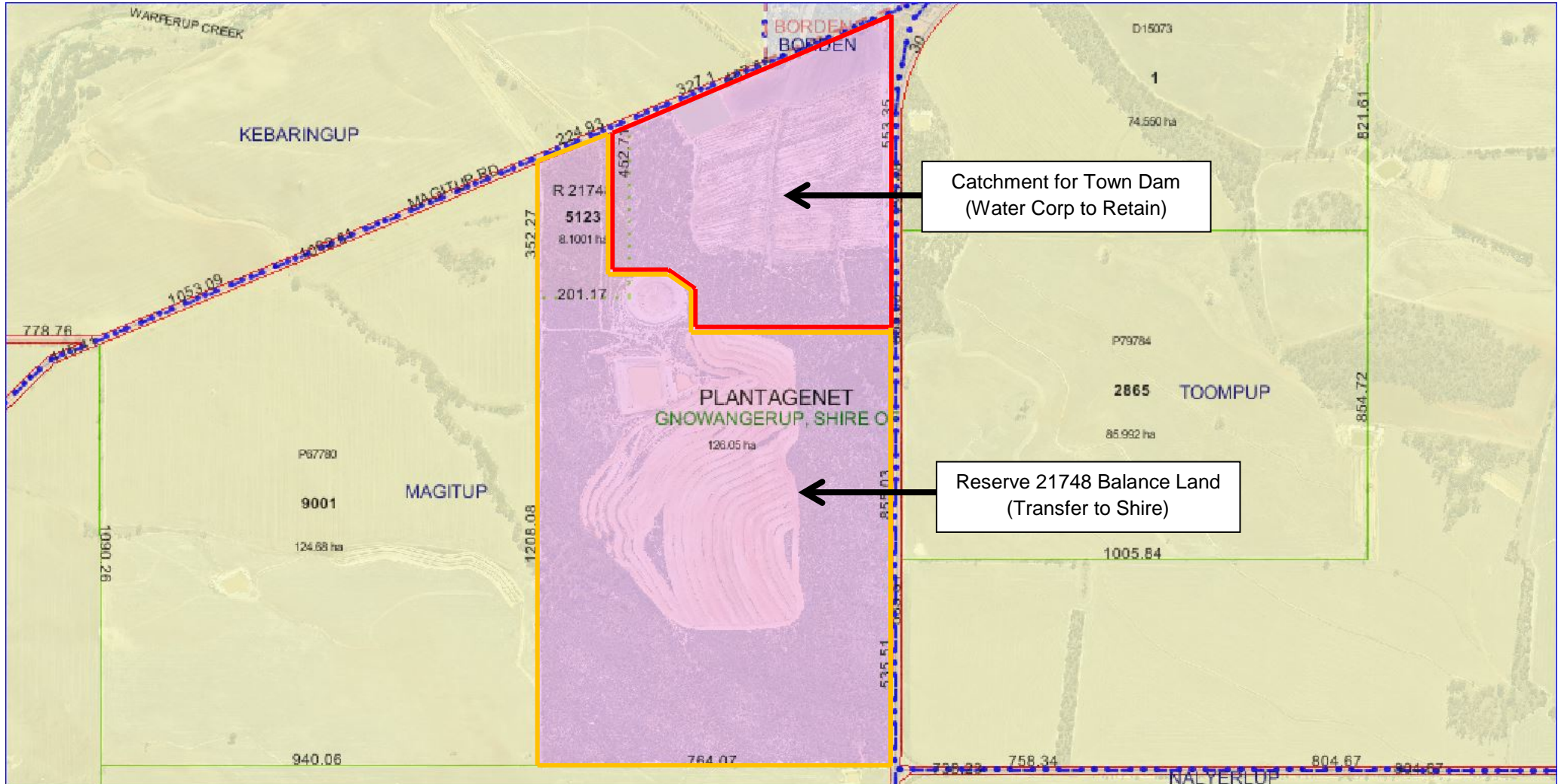
Seconded: Cr R House

0918.102 That Council:

- 1. Accept management of that portion of Reserve 21748 identified in Attachment 1; and**
- 2. Authorise the CEO to undertake any action to ensure that the respective Management Order is issued to the Shire.**

UNANIMOUSLY CARRIED:7/0

Borden Dams – Reserve 21748 – Proposed Tenure Arrangement



Agreement

SHIRE OF GNOWANGERUP

03 AUG 2018

<input type="checkbox"/> CE	<input type="checkbox"/> REPORT
<input type="checkbox"/> FEE USE	<input type="checkbox"/> LEADERSHIP
<input type="checkbox"/> M & B	<input type="checkbox"/> NON-ACTION
<input type="checkbox"/> P & W	<input type="checkbox"/> TITLED
	<input type="checkbox"/> REPLY

14.43 ADM0496

NLM173327

Deed

Water Corporation
and
Shire of Gnowangerup

This Agreement

5119
EXEMPT from W.A. Stamp Duty
R
for Commissioner of State Revenue

is made on *20th August* 2001 between the following parties:

- 1. **WATER CORPORATION**
a statutory body corporate created by the *Water Corporation Act 1995*, of John Tonkin Water Centre, 629 Newcastle Street, Leederville, Western Australia
(Corporation)
- 2. **SHIRE OF GNOWANGERUP** of 28 YOUGENUP ROAD GNOWANGERUP (Shire)

The parties agree

in consideration of, among other things, the mutual promises contained in the deed.

1 Definitions and Interpretation

1.1 Definitions

In this deed:

Great Southern Region means the Corporation's Great Southern Region from time to time;

Authorisation includes:

- (a) any consent, registration, filing, agreement, notarisation, certificate, licence, approval, permit, authority or exemption from, by or with a Governmental Agency; and
- (b) any consent or authorisation regarded as given by a Governmental Agency due to the expiration of the period specified by a statute within which the Governmental Agency should have acted if it wished to proscribe or limit anything already lodged, registered or notified under that statute;

Business Day means a day on which banks are open for general banking business in Perth;

Catchment Area means the Borden Catchment Area (BCA) as identified on the attached plan;

Charge means consideration, fee, levy, duty or impost;

Claim means, in relation to the Corporation, any action, suit, claim, proceeding, demand, Loss, damage, cost (including all legal costs as between solicitor and own client) and expense of any nature whatsoever, and howsoever arising, out of, relating to, or connected with this agreement or the occupation of the operator on the catchment area;

TAX INVOICE - ABN 66 012 878 629
WESTERN AUSTRALIA STAMP DUTY
31/08/01 16:01 001797052-000
DUP \$ *****.00
D/S \$ *****.00
EXEMPT 100 %

Commencement Date means the 1st July 2001;

Default means an act of default as defined in clause 13;

Drought Dam means the 30,000 cubic metre circular dam shown on the attached Plan;

Encumbrance means an interest or power:

- (a) reserved in or over an interest in any asset including, but not limited to, any retention of title; or
 - (b) created or otherwise arising in or over any interest in any asset under a bill of sale, mortgage, charge, lien, pledge, trust or power,
- by way of security for the payment of a debt, any other monetary obligation or the performance of any other obligation, and includes, but is not limited to, any deed to grant or create any of the above;

Liability Limit means \$5000;

Loss means any loss, claim, action, liability, damage, cost, charge, expense, diminution in value or deficiency of any kind or character that any party pays, suffers or incurs or is liable for including:

- (a) all interest and other amounts payable to third parties;
- (b) all legal (on a full indemnity basis) and other expenses incurred in connection with investigating or defending any claim or action, whether or not resulting in any liability and all amounts paid in settlement of claim or action;
- (c) all losses of profit, and special losses or damages; and
- (d) all consequential losses or damages;

Permitted Use means for a) Recreation Dam – Borden Recreation Oval watering and emergency supply uses by the Water Corporation;

b) Drought Dam Non potable water uses for the Borden Community;

Recreation Dam means the 30,000 cubic metre dam and 10 hectare catchment area indicated on the attached plan;

Term means the term of this deed and is defined in clause 4;

Warranties means those warranties of the Corporation (if any) expressly made in this deed;

1.2 Interpretation

In this deed, headings and underlining are for convenience only and do not affect the interpretation of this deed and, unless the context otherwise requires:

- (a) words importing the singular include the plural and vice versa;
- (b) words importing a gender include any gender;
- (c) an expression importing a natural person includes any company, partnership, joint venture, association, corporation or other body corporate and any Governmental Agency;

a reference to a part, clause, or party, is a reference to a part and clause of, and a party, to, this deed.

2 Property Details

2.1 Land description

Portion of Reserve 21748.

2.2 Premises

The part of the land shown stippled on the plan appended to this agreement including all building and structures on the land.

2.3 Permitted Use

Permitted Use:

- (a) The property shall only be used for the purpose of the Permitted Use.
- (b) The Corporation reserves the right to vary the rental should the permitted use be varied.

2.4 Shires Improvements

Recreation Dam – a 30,000 cubic metre dam, 10 hectare catchment area, approx 500m pipeline, 1.5Kva submersible pump and single phase power line.

Drought Dam – a 30,000 cubic metre circular dam and approx 300m of pipeline.

3 Conditions

3.1 Agreement

Nothing within this agreement grants an interest (either registrable or otherwise) in the land.

3.2 Operational Requirements

Upon reasonable notice the Water Corporation reserves the right to use the water from the Recreation Dam indicated on the attached plan to supplement the potable water source for Borden.

3.3 Corporations Right to Enter

On giving reasonable notice to the Shire, the Corporation may:

- (a) Enter the site to inspect the state of repair and condition of the property.
- (b) Remove harmful substances.
- (c) Carry out capital works, repairs and maintenance on the Corporations assets.

4 Term of Agreement

4.1 Term

- (a) Term of this agreement is 10 years commencing on the Commencement Date.
- (b) The Term may be varied in accordance with the terms of this deed.

4.2 Option to Extend

The Shire may at any time (not greater than 6 months and not less than 3 months) from the end of this agreement request in writing to “hold over” on the terms and conditions of this agreement. On the Corporations written acceptance of this extension the term allow the Shire to hold over on a monthly basis that may be terminated by either party to this agreement by giving one months notice in writing.

5 Consideration

5.1 Rental

The licence fee is \$1 per annum if and when demanded.

6 Rent Reviews

Not applicable.

7 Costs

7.1 Outgoings

The Shire will pay on demand all statutory charges incurred by the Corporation due to the Shire’s occupation as a result of this agreement.

7.2 Legal and Stamp Duty

The Shire will pay \$500 towards costs in respect of the negotiation and preparation of this deed.

8 The Shire’s Responsibilities under this Agreement

8.1 Conditions

The Shire is required to:

- (a) Comply with any Authority requirements and all laws or standards.
- (b) Use good “Land Management Practices” at all times.
- (c) Not erect any structure unless on written approval from the Corporation.
- (d) Make application to and receive prior written approval from the Corporation before erecting any signs or structures on the land.

- (e) Keep all their improvements in a good condition.
- (f) Remove all structures at the end of this agreement.

8.2 Maintenance

The Shire is required to:

- (a) Keep the site in a good condition.
- (b) Maintain all adjacent fencing in a good condition.
- (c) Maintain firebreaks around the property to the satisfaction of the Corporation.
- (d) Control all noxious weeds on the property to the satisfaction of the Corporation.

8.3 Security

The Shire must keep the property secure at all times to the satisfaction of the Corporation.

8.4 Nuisance

The Shire must not:

- (a) Do or permit to be done, anything which is offensive or a nuisance.
- (b) Interfere or obstruct access to Services.

9 Environmental Protection

At the Shire's expense, the Shire will:

- (a) Comply with and observe all Environmental Law.
- (b) Be responsible for any breach of any Environmental Law, Environmental Licence or site contamination arising out of their use of the Premises.
- (c) Indemnify the Corporation and keep the Corporation indemnified against all loss, damage or injury of any kind or nature whatsoever arising out of any matter as a result of the Shire's occupation of the site.
- (d) Notify the Corporation of any Environmental Complaint.
- (e) Provide an environmental site report by suitably qualified personnel and complete all agreed remedial works should any Environmental damage or spillage be reasonably suspected.

10 The Corporations Responsibilities under this Agreement

Quiet Enjoyment

If the Shire complies with the Corporations obligations under this agreement, then the Shire may possess and use the property during the term without interruption by the Corporation, except as provided in this agreement.

11 Transfer or Assignment

No Assignment or Transfer

The Shire will not, without the Corporation's prior written consent, which consent the Corporation may grant or withhold, or grant on those terms and conditions the Corporation requires, in its sole and absolute discretion sell, assign, transfer, encumber or in any manner attempt to alienate, dispose of, or deal with its interest under this deed.

12 Termination

The Shire must, if the Water Corporation so requires, clean the site of any Shire's improvements upon termination of this agreement . If the site has not been remedied to the satisfaction of the Corporation, the Corporation will seek re-imburement for all costs incurred to remedy the situation.

13 Default And Termination

13.1 Termination by the Corporation

- (a) Where the Shire have committed a Default, which Default remains unremedied for 14 days after receipt of notice from the Corporation requiring the Default to be remedied to the Corporation's satisfaction the Corporation may terminate this deed by serving a notice under this clause which notice specifies the Default (**Termination Notice**).
- (b) The Shire will, upon written demand, reimburse the Corporation for all costs, charges and expenses (including solicitor's costs on an indemnity basis), incurred by the Corporation, in connection with the preparation and service of a notice requiring the Shire to remedy a Default, or a Termination Notice.
 - (1) any material breach or contravention of a term of this deed by the Shire; or
 - (2) the insolvency or deemed insolvency of the Shire or an admission by the Shire of their inability to pay its debts as they fall due.

14 Limits on liability

14.1 Indemnity by the Shire

The Shire will indemnify and keep indemnified the Corporation, and it's directors, employees, agents and contractors against:

- (a) loss or damage to the property of the Corporation;
- (b) claims by any person against the Corporation it's directors, employees, agents and contractors in respect of loss of or damage to any property; and
- (c) claims for personal injury

arising out of any act of negligence, breach of duty or breach of statute by either or both of the Shire in the course of the Shire's occupation of the site.

14.2 No liability

- (a) The Shire agrees that it will not bring any Claim against the Corporation whether during the Term or after the Term.
- (b) If a Court holds that despite subclause (a), the Shire may bring a Claim and the Corporation has a liability to the Shire in respect of a Claim, then the total liability of the Corporation and its servants and agents, to the Shire for all Claims, including interest on any Claim accruing from the date on which the Claim first arose to the date of judgment, settlement, deduction or set off, is limited in the aggregate to the Liability Limit.

15 Insurances

15.1 Insurances

The Shire must effect and maintain throughout the Term, the following insurances, with insurers approved by the Corporation, on terms and conditions acceptable to the Corporation:

(a) Public Liability Insurance

Public Liability Insurance covering all claims and liabilities, howsoever caused:

- (1) in respect of:
 - (A) any injury or illness to or death of any person;
 - (B) any physical loss, damage or destruction to any property (including that of the Corporation); and/or
 - (C) the loss of use of tangible property whether it has been physically lost, destroyed or damaged or not; and
- (2) whether arising out of or connected with any act, matter or thing whatsoever, including, but not limited to, any sudden and accidental (or either) pollution,

which Insurances will each provide cover in respect of each and every occurrence to an amount of not less than \$10 million, in respect of all losses occurring during each period of insurance.

(b) Other Insurances

- Any other insurances deemed necessary by the Corporation during the Term.

15.2 Insurance Terms

The insurances referred to in this clause 15 must, unless excused by law, be endorsed or amended to include:

- (a) the Corporation, its officers, employees, agents and representatives, as joint insureds with the Shire; and

- (b) clauses whereby:
- (1) the insurers waive all express or implied rights of subrogation they may have against the Corporation, its officers, employees, agents and representatives;
 - (2) insofar as any insurance may cover more than one insured, all insuring deeds and endorsements (with the exception of limits of liability) will operate as if there were a separate policy of insurance covering each person comprising the insured;
 - (3) acts, omissions, non-disclosures or misrepresentations by any insured will not affect or prejudice the insurances in regard to any other insured; and
 - (4) the insurers will not:
 - (A) vary any insurances to the detriment of the Corporation, or
 - (B) cancel any insurances or allow them to lapse,until the insurers have given the Corporation 30 days written notice of the intention to so vary, cancel or allow to lapse.

15.3 Evidence of Insurance

Before the Commencement Date, and, during the Term, whenever the Corporation requests it in writing, the Shire must produce evidence (whether by certificate of currency or otherwise), to the satisfaction of the Corporation, that:

- (a) the insurances referred to in this clause 15 are effected and maintained; and
- (b) all premiums in respect of the policies of insurance contemplated by this clause 15 have been paid and are up to date.

15.4 Default

If the Shire fails to take out or maintain any of the insurances required under this clause 15, the Corporation may at its sole option:

- (a) take out and maintain those insurances, and invoice the Shire for the cost; or
- (b) treat that failure to insure, or failure to maintain insurance, as a Default for the purposes of this deed.

15.5 Notification

The Shire must:

- (a) as soon as practicable, inform the Corporation, in writing, of any occurrence of which it becomes aware, that may give rise to a claim under any policy of insurance taken out by it in compliance with this deed,
- (b) keep the Corporation informed of subsequent developments concerning the claim; and
- (c) use its best endeavours to ensure that its sub-contractors, in respect of their operations, similarly inform the Corporation.

15.6 Annual Review

The Corporation may review annually (both upward and downward) the limits of liability in the any policies of insurance contemplated by this deed.

15.7 Alteration of policies resulting on review

The Shire must, within 14 days of receiving written notice from the Corporation, use its best endeavours to negotiate with its underwriters appropriate alterations to the relevant insurance policies, to reflect the result of any reviews the Corporation has conducted.

15.8 No Variation to Insurances

The Shire must not do, omit to do, or permit or allow to be done, anything whereby any insurances contemplated by this deed:

- (a) are varied to the detriment of the Corporation, or
- (b) cancelled or allowed to lapse,

until the Corporation has received 30 days prior written notice of the intention to so vary, cancel or lapse.

16 Lawful Request

Whilst on the catchment area the Shire will comply with the lawful direction of the officers of the Corporation and will not in any way interfere with the catchment area and failure to do so will entitle the Corporation to terminate this deed.

17 General

17.1 Notices

Any notice must be in writing addressed to the party at its address set out in this deed.

17.2 Governing Law

This deed shall be governed by and construed in accordance with the laws of the State of Western Australia and all parties hereby submit to the exclusive jurisdiction of the courts of Western Australia.

17.3 Modifications

A purported modification, variation or amendment of this deed shall not have any force or effect unless it is in writing and executed by the parties.

17.4 Entire Agreement

This deed constitutes the entire agreement between the parties and supersedes all prior negotiations, representations, proposals, undertakings and agreements, whether written or oral, relating to the subject matter of this deed.

17.5 Waiver

Waiver of any breach, or provision of, or any default under, this deed must be in writing and signed by the party granting the waiver.

17.6 Further Assurances

Each party must do all things and execute all further documents necessary to give full effect to this deed.

IN WITNESS whereof the parties hereto have executed this Deed the day and year first hereinbefore written.

GARRY MEINCK
SIGNED by ~~Dr James Ian Gill~~ the ~~Managing Director~~ of Water Corporation (a Group K Attorney) and by Peter Douglas Moore the General Manager, Engineering and Contracts of Water Corporation (a Group L Attorney) as the attorneys for Water Corporation who state that they have no notice of revocation of the Power of Attorney No H101797 dated 5 May 1999 under which they sign in the presence of:

J

[Signature]

Witness

[Signature]

Attorney

D POOLE

Name (please print)
C/- WATER CORPORATION

GARRY MEINCK

Name (please print)

Address
629 NEWCASTLE STREET
LEEDERVILLE

ACTING CHIEF EXECUTIVE OFFICER

Designated Post

Address (continued)
EXECUTIVE ASSISTANT

Occupation
[Signature]

Witness

[Signature]

Attorney

VICKI TOT

Name (please print)
C/- WATER CORPORATION

PETER DOUGLAS MOORE

Name (please print)

Address
629 NEWCASTLE STREET
LEEDERVILLE

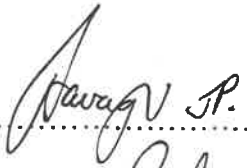
GENERAL MANAGER - E & C


Designated Post

Address (continued)
EXECUTIVE ASSISTANT

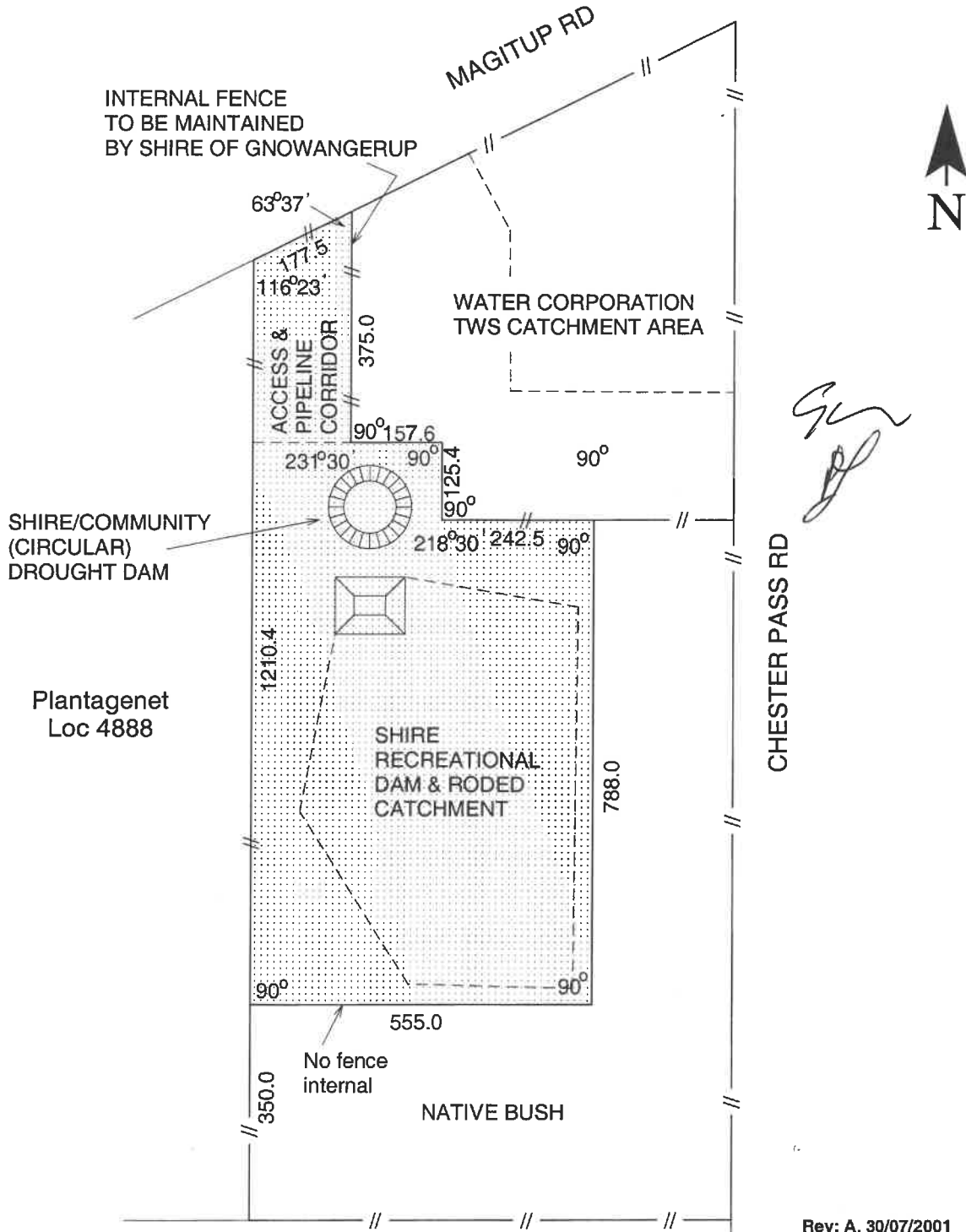
Occupation

THE COMMON SEAL of)
THE SHIRE OF GNOWANGERUP)
was hereunto affixed by the)
authority of the President of)
the Shire Council in the)
presence of:)

..... President

..... Chief Executive Officer

**LICENSE TO SHIRE OF GNOWANGERUP
FOR USE OF Pt RESERVE 21748
FOR WS PURPOSES**



Rev: A, 30/07/2001

▲ 21748 TOTAL AREA = 141.6400 ha

▨ LICENSE AREA = 52.9885 ha

SIGNED:
SHIRE OF GNOWANGERUP:

WATER CORPORATION:

**WATER CORPORATION
PO BOX 915
ALBANY 6330**

Ph: 98424211 Fax: 98424255
Enquiries: K Pearce

13.2 AMENDMENT TO 2018/2019 SCHEDULE OF FEES & CHARGES
Proponent: N/A
File Ref: ADM0040
Date of Report: 20 September 2018
Business Unit: Corporate and Community Services
Officer: V Fordham Lamont – Deputy CEO
Disclosure of Interest: Nil

ATTACHMENTS

- 2018/2019 Schedule of Fees & Charges with additions highlighted

PURPOSE OF THE REPORT

For Council to approve the inclusion of an additional fee/charge to the existing 2018/2019 Schedule of Fees & Charges.

BACKGROUND

Section 6.16(1) of the *Local Government Act 1995* states that:
A local government may impose and recover a fee or charge for any goods or service it provides or proposes to provide, other than a service for which a service charge is imposed.

The 2018/2019 Schedule of Fees and Charges was adopted by Council at its Special Meeting of 13 August 2018.

COMMENTS

In September 2018, the Shire’s Planning Officer, Mr Phil Shephard, advised that a fee/charge relating to Town Planning had not been included in the adopted 2018/2019 Schedule of Fees and Charges and needs to be added to the schedule.

Planning and Development Regulations 2009

Maximum fees for certain planning services	Schedule 2
\$	\$
\$	\$

Item Planning service	Maximum fee
5A. Determining an application to amend or cancel development approval	\$295

Section 6.19 of the *Local Government Act 1995* states that:
If a local government wishes to impose any fees or charges under this Subdivision after the annual budget has been adopted it must, before introducing the fees or charges, give local public notice of –

- (a) its intention to do so; and
- (b) the date from which it is proposed the fees or charges will be imposed.

CONSULTATION

Nil

LEGAL AND STATUTORY REQUIREMENTS

Sections 6.16 to 6.19 of the *Local Government Act 1995* stipulate how a local government may impose fee and charges for the provision of goods or services.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Adding the new fee to the 2018/2019 Schedule of Fees and Charges will enable Council to generate a small revenue increase by charging for a service it is entitled to.

STRATEGIC IMPLICATIONS

Strategic Community Plan

Theme: Financial Sustainability

Objective: To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.

Strategic Initiative: Identify opportunities for new income streams that are financially sound and equitable.

STRATEGIC RISK MANAGEMENT CONSIDERATIONS:

Strategic Risk Category	Financial Sustainability
Consequence Rating	Not Material
Likelihood Rating	Almost Certain
Control Rating	Effective
Risk Acceptance Criteria	Acceptable

IMPACT ON CAPACITY

Nil

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Nil

CONCLUSION

Although the Planning Officer's expectation is that there would only be 1-2 applications per year that would incur this fee, it is important to ensure that the Shire is able to charge it when applicable.

VOTING REQUIREMENTS

Absolute Majority

COUNCIL RESOLUTION:

Moved: Cr F Gaze

Seconded: Cr F Hmeljak

0918.103 **That Council:**

- 1. Pursuant to Section 6.16 of the Local Government Act 1995, adopt the new fees and charges, as listed in the amended Schedule of Fee and Charges for 2018-2019; and**
- 2. Authorises the Chief Executive Officer to give local public notice of the intention to impose the new fees and charges as required by section 6.19 of the Local Government Act 1995.**

UNANIMOUSLY CARRIED: 7/0

SCHEDULE OF FEES AND CHARGES 2018-2019

Description of Fee/Charge	Basis of Fee	GST	18/19 TOTAL AMOUNT (Includes GST, where applicable)
General Purpose Funding			
Rate Revenue General			
Rate Enquiry Fee (including Orders & Requisitions)	Council	N	175.00
Rates Enquiry only	Council	N	60.00
Rating enquiries not of a general nature requiring research (per hour)	Council	N	57.75
Administration Fee - Rate Instalments (per notice excluding first notice)	Council	Y	12.75
Administration Fee - Rate Payment Plan	Council	Y	23.00
Copy of Rates Notice owner only per notice excluding first notice	Council	Y	5.75
Legal Fee incurred in Rate debt collection	Council	N	at cost
Dishonoured cheque fee	Council	N	10.75
Governance			
Other Governance			
Sale of Electoral Rolls	Council	N	59.50
Sale of Council Agendas AND Minutes (per annum)	Council	N	178.50
Sale of Council Minutes OR Agenda (per copy)	Council	N	at cost
Sale of Annual Report OR Budget	Council	N	17.85
Copies of Maps			
- Cadastral A4 size	Council	Y	2.40
- Cadastral A3 size	Council	Y	5.95
Freedom of Information			
- Application Fee (for an application of a non-personal information)	FOI Regs 1993	N	30.00
- Charge for time taken by staff dealing with the application (per hour, or pro rata for part of an hour)	FOI Regs 1993	N	30.00
- Charge for access time supervised by Staff (per hour, or pro rata for part of an hour) Plus the actual additional cost to the agency of any special arrangements (hire of facilities or equipment)	FOI Regs 1993	N	30.00
- Charges for Photocopying staff time (per hour, or pro rata for part of an hour)	FOI Regs 1993	N	30.00
- Charges for Photocopying per copy	FOI Regs 1993	N	0.20
- Charges for time taken by staff transcribing information from a tap or other devise. (per hour, or pro rata for part of an hour)	FOI Regs 1993	N	30.00
- Charges for duplicating a tape, film or computer information	FOI Regs 1993	N	actual cost
- Charge for delivery, packaging and postage	FOI Regs 1993	N	actual cost
Sale of Council Tie	Council	Y	12.50
Sale of Council Scarf	Council	Y	12.50
Enquiries not of a general nature requiring research (per hour)	Council	Y	66.00
Admin Fee for Sub contracting Shire Contractors to External parties	Council	Y	contractor fee + 10% + GST
Law, Order & Public Safety			
Fire Prevention			
Sale of Fire Maps	Council	Y	29.50
Infringement Notices - Issuing of Final Demand	AGR Amendment Regs 2018	N	19.90
Works Costs Recoverable under the Bush Fires Act	Council	Y	at cost + GST
Animal and Ranger Control			
Dog Registration Fees (Statutory)			
- Dog/Bitch Unsterilised 1 year	Dog Regs 2013	N	50.00
- Dog/Bitch Unsterilised 3 years	Dog Regs 2013	N	120.00
- Dog/Bitch Unsterilised for its lifetime	Dog Regs 2013	N	250.00
- Dog/Bitch Sterilised 1 year	Dog Regs 2013	N	20.00
- Dog/Bitch Sterilised 3 years	Dog Regs 2013	N	42.50
- Dog/Bitch Sterilised for its lifetime	Dog Regs 2013	N	100.00
- Dangerous Dog 1 year	Dog Regs 2013	N	50.00
Pensioners are granted a 50% concession on above fees			
- Working Dog Unsterilised - 1 year (25% of standard fee)	S. 15(5) Dog Act 1976	N	12.50
- Working Dog Unsterilised - 3 years (25% of standard fee)	S. 15(5) Dog Act 1976	N	30.00
- Working Dog Sterilised - 1 year (25% of standard fee)	S. 15(5) Dog Act 1976	N	5.00
- Working Dog Sterilised - 3 years (25% of standard fee)	S. 15(5) Dog Act 1976	N	10.63
Registration of Dog kept in an approved kennel establishment licensed under s. 27 (per establishment)	Dog Regs 2013	N	200.00
Application to Keep More than Two Dogs	Council	N	52.50
Dog Impounding Fee (first impoundment)	Council	N	89.25
Dog Impounding Fee (second offence in same year)	Council	N	107.00
Sustenance fee of Dog in Pound (per day)	Council	N	31.65
Cat Registration Fees (Statutory)			

- Cat Sterilised - registered between 31 May and 31 October	Cat Regs 2012	N	10.00
- Cat Sterilised - 1 year	Cat Regs 2012	N	20.00
- Cat Sterilised - 3 years	Cat Regs 2012	N	42.50
- Cat Sterilised - Lifetime	Cat Regs 2012	N	100.00
- Application to Breed Cats (per breeding male or female cat)	Cat Regs 2012	N	100.00
Pensioners are granted a 50% concession on above fees			
Cat Impounding Fee (first impoundment)	Council	N	52.50
Cat Impounding Fee (second and subsequent impoundments)	Council	N	89.25
Cat Sustenance Fee (per day)	Council	N	31.65
Cat Trap Bond	WA Contract Ranger Services	N	100.00
Kennel Licence Fees	Council	N	209.00
Impounding Fees (other than dogs or cats)	Council	N	42.35
Sustenance Fees (other than dogs and cats)	Council	N	10.75
Animal destruction fee	Council	Y	117.25
Ranger Services - after hours callout	Council	Y	173.50
Microchipping	Council	N	56.50
Microchipping - Pensioner concession	Council	N	51.50
Impounding Fees for vehicle	Council	Y	117.25
Storage of vehicle (per day)	Council	Y	22.65
Towing fee for vehicle (at cost)	Council	Y	at cost + GST
Health			
Preventative Services - Administration & Inspection			
Hawkers Licenses (per annum)	Council	Y	115.75
Itinerant Vendors License - 3 Inspections (per annum)	Council	Y	115.75
Food Act 2008 (s110(3)) Registration (initial application)	Council	N	140.00
Food Premises - Annual Inspection Fee	Council	Y	34.65
Food Premises - Annual Inspection Fee	Council	Y	34.65
Non-Residential Water Sampling	Council	Y	57.75
Liquor Licensing Application & Inspection	Council	Y	34.65
Lodging Houses - Annual Inspection	Council	Y	34.65
Public Building Certificate of Approval	Health (Public Building) Regs 1992	N	750.00
Commercial Stallholders Permit	Council	Y	115.75
Commercial Stallholder Daily Charge	Council	Y	25.00
Community Amenities			
Sanitation - Household Refuse			
Rubbish Collection - 1 x 240 litre Sulo Bin	Council	N	91.00
Recycling Service	Council	N	89.00
Commercial Waste Tipping Fee (per cubic metre)	Council	Y	110.00
Sewerage			
Cleaning Septic Tanks	Council	Y	552.00
Cleaning Septic Tanks Mileage Outside of Shire (per kilometre ex Gnowangerup Depot)	Council	Y	2.90
Oil deposit at depot excluding cooking oil (per litre)	Council	Y	0.20
Cleaning of Grease Traps - once off	Council	Y	105.00
Contractual Cleaning of Grease Traps - small	Council	Y	65.00
Contractual Cleaning of Grease Traps - large	Council	Y	90.00
Receiving of septic waste from outside the Shire at the Gnowangerup liquid waste facility (per litre)	Council	Y	0.10
Application for the Approval of an Apparatus (for the treatment of sewage and disposal of effluent and liquid waste)	Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regs 1974	N	118.00
Permit to Use Apparatus (for the treatment of sewage and disposal of effluent and liquid waste)	Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regs 1974	N	118.00
Site inspections	As Above	N	118.00
Local Government Planning Charges			
Part 1 - Maximum fixed fees			
(1) Determining a development application (other than for an extractive industry) where the development has not commenced or been carried out and the estimated cost of the development is -			
a) Not more than \$50000	Planning & Dev Regs 2009	N	147.00

b) more than \$50,000 but not more than \$500,000	Planning & Dev Regs 2009	N	0.32% of estimated cost of development
c) more than \$500,000 but not more than \$2.5million	Planning & Dev Regs 2009	N	\$1,700 + 0.257% for every \$1 in excess of \$500,000
d) more than \$2.5million but not more than \$5million	Planning & Dev Regs 2009	N	\$7,161 + 0.206% for every \$1 in excess of \$2.5m
e) more than \$5million but not more than \$21.5million	Planning & Dev Regs 2009	N	\$12,633 + 0.123% for every \$1 in excess of \$5m
f) more than \$21.5million	Planning & Dev Regs 2009	N	34196.00
(2) Determining a development application (other than an extractive industry) where the development has commenced or been carried out	Planning & Dev Regs 2009	N	The fee in item (1) plus, by way of penalty, twice that fee
(3) Determining a development application for an extractive industry where the development has not commenced or been carried out	Planning & Dev Regs 2009	N	739.00
(4) Determining a development application for an extractive industry where the development has commenced or been carried out	Planning & Dev Regs 2009	N	The fee in item (3) plus, by way of penalty, twice that fee
(5a) Determining an application to amend or cancel development approval	Planning & Dev Regs 2009 Schedule 2	N	\$ 295.00
(5) Providing a subdivision clearance for: (a) not more than 5 lots	Planning & Dev Regs 2009	N	\$73.00 per lot
(b) more than 5 lots but not more than 195 lots	Planning & Dev Regs 2009	N	\$73.00 per lot for the first 5 lots and then \$35.00 per lot
(c) more than 195 lots	Planning & Dev Regs 2009	N	7393.00
(6) Determining an initial application for approval of a home occupation where the home occupation has not commenced	Planning & Dev Regs 2009	N	222.00
(7) Determining an initial application for approval of a home occupation where the home occupation has commenced	Planning & Dev Regs 2009	N	The fee in item (6) plus, by way of penalty, twice that fee
(8) Determining an application for the renewal of an approval of a home occupation where the application is made before the approval expires	Planning & Dev Regs 2009	N	73.00
(9) Determining an application for the renewal of an approval of home occupation where the application is made after the approval has expired	Planning & Dev Regs 2009	N	The fee in item (8) plus, by way of penalty, twice that fee
(10) Determining an application for a change of use or for an alteration or extension or change of a non-conforming use to which item (1) does not apply, where the change or the alteration, extension or change has not commenced or been carried out	Planning & Dev Regs 2009	N	295.00
(11) Determining an application for change of use or for alteration or extension or change of a non-conforming use to which item (2) does not apply, where the change or the alteration, extension or change has commenced or been carried out	Planning & Dev Regs 2009	N	The fee in item (10) plus, by way of penalty, twice that fee
(12) Providing a zoning certificate	Planning & Dev Regs 2009	N	73.00
(13) Replying to a property settlement questionnaire	Planning & Dev Regs 2009	N	73.00
(14) Planning written planning advice	Planning & Dev Regs 2009	N	73.00
Part 2 - Scheme Amendments & Structure Plans			
Shire Planner (per hour)	Planning & Dev Regs 2009	N	88.00
Other professional staff e.g. Environmental Health Officer (per hour)	Planning & Dev Regs 2009	N	36.85
Secretary/Administrative Clerk (per hour)	Planning & Dev Regs 2009	N	30.20
Other Town Planning Fees and Charges			
Copy of Scheme	Council	Y	28.95
Directional Signs	Council	Y	at cost plus GST
Assessment of Caravan Rigid Annexes	Council	N	107.00
Rural Number Application	Council	Y	57.70
Gate Permit Application	Council	Y	63.00
Gate Permit Renewal	Council	Y	63.00
Other Community Amenities			
Cemeteries			
Burials - 2.1 depth			
- Interment (no prior reservation)	Council	Y	1080.00
- Interment (with prior reservation)	Council	Y	1030.00
- Interment (child)	Council	Y	710.00
Extra Charges			
- Interment on a Saturday, Sunday or Public Holiday	Council	Y	440.00

- Exhumation of Grave to be completed by Metro Cemetery Board	Council	Y	at cost plus GST
- Re-opening of Grave for second interment	Council	Y	895.00
- Grant of Right of Burial	Council	Y	52.50
- Use of excavator (if required to dig grave)	Council	Y	at cost plus GST
Interment of Ashes			
- Interment of Ashes into Niche Wall single (plus cost of plaque)	Council	Y	166.50
- Interment of Ashes into Niche Wall double (plus cost of plaque)	Council	Y	220.85
- Grant of Right for interment in Niche Wall	Council	Y	52.50
- Interment of Ashes into gravesite	Council	Y	142.80
- Registration of Ashes interred into existing grave	Council	Y	30.00
- Transfer of Ashes (plus cost of plaque if required)	Council	Y	101.50
- Removal of Ashes from Cemetery to authorised family member	Council	Y	94.50
Miscellaneous Fees			
- Funeral Directors Annual Licence Fee	Council	Y	231.00
- Single Funeral Permit	Council	Y	77.25
- Monumental Masons Annual Licence Fee	Council	Y	101.50
- Single Monument Permit	Council	Y	59.65
- Copy of Grant of Right of Burial	Council	Y	25.50
- Renewal of Grant of Right of Burial (original valid for 25yrs)	Council	Y	52.50
Recreation & Culture			
Public Halls & Civic Centre			
Hire of Public Hall FULL DAY	Council	Y	201.95
Hire of Public Hall HALF DAY	Council	Y	86.70
Hire of Public Hall Hourly Rate	Council	Y	17.40
Refundable Memorial Hall Hire Bond for Function with Alcohol	Council	N	260.00
Refundable Memorial Hall Hire Bond for Function without Alcohol	Council	N	56.00
Bond for Equipment Hire (Chairs and Trestle tables)	Council	N	205.00
Hire fee for Chairs (Per Day Per Chair)	Council	Y	0.70
Hire fee for Trestle Tables (Per table per day)	Council	Y	4.85
Bond for Hire of Lectern	Council	N	50.00
Hire of Lectern (per day)	Council	Y	30.00
Swimming Areas			
Family Season Ticket (2 Adults + 3 Children)	Council	Y	205.00
Adult Season Ticket	Council	Y	108.00
Child Season Ticket (Under 18 Yrs)	Council	Y	77.00
Adult Single Entry	Council	Y	4.65
Child Single Entry (Under 18 Yrs)	Council	Y	3.00
Senior Season Pass - Pensioner Concession	Council	Y	86.50
Senior Single Entry - Pensioner Concession	Council	Y	3.75
Adult Supervisor/Spectator Entry	Council	Y	0.00
Early Morning Swimming Swipe Card	Council	N	10.00
School Group including entry fee for accompanying teachers/parents	Council	Y	2.60
Gnowangerup Community Swimming Pool Facilitated Activity Costs	Council	Y	at cost plus GST
Libraries			
Administration fee for lost/damaged books	Council	Y	7.50
Administration fee for overdue book (6 weeks)	Council	Y	7.50
Replacement of lost book as per LISWA depreciated value basis	Council	Y	at cost plus GST
Transport			
Traffic Control			
Special Series Shire Number Plates D.O.T. Fee	Dept Transport	N	200.00
Special Series Shire Number Plates Gnowangerup Shire Fee	Council	Y	59.65
Economic Services			
Tourism & Area Promotion			
Caravan Parks & Camping Grounds			
- Application/renewal of license (minimum): Based on long stay sites \$6 per site, short stay sites and sites in transit parks \$6 per site, camp sites \$3 per site, overflow sites \$1.50 per site	Caravan Parks & Camping Grounds Regs 1997	N	200.00
- Late renewal penalty	Caravan Parks & Camping Grounds Regs 1997	Y	22.00
- Temporary License (minimum): Based on long stay sites \$6 per site, short stay sites and sites in transit parks \$6 per site, camp sites \$3 per site, overflow sites \$1.50 per site	Caravan Parks & Camping Grounds Regs 1997	N	100.00
- License Transfer	Caravan Parks & Camping Grounds Regs 1997	N	100.00
Building Control			
Building Permits (certified) - Class 1 & 10 (minimum fee or 0.19% of value of work)	Building Regs 2012	N	97.70
Building Permits (certified) - Other Classes (minimum fee or 0.09% of value of work)	Building Regs 2012	N	97.70

Building Permits (uncertified) - All Classes (minimum fee or 0.32% of value of work)	Building Regs 2012	N	97.70
BCITF Levy (statutory) for > \$20,000 value of works	Building & Construction Industry Training Levy Act 1990	N	0.20% of value
BRB Levy (statutory) per licence	Building Commission	N	61.65
Footpath/Kerb Deposit on Building Application	Council	N	1050.00
Footpath/Kerb Deposit on Demolition Application	Council	N	1050.00
Demolition Permit (per storey)	Building Regs 2012	N	97.70
Extension of Building or Demolition Permit	Building Regs 2012	N	97.70
Inspection of Pool enclosures (reg 53)	Building Regs 2012	Y	56.00
Economic Services (continued)			
Public Utility Services			
Sale of Water from Standpipes (per kilolitre) minimum \$10 charge	Council	N	3.65
Standpipe swipe card	Council	Y	23.00
Permit to enter Council property pursuant to s. 3.4 of the Shire's Local Government Property Local Law 2016 for the purpose of exploration or investigation for water, minerals or other purposes			
- 1 to 5 holes (inclusive)	Council	N	238.50
- 6 to 10 holes (inclusive)	Council	N	357.00
- 11 to 30 holes (inclusive)	Council	N	714.00
- 31 to 100 holes (inclusive)	Council	N	1313.25
- 101 holes and over	Council	N	1785.00
Permit to enter Council property pursuant to s. 3.4 of the Shire's Local Government Property Local Law 2016 for the purpose of Seed Collection			
- Initial Fee	Council	Y	59.95
- Administration Fee	Council	Y	59.95
Other Property & Services			
Private Works			
Plant & Machinery (Wet hire only) per hour	Council		
- Grader	Council	Y	at cost + 30% +GST
- Loader	Council	Y	at cost + 30% +GST
- Tip Truck	Council	Y	at cost + 30% +GST
- Small Truck (Dutro)	Council	Y	at cost + 30% +GST
- Pig Trailer	Council	Y	at cost + 30% +GST
- Prime Mover	Council	Y	at cost + 30% +GST
- Side Tipper	Council	Y	at cost + 30% +GST
- Low Loader	Council	Y	at cost + 30% +GST
- Roller	Council	Y	at cost + 30% +GST
- Tray Top Ute	Council	Y	at cost + 30% +GST
- John Deer Tractor	Council	Y	at cost + 30% +GST
- Trailers (per day)	Council	Y	at cost + 30% +GST
- Vibrating Plate Compactor (per day)	Council	Y	at cost + 30% +GST
- Cement Mixers (per day)	Council	Y	at cost + 30% +GST
- Sundry Plant Items	Council	Y	at cost + 30% +GST
Labour & Overheads (i.e. no machinery)	Council	Y	at cost + 30% +GST
Bond for Equipment Hire			
Mini Truck (Gardeners Truck)	Council	N	50.00
Backhoe	Council	N	50.00
Trailer	Council	N	30.00
Lawn Mower	Council	N	10.00
Whipper Sniper	Council	N	10.00
Chainsaw	Council	N	10.00
Gravel/Mulch/Sand/Aggregate per cubic metre	Council	Y	23.50
Delivery Fee up to 3 cubic metres	Council	Y	23.50
Delivery Fee over 3 cubic metres	Council	Y	at cost + 30% + GST
Gravel ex Pit (per m3)	Council	Y	7.00
* indicates statutory fee.			

14. INFRASTRUCTURE AND ASSET MANAGEMENT

14.1	BITUMEN SEALING CONTRACT
Location:	Gnowangerup
Proponent:	N/A
File Ref:	ADM0405
Date of Report:	19/09/2018
Business Unit:	Infrastructure
Officer:	Yvette Wheatcroft, Manager of Works
Disclosure of Interest:	Nil

ATTACHMENTS

- CONFIDENTIAL: Evaluation of Bitumen Sealing quotations 2018.19
- CONFIDENTIAL: Bitumen sealing detailed assessment 2018.19 (excel spreadsheet)

PURPOSE OF THE REPORT

For Council to consider the quotes for the 2018/19 bitumen sealing program and to accept the submission that provides the best value to the Shire.

BACKGROUND

Five companies were invited to quote through the WALGA e-Quote system on the 2018/19 bitumen-sealing program.

COMMENT

The following companies provided quotes: Fulton Hogan, Colas Western Australia Pty Limited, Bitutek Pty Ltd, Boral and Downer. All quotes met the required specifications.

Quotes were evaluated by the Manager of Works and the Asset and Waste Management Coordinator.

The evaluation ranked the quotes in the following order:

1. Fulton Hogan
2. Boral
3. Bitutek
4. Colas
5. Downer

Note: Councillors may view the tender documentation on request through the CEO.

CONSULTATION WITH THE COMMUNITY AND GOVERNMENT AGENCIES

Nil

LEGAL AND STATUTORY REQUIREMENTS

Due to the estimated cost of the Contract exceeding \$150,000, it is a purchasing requirement to go to Tender, pursuant to Reg. 11(1) of the *Local Government (Functions and General)*

Regulations 1996. Using the WALGA preferred eQuote system eliminates the need to go to tender as a *tender exemption* applies to all WALGA preferred suppliers.

POLICY IMPLICATIONS

Purchasing policy 4.1

FINANCIAL IMPLICATIONS

The Shire's 2018/2019 budget contains an allocation for the provision of the sealing program.

STRATEGIC IMPLICATIONS

2017 Strategic Community Plan

Theme 5: Financial Sustainability

Objective 3: Effectively plan for the funding and delivery of major projects.

Strategic Initiative 3.1: Effectively prioritise major capital projects to facilitate long-term financial sustainability.

IMPACT ON CAPACITY

Nil

RISK MANAGEMENT CONSIDERATIONS

No strategic risk applies

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Nil

CONCLUSION

The recommendation is to accept the quotation from Fulton Hogan for the 2018/19 bitumen program due to the price, the transparency of the quote, the high standard of work presented over the last four years and a 12-month defect liability on workmanship and materials.

Fulton Hogan has arrived on site to complete the sealing program at the agreed times for the last four years and this is important given the new prime seal shoulder work on Ongerup Pingrup road and the need to have the sealing completed within a few days of final preparation.

VOTING REQUIREMENTS

Absolute majority

COUNCIL RESOLUTION:

Moved: Cr S Hmeljak

Seconded: Cr F Gaze

0918.104 That Council:

- 1. Authorise the CEO to accept the quote from Fulton Hogan for \$590,690 for the bitumen spraying contract for the 2018/19 works program.**

2. **In the event that the preferred contractor is unavailable to perform the works when required, authorise the CEO to accept the next best available offer from the quotations.**

UNANIMOUSLY CARRIED: 7/0

15. STATUTORY COMPLIANCE

Nil

16. FINANCE

16.1 ACCOUNTS FOR PAYMENT AND AUTHORISATION – AUGUST 2018

Location: N/A
Proponent Shire of Gnowangerup
File Ref: ADM0451
Date of Report: 7th September 2018
Business Unit: Finance
Officer: CA Shaddick – Senior Finance Officer
Disclosure of Interest: Nil

ATTACHMENT

- August 2018 Cheque Listing

COMMENTS

The August 2018 cheque list is attached as follows

FUND	AMOUNT
Municipal Fund	\$ 432,440.38
Trust Fund	\$ 362.08
Credit Card	\$ 957.00
TOTAL	\$ 433,759.46

COUNCIL RESOLUTION:

Moved: Cr L Martin

Seconded: Cr G Stewart

0918.105 That Council:

Approve the Schedule of Accounts: Municipal Fund Cheques 27323 - 27335, EFT 13831 – EFT 13913, Superannuation and Direct Deposits totalling \$432,440.38 and Trust Fund Cheques 887 - 890 totalling \$362.08 and Corporate Credit Card totalling \$957.00.

UNANIMOUSLY CARRIED: 7/0

Chq/EFT	Date	Name	Description	Amount
887	1/08/2018	BUILDING COMMISSION	BUILDING PERMIT FOR JULY 2018	\$ 56.65
888	1/08/2018	SHIRE OF GNOWANGERUP	COMMISSION FOR JULY 2018	\$ 5.00
889	1/08/2018	LEE-ANNE WOODS	REFUND BOND HELD FOR CHAIR HIRE	\$ 200.00
890	15/08/2018	SANDRA GRACE	REFUND CAT TRAP BOND PLUS INTEREST EARNED	\$ 100.43
TOTAL TRUST ACCOUNT				\$ 362.08
EFT13831	8/08/2018	AFGRI EQUIPMENT AUSTRALIA PTY LTD	HYDRAULIC AND OIL FILTER KITS FOR SERVICING JOHN DEERE GRADER GN.0015	\$ 1,095.08
EFT13832	8/08/2018	AIR LIQUIDE	CYLINDER HIRE	\$ 149.68
EFT13833	8/08/2018	ALLAN CAMPBELL & CO	FREIGHT FOR SERVICE PARTS FOR HOLDEN GN.002	\$ 15.40
EFT13834	8/08/2018	ARMADILLO GROUP	75W/80 OIL AND 80W/90 GEAR OIL & COOLANTS FOR FLEET	\$ 938.95
EFT13835	8/08/2018	B P HARRIS & SON	METAL ROD	\$ 9.68
EFT13836	8/08/2018	BEST OFFICE SYSTEMS	DEPOT PHOTOCOPIER CHARGE COLOUR 28/6/18 - 28/7/18	\$ 113.96
EFT13837	8/08/2018	CEMETERIES & CREMATORIA ASSOCIATION OF WA	2018/2019 CCAWA MEMBERSHIP	\$ 120.00
EFT13838	8/08/2018	COURIER AUSTRALIA	FREIGHT	\$ 13.48
EFT13839	8/08/2018	CS LEGAL	LEGAL CHARGES - RATES	\$ 1,100.82 R
EFT13840	8/08/2018	ECHELON AUSTRALIA PTY LTD	BUSINESS CONTINUITY PROJECT	\$ 3,300.00
EFT13841	8/08/2018	EDWARDS MOTORS PTY LTD	AIR CLEANER AND OIL FILTER FOR 45,000KM SERVICE HOLDEN GN.002	\$ 196.90
EFT13842	8/08/2018	GNOWANGERUP COMMUNITY RESOURCE CENTRE	ELECTRICITY, CLEANING & TELEPHONE JULY 2018	\$ 765.07
EFT13843	8/08/2018	GNOWANGERUP FUEL SUPPLIES	FUEL FOR SHIRE ADMIN FLEET	\$ 1,484.15

EFT13844	8/08/2018	GNOWANGERUP NEWSAGENCY	NEWSPAPERS FOR JULY 2018	\$	70.00	
EFT13845	8/08/2018	GNOWANGERUP PHARMACY	STAFF GET WELL GIFT	\$	152.44	
EFT13846	8/08/2018	GNOWANGERUP TYRE SERVICE	BATTERY FOR GN.010 AND TYRE REPAIRS	\$	308.00	
EFT13847	8/08/2018	LANDGATE	MINING TENEMENT SCHD M2018/2	\$	39.00	
EFT13848	8/08/2018	LOCAL HEALTH AUTHORITIES ANALYTICAL COMMITTEE	LHAAC FEE 2018/19 BASED ON POPULATION AS AT 01/07/2017 (1222)	\$	504.90	
EFT13849	8/08/2018	MARKETFORCE	ADVERT - PLANT OPERATOR / GENERAL HAND AUGUST 2018	\$	657.03	
			ADVERT - DISPOSAL OF PROPERTY	\$	273.53	
EFT13850	8/08/2018	OLUMAYOKUN OLUYEDE	CASH SUBSIDY AS PER CONTRACT JULY 2018	\$	11,000.00	
EFT13851	8/08/2018	WA CONTRACT RANGER SERVICES	RANGER SERVICES 19/07, 24/07, 25/07	\$	1,519.37	
EFT13852	8/08/2018	WARREN BLACKWOOD WASTE	BINS PICK UP 05/07, 12/07, 19/07, 26/07	\$	7,180.80	
EFT13853	8/08/2018	WCP CIVIL PTY LTD	PROGRESS CLAIM 3 CUNEO CLOSE	\$	191,170.10	
EFT13854	8/08/2018	WCP CIVIL PTY LTD RETENTION ACCOUNT	NETT RETENTION HELD FROM CLAIM 1,2, 3 AS PER CONTRACT	\$	23,893.43	
EFT13855	8/08/2018	WESTRAC EQUIPMENT PTY LTD	REPAIRS TO CAT SKID STEER LOADER REPLACE IDLER BEARING AND SEAL UNDER WARRENTY ONLY TRAVEL CHARGED	\$	272.25	
EFT13856	8/08/2018	WINC. (WORK INCORPORATED)	STATIONERY	\$	8.26	
EFT13857	15/08/2018	ADMIN SOCIAL CLUB	PAYROLL DEDUCTIONS	\$	80.00	
EFT13858	15/08/2018	ADRIENNE JOYCE	RENT 22/08/2018 - 18/09/2018	\$	520.00	R
EFT13859	15/08/2018	ALBANY LOCK SERVICE SUPERIOR SECURITY	5 KEY KIDDE SAFE KEY BOX ONGERUP HALL	\$	63.00	
EFT13860	15/08/2018	ASHLEIGH ANNE NUTTALL	RENT 27/08/2018 - 23/09/2018	\$	1,000.00	R
EFT13861	15/08/2018	AUSTRALIA POST	POSTAGE COSTS FOR AUGUST 2018	\$	202.66	

EFT13862	15/08/2018 BGL SOLUTIONS	CONTRACT GARDENING AUGUST	\$ 10,429.53
EFT13863	15/08/2018 BLACK AND GOLD SOCIAL CLUB	PAYROLL DEDUCTIONS	\$ 130.00
EFT13864	15/08/2018 GNOWANGERUP VOLUNTEER SES UNIT INC	1ST QUARTER PAYMENT OPERATING GRANT	\$ 1,785.42 F
EFT13865	15/08/2018 GREAT SOUTHERN TOYOTA	50,000KM SERVICE GN.001	\$ 337.77
EFT13866	15/08/2018 LANDMARK OPERATIONS - GNOWANGERUP	CHEMICALS FOR ROAD VERG SPRAYING	\$ 2,432.89
EFT13867	15/08/2018 LGRCEU	PAYROLL DEDUCTIONS	\$ 184.50
EFT13868	15/08/2018 ONLINE SAFETY SYSTEMS PTY LTD	PLANT ASSESSOR MONTHLY ACCESS FEE AUGUST 18	\$ 528.00
EFT13869	15/08/2018 PRIMARIES GNOWANGERUP	VARIOUS HARDWARE ITEMS	\$ 1,072.26
EFT13870	15/08/2018 S L R ENTERPRISES	CHECK & REPAIRS PNUEMATIC AIR SUSPENSION&CHECK FAULTS POP UP FROM CLUSTER GN.0014 IVECO	\$ 1,479.11
EFT13871	15/08/2018 SHIRE OF BROOMEHILL-TAMBELLUP	HIDDEN TREASURES CONTRIBUTION 2018/2019	\$ 5,000.00
EFT13872	15/08/2018 SHIRE OF CUBALLING	BUILDING SURVEYOR SERVICES JULY 2018	\$ 4,023.20
EFT13873	15/08/2018 THE FUTURES GROUP PTY LTD	360 FEEDBACK AND PRINT SURVEY	\$ 2,021.25
EFT13874	15/08/2018 WA CONTRACT RANGER SERVICES	RANGER SERVICES 01/08, 02/08, 09/08, 10/08	\$ 1,753.12
EFT13875	22/08/2018 A D CONTRACTORS PTY LTD	EMULSION FOR BITUMEN PATCHING KWOBURP RD	\$ 468.60
		EMULSION FOR BITUMEN PATCHING BORDEN BREMER RD	\$ 468.60
EFT13876	22/08/2018 AFGRI EQUIPMENT AUSTRALIA PTY LTD	BATTERY FOR JOHN DEERE MOWER GN.0029	\$ 145.32
EFT13877	22/08/2018 AMCAP DISTRIBUTION CENTRE	WIPER BLADE ASSEMBLY FOR IVECO TRUCK GN.0044	\$ 118.25
EFT13878	22/08/2018 ARMADILLO GROUP	TEXXON BLACK MOLY GREASE AND HYDRAULIC OIL	\$ 1,162.39
EFT13879	22/08/2018 BROOKS HIRE SERVICE PTY LTD	GRADER HIRE FOR TOOMPUP ROAD GRAVEL PATCHING	\$ 2,127.55

EFT13880	22/08/2018	BTW CONTRACTING PTY LTD	PARTS FOR SPRAY UNIT ON BACK OF ONGERUP TIPPER	\$	119.00
EFT13881	22/08/2018	CITY OF ALBANY	GREAT SOUTHERN REGIONAL SHARED LIBRARY MANAGEMENT SYSTEM	\$	3,218.60
EFT13882	22/08/2018	COURIER AUSTRALIA	FREIGHT	\$	51.16
EFT13883	22/08/2018	DEPARTMENT OF WATER AND ENVIRONMENTAL REGULATION	2 X TRACKING FORMS SEPTICS JUNE 18	\$	88.00
EFT13884	22/08/2018	ENVIRONMENTAL MONITORING SYSTEMS PTY LTD	ENVIRONMENTAL HEALTH SERVICES FOR JULY 2018	\$	10,188.20
EFT13885	22/08/2018	GNOWANGERUP COMMUNITY RESOURCE CENTRE	GNOWANGERUP CRC GRANT SUMMER FAIR 2019 ARTGN ANNUAL EXHIBITIOJN	\$	5,500.00 \$ 550.00
EFT13886	22/08/2018	GNOWANGERUP TYRE SERVICE	REPAIR GRADER TYRE JOHN DEERE GN.0015	\$	122.00
EFT13887	22/08/2018	GREAT SOUTHERN EQUIPMENT REPAIR	SAFETY INSPECTIONS FOR VEHICLE HOIST AND AIR COMPRESSOR	\$	456.85
EFT13888	22/08/2018	LEISURE INSTITUTE OF WA AQUATICS	LIWA MEMBERSHIP ANDRE TION 2018 - 2021	\$	360.00
EFT13889	22/08/2018	MARKETFORCE	COUNCIL MEETING DATES - 2019	\$	231.20
EFT13890	22/08/2018	ONGERUP FARM SUPPLIES - MICK CREAGH	KNOCKOUT PRO 5 X 20L FOR ROAD VERGE SPRAYING VARIOUS HARDWARE ITEMS FOR ONGERUP/BORDEN	\$	770.00 \$ 92.80
EFT13891	22/08/2018	ONGERUP TYRES & AUTOMOTIVE	NEW TYRE FOR ONGERUP BACKHOE GN.0026	\$	558.00
EFT13892	22/08/2018	ONLINE SAFETY SYSTEMS PTY LTD	PLANT ASSESSOR MONTHLY ACESS FEE FEBRUARY	\$	528.00
EFT13893	22/08/2018	SADLERS BUTCHERS	CATERING COUNCIL MEETINGS	\$	380.00
EFT13894	22/08/2018	STRATEGIC TEAMS	PREPARATION OF 17/18 ANNUAL REPORT	\$	1,375.00
EFT13895	22/08/2018	WALGA	KEITH HOUSE WALGA AGM & CONFERENCE	\$	1,475.00
EFT13896	22/08/2018	WESTRAC EQUIPMENT PTY LTD	STARTER ASSY & TAIL LIGHT ASSY REPAIRS CAT LOADER GN.035	\$	2,620.94

EFT13897	30/08/2018	ADMIN SOCIAL CLUB	PAYROLL DEDUCTIONS	\$ 70.00
EFT13898	30/08/2018	ARMADILLO GROUP	TRANSMISSION FILTER FOR SERVICING ONGERUP BUSHFIRE TRUCK	\$ 52.01 F
EFT13899	30/08/2018	BLACK AND GOLD SOCIAL CLUB	PAYROLL DEDUCTIONS	\$ 130.00
EFT13900	30/08/2018	COURIER AUSTRALIA	FREIGHT	\$ 216.64
EFT13901	30/08/2018	DEPARTMENT OF FIRE AND EMERGENCY SERVICES	ESLB 1ST QUARTER CONTRIBUTION	\$ 25,116.60
EFT13902	30/08/2018	DEPARTMENT OF WATER AND ENVIRONMENTAL REGULATION	DWER CONTROLLED WASTE CARRIER LICENCE RENEWAL CARRIER LICENCE NUMBER T000176 EXPIRY DATE 25/09/2019	\$ 329.00
EFT13903	30/08/2018	DL CONSULTING	BUDGET PREPARATION, RECONCILE UV & GRV WITH RATES MODELLING, R2R RETURN AND LEAVE ACCRUALS	\$ 7,451.95
EFT13904	30/08/2018	KOMATSU AUSTRALIA PTY LTD	GUIDE, PLATE, SHIM & DOOR LOCK R-H FOR KOMATSU GRADER GN.0021	\$ 2,474.96
EFT13905	30/08/2018	LGRCEU	PAYROLL DEDUCTIONS	\$ 184.50
EFT13906	30/08/2018	OPUS INTERNATIONAL CONSULTANCY	LOT 560 SUB DIVISION PROJECT MANAGEMENT TO 24/08/2018	\$ 19,384.75
EFT13907	30/08/2018	PROTECTOR FIRE SERVICE AND FIRST AID SUPPLIES	REFILL 2 X 9KG FIRE EXTINGUISHERS FOR GNOWANGERUP TRAVEL STOP	\$ 264.00
EFT13908	30/08/2018	RECORDS ARCHIVES HISTORICAL MANAGEMENT	ARCHIVING PROGRAM AS PER UPDATE APRIL 2018 59.50 HOURS 21/08/2018- 26/08/2018	\$ 8,181.25
EFT13909	30/08/2018	ROYAL LIFE SAVING SOCIETY WA INC	ANDRE TION LIFE GUARD REQUALIFICATION	\$ 150.00
EFT13910	30/08/2018	SOUTHERN AGCARE	COMMUNITY GRANT FUNDING 2018/19	\$ 5,500.00
EFT13911	30/08/2018	STAR SALES & SERVICE	HUSQI CHAIN SAW BAR, NEEDEL BRG, CLUTCH ASSY PARTS FOR CHAINSAWS	\$ 518.30
EFT13912	30/08/2018	STATE LIBRARY OF WESTERN AUSTRALIA	ANNUAL FEE FOR LOST AND DAMAGED PUBLIC LIBRARY MATERIALS 2018-19	\$ 220.00
EFT13913	30/08/2018	YONGERGNOW - ONGERUP CRC	COMMUNITY GRANT - PARTNERS IN GRAIN WORKSHOP	\$ 5,500.00
27323	8/08/2018	GNOWANGERUP IGA	CONSUMABLES	\$ 392.51

27324	8/08/2018	SYNERGY	STREET LIGHTS SUPPLY PERIOD 31 DAYS	\$	3,613.90
27325/26	8/08/2018	CANCELLED CHEQUES	PRINTING ERRORS	\$	0.00
27327	15/08/2018	AUSTRALIAN TAXATION OFFICE	FBT RETURN 01/04/2017 - 31/03/2018	\$	3,548.98
27328	15/08/2018	TELSTRA	DIRECTORY CHARGES, USAGE, SERVICE AND EQUIPMENT	\$	1,434.42
27329	22/08/2018	LEASEIT LTD	EXTRA COPIES JUNE 18 - JULY 18	\$	100.07
27330	22/08/2018	OPTIMI DIGITAL	GUIDE THE SHIRE IN THE SCOPE, FRAMING AND DOCUMENTATION OF A REGIONAL DIGITAL STRATEGIC PLAN	\$	8,937.50
27331	22/08/2018	SYNERGY	SUPPLY PERIOD 64 DAYS TO 16/08/2018	\$	332.55
27332	22/08/2018	TELSTRA	MOBILE PHONE PLANS AND DATA PACKS	\$	711.69
27333	22/08/2018	WATER CORPORATION	WATER USAGE	\$	434.47
27334	30/08/2018	SHIRE OF GNOWANGERUP	RATES EXEMPTION MASON LODGE AS PER COUNCIL 2007	\$	462.00
27335	30/08/2018	T & C SUPPLIES	PARTS FOR LPG GAS AND FITTINGS FOR BITUMEN PATCHING	\$	362.09
DD4130.1	8/08/2018	WALGS PLAN	PAYROLL DEDUCTIONS	\$	7,108.52
DD4130.2	8/08/2018	MTAA SUPERANNUATION FUND	PAYROLL DEDUCTIONS	\$	607.11
DD4130.3	8/08/2018	SMSF	SUPERANNUATION CONTRIBUTIONS	\$	927.48
DD4130.4	8/08/2018	WEALTH PERSONAL SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	\$	314.94
DD4130.5	8/08/2018	COLONIAL FIRSTWRAP PLUS PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	\$	758.16
DD4130.6	8/08/2018	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	\$	517.52
DD4130.7	8/08/2018	HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	\$	440.78

DD4130.8	8/08/2018 PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	\$ 219.92
DD4130.9	8/08/2018 BENDIGO SMARTOPTIONS SUPER	SUPERANNUATION CONTRIBUTIONS	\$ 82.30
DD4139.1	30/08/2018 LEASEIT LTD	PHOTOCOPIER LEASE AUGUST 2018	\$ 1,196.25
DD4139.2	10/08/2018 NATIONAL AUSTRALIA BANK	CCC LISTING BELOW	\$ 0.00
DD4142.1	22/08/2018 WALGS PLAN	PAYROLL DEDUCTIONS	\$ 7,227.53
DD4142.2	22/08/2018 MTA SUPERANNUATION FUND	PAYROLL DEDUCTIONS	\$ 607.11
DD4142.3	22/08/2018 SMSF	SUPERANNUATION CONTRIBUTIONS	\$ 927.48
DD4142.4	22/08/2018 WEALTH PERSONAL SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	\$ 314.94
DD4142.5	22/08/2018 COLONIAL FIRSTWRAP PLUS PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	\$ 758.16
DD4142.6	22/08/2018 AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	\$ 517.52
DD4142.7	22/08/2018 HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	\$ 440.78
DD4142.8	22/08/2018 PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	\$ 219.92
DD4142.9	22/08/2018 BENDIGO SMARTOPTIONS SUPER	SUPERANNUATION CONTRIBUTIONS	\$ 112.52
DD4130.10	8/08/2018 CBUS	SUPERANNUATION CONTRIBUTIONS	\$ 219.23
DD4142.10	22/08/2018 CBUS	SUPERANNUATION CONTRIBUTIONS	\$ 277.62
		TOTAL MUNICIPAL ACCOUNT	\$ 432,440.38
	20/07/2018 WW PETROL KATANNING	CEO VEHICLE GN.00	\$ 73.98
	2/08/2018 WESTNET	SHIRE AND CEO HOME INTERNET	\$ 232.83
	7/08/2018 CITADINES ST GEORGES TERRACE	PRESIDENT ACCOMODATION LG CONFERENCE	\$ 423.19

8/08/2018 TELSTRA	DCEO HOME INTERNET - \$139.00 REIMBURSED TO SHIRE	\$ 209.00 R
10/08/2018 CARD FEES	NAB CORPORATE CREDIT CARD	\$ 18.00
	TOTAL CORPORATE CREDIT CARD	\$ 957.00

CERTIFICATE OF SENIOR FINANCE OFFICER

I HEREBY CERTIFY THE FOLLOWING SCHEDULE OF ACCOUNTS:

TOTAL FOR MUNICIPAL FUND: EFT 13831 -13913, Cheque 27323 - 27335, DD Super Clearing House = \$432,440.38

TOTAL FOR TRUST FUND: Cheque 887 - 890 \$362.08

TOTAL FOR CREDIT CARD: \$957.00

CHIEF EXECUTIVE OFFICER

- F Fully Grant Funded
- P Partial Grant Funded
- R Other Funding (Reimbursements)
- W Main Roads Flood Damage

16.2	JULY 2018 MONTHLY FINANCIAL REPORT
Location:	Shire of Gnowangerup
Proponent:	N/A
File Ref:	ADM0451
Date of Report:	21 September 2018
Business Unit:	FINANCE
Officer:	D. Long - Finance Consultant C. Shaddick – Senior Finance Officer
Disclosure of Interest:	Nil

Attachments

- Monthly Financial Statements for period 31 July 2018 including;
 - Statement of Financial Activity to 31 July 2018.
 - Report on Material Differences.
 - Comprehensive Income by Program and Nature & Type
 - Statement of Financial Position.
 - Statement of Cash Flows.
 - Current Assets and Liabilities.

Summary

Adoption of the July 2018 Monthly Financial Report

Comments

Presented to Council is the Financial Statement to 31 July 2018 subject to change as a result of end of year procedures and audit process.

As part of the end of year process depreciation cannot be applied to assets for the new financial year until the Auditors report is received for 2017/18.

Consultation

Nil

Statutory Environment

Local Government Financial Regulations (1996) 22, 32 and 43 apply.

Policy Implications

Nil

Financial Implications

Nil

Strategic Implications

Nil

Voting Requirements

Simple Majority

COUNCIL RESOLUTION:

Moved: Cr L Martin

Seconded: Cr F Gaze

0918.106 That Council

Receive and note the July 2018 Monthly Financial Report.

UNANIMOUSLY CARRIED: 7/0

SHIRE OF GNOWANGERUP

MONTHLY FINANCIAL REPORT

31 JULY 2018

SHIRE OF GNOWANGERUP
STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD ENDING 31 JULY 2018

	NOTES	2018-19 ANNUAL BUDGET	2018-19 JULY - JULY BUDGET	2018-19 YTD ACTUAL
EXPENDITURE (Excluding Finance Costs)		\$	\$	\$
General Purpose Funding		(129,467)	(9,154)	(12,706)
Governance		(1,102,041)	(66,244)	(64,887)
Law, Order, Public Safety		(340,336)	(55,813)	(41,486)
Health		(250,299)	(26,329)	(24,458)
Education and Welfare		(26,524)	(2,632)	(1,531)
Housing		(56,914)	(11,558)	(6,553)
Community Amenities		(598,782)	(74,661)	(36,429)
Recreation and Culture		(1,694,532)	(200,416)	(75,822)
Transport		(6,646,343)	(511,623)	(135,798)
Economic Services		(343,278)	(25,255)	(2,837)
Other Property and Services		(214,590)	(100,021)	(63,376)
		(11,403,105)	(1,083,708)	(465,884)
REVENUE				
General Purpose Funding		4,569,139	2,122	4,972
Governance		0	0	27
Law, Order, Public Safety		54,052	40	272
Health		300	0	0
Education and Welfare		11,500	956	0
Housing		84,280	7,585	7,156
Community Amenities		293,921	1,161	5,341
Recreation and Culture		24,400	250	61
Transport		3,448,829	269,209	0
Economic Services		12,372	179	202
Other Property & Services		120,408	9,900	21,711
		8,619,201	291,401	39,742
<i>Increase(Decrease)</i>		(2,783,904)	(792,307)	(426,142)
FINANCE COSTS				
General Purpose Funding		0		0
Housing		(16,874)	0	0
Community Amenities		(221)	0	0
Recreation & Culture		(26,959)	0	0
Transport		(12,000)	0	0
Other Property & Services		0	0	0
Total Finance Costs		(56,054)	0	0
NON-OPERATING REVENUE				
General Purpose Funding		0	0	0
Law, Order & Public Safety		0	0	0
Housing		367,500	0	0
Recreation & Culture		0	0	0
Transport		728,172	0	0
Economic Services		0	0	0
Total Non-Operating Revenue		1,095,672	0	0
PROFIT/(LOSS) ON SALE OF ASSETS				
Law, Order & Public Safety		0	0	0
Health		0	0	0
Community Amenities		0	0	0

Recreation & Culture Profit		0	0	0
Recreation & Culture Loss		0	0	0
Transport Profit		0	0	0
Transport Loss		0	0	0
Other Property & Services Profit		0	0	0
Other Property & Services Loss		0	0	0
<i>Total Profit/(Loss)</i>		0	0	0
NET RESULT		(1,744,286)	(792,307)	(426,142)
Other Comprehensive Income				
Changes on revaluation of non-current assets		0	0	0
<i>Total Abnormal Items</i>		0	0	0
TOTAL COMPREHENSIVE INCOME		(1,744,286)	(792,307)	(426,142)

SHIRE OF GNOWANGERUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE/TYPE
FOR THE PERIOD ENDING 31 JULY 2018

	2018-19 BUDGET	2018-19 ACTUAL
Expenses		
Employee Costs	(2,157,672)	(168,577)
Materials and Contracts	(5,503,216)	(160,757)
Utility Charges	(173,500)	(14,234)
Depreciation on Non-Current Assets	(2,985,960)	0
Interest Expenses	(56,054)	0
Insurance Expenses	(211,068)	(122,120)
Other Expenditure	(371,690)	(196)
	(11,459,159)	(465,884)
Revenue		
Rates	4,005,853	0
Operating Grants, Subsidies and Contributions	746,003	0
Fees and Charges	346,222	3,773
Service Charges	0	0
Interest Earnings	67,420	4,797
Other Revenue	3,453,703	31,172
	8,619,201	39,742
	(2,839,958)	(426,142)
Non-Operating Grants, Subsidies & Contributions	1,095,672	0
Fair Value Adjustments to financial assets at fair value through profit/loss	0	0
Profit on Asset Disposals	0	0
Loss on Asset Disposals	0	0
	1,095,672	0
Net Result	(1,744,286)	(426,142)
Other Comprehensive Income		
Changes on revaluation of non-current assets	0	0
Total Other Comprehensive Income	0	0
TOTAL COMPREHENSIVE INCOME	(1,744,286)	(426,142)

**SHIRE OF GNOWANGERUP
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDING 31 JULY 2018**

	Note	2017-18 ACTUAL \$	2018-19 ACTUAL \$	Variance \$
Current assets				
Unrestricted Cash & Cash Equivalents		584,969	2,271,333	1,686,365
Restricted Cash & Cash Equivalents		1,994,946	1,996,960	2,014
Trade and other receivables		2,485,198	231,814	-2,253,384
Inventories		29,548	38,991	9,442
Other assets		0	0	0
Total current assets		3,079,026	4,539,099	-555,563
Non-current assets				
Trade and other receivables		207,922	207,922	0
LG House Unit Trust		6,186	6,186	0
Property, infrastructure, plant and equipment		29,909,574	30,125,023	215,449
Infrastructure Assets		107,397,157	107,397,157	0
Total non-current assets		153,760,701	137,736,288	215,449
Total assets		156,839,727	142,275,387	-340,114
Current liabilities				
Trade and other payables		195,776	281,804	-86,028
Interest-bearing loans and borrowings		1,163,537	1,163,537	0
Provisions		350,121	350,121	0
Total current liabilities		552,116	1,795,462	-86028
Non-current liabilities				
Interest-bearing loans and borrowings		749,852	749,852	0
Provisions		104,800	104,800	0
Total non-current liabilities		1,356,530	854,651	0
Total liabilities		1,908,646	2,650,113	-86,028
Net assets		154,931,081	139,625,274	-426,142
Equity				
Retained surplus		43,252,898	42,327,408	-925,490
Net Result		-923,476	-426,142	497,334
Reserve - asset revaluation		95,731,684	95,731,684	0
Reserve - Cash backed		1,990,309	1,992,323	2,014
Total equity		154,931,081	139,625,274	-426,142

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

**SHIRE OF GNOWANGERUP
STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDING 31 JULY 2018**

	Note	2017-18 ACTUAL \$	2018-19 BUDGET \$	2018-19 ACTUAL \$
Cash Flows from operating activities				
Payments				
Employee Costs		(2,322,997)	(2,110,373)	(180,797)
Materials & Contracts		(9,288,820)	(5,497,574)	(74,229)
Utilities (gas, electricity, water, etc)		(152,816)	(173,500)	(14,234)
Insurance		(169,375)	(56,054)	(122,120)
Interest Expense		(47,253)	(211,068)	0
Goods and Services Tax Paid		(300,000)	0	0
Other Expenses		(194,954)	(371,689)	(196)
		(12,476,215)	(8,420,258)	(391,576)
Receipts				
Rates		3,856,106	4,005,853	23,897
Operating Grants & Subsidies		1,216,396	746,003	0
Contributions, Reimbursements & Donations		0	0	0
Fees and Charges		223,463	346,222	3,773
Interest Earnings		103,186	67,420	4,797
Goods and Services Tax		189,811	109,879	90,885
Other		6,759,854	5,591,971	2,172,052
		12,348,816	10,867,348	2,295,404
Net Cash flows from Operating Activities	9	(127,399)	2,447,090	1,903,828
Cash flows from investing activities				
Payments				
Purchase of Land		(250,688)	(510,000)	(215,449)
Purchase of Buildings		(93,045)	(954,930)	0
Purchase Plant and Equipment		(327,274)	(732,000)	0
Purchase Furniture and Equipment		(18,739)	(5,000)	0
Purchase Road Infrastructure Assets		(1,218,668)	(1,300,381)	0
Purchase of Footpath Assets		0	(5,000)	0
Purchase Aerodrome Assets		(3,099)	0	0
Purchase Drainage Assets		0	(9,000)	0
Purchase Sewerage Assets		(45,775)	(50,000)	0
Purchase Parks & Ovals Assets		(4,700)	(4,858)	0
Purchase Solid Waste Assets		0	0	0
Purchase Infrastructure Other Assets		0	(8,000)	0
Receipts				
Proceeds from Sale of Assets		77,809	223,000	0
Non-Operating grants used for Development of Assets		654,212	1,095,672	0
		(1,229,968)	(2,260,497)	(215,449)
Cash flows from financing activities				
Repayment of Debentures		(163,109)	(1,163,539)	0
Advances to Community Groups		0	0	0
Revenue from Self Supporting Loans		26,352	27,433	0
Proceeds from New Debentures		1,000,000	367,500	0
Net cash flows from financing activities		863,243	(768,606)	0
Net increase/(decrease) in cash held		(494,124)	(582,013)	1,688,379
Cash at the Beginning of Reporting Period		3,074,039	2,579,916	2,579,916
Cash at the End of Reporting Period	9	2,579,915	1,997,903	4,268,295

**SHIRE OF GNOWANGERUP
STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDING 31 JULY 2018**

Notes

	2017-18 ACTUAL \$	2018-19 BUDGET \$	2018-19 ACTUAL \$
RECONCILIATION OF CASH			
Cash at Bank	2,578,073	1,996,061	4,266,452
Cash on Hand	1,842	1,842	1,842
TOTAL CASH	2,579,915	1,997,903	4,268,294
RECONCILIATION OF NET CASH USED IN OPERATING ACTIVITIES TO OPERATING RESULT			
Net Result (As per Comprehensive Income Statement)	(923,476)	(1,744,286)	(426,142)
Add back Depreciation	2,932,726	2,985,960	0
(Gain)/Loss on Disposal of Assets	23,298	-	0
Self Supporting Loan Principal Reimbursements	0	-	0
Contributions for the Development of Assets	(654,212)	(1,095,672)	0
Changes in Assets and Liabilities			
(Increase)/Decrease in Inventory	(8,345)	0	(9,442)
(Increase)/Decrease in Receivables	(1,555,399)	2,248,147	2,253,384
Increase/(Decrease) in Accounts Payable	(28,471)	5,642	86,028
Increase/(Decrease) in Prepayments	0	0	0
Increase/(Decrease) in Employee Provisions	86,480	47,299	0
Increase/(Decrease) in Accrued Expenses	0	0	0
Rounding	-	0	0
NET CASH FROM/(USED) IN OPERATING ACTIVITIES	-127,399	\$2,447,090	1,903,828

**SHIRE OF GNOWANGERUP
FINANCIAL ACTIVITY STATEMENT
FOR THE PERIOD ENDING 31 JULY 2018**

	2017-18	2018-19	2018-19	2018-19	MATERIAL
	ACTUAL	ANNUAL BUDGET	JULY- JULY BUDGET	JULY- JULY ACTUAL	VARIANCES
					%
OPERATING REVENUE	\$	\$	\$	\$	
General Purpose Funding	1,510,710	771,744	2,122	4,972	134.29%
Governance	182	0	0	27	0.00%
Law, Order Public Safety	75,889	54,052	40	272	587.34%
Health	395	300	0	0	0.00%
Education and Welfare	12,023	11,500	956	0	(100.00%) Variance within
Housing	79,729	84,280	7,585	7,156	% Threshold
Community Amenities	317,181	293,921	1,161	5,341	359.93%
Recreation and Culture	36,259	24,400	250	61	(75.56%)
Transport	7,721,579	3,448,829	269,209	0	(100.00%)
Economic Services	15,524	12,372	179	202	13.19%
Other Property and Services	204,999	120,408	9,900	21,711	119.31%
	9,974,469	4,821,806	291,401	39,742	
LESS OPERATING EXPENDITURE					
General Purpose Funding	(164,396)	(129,467)	(9,154)	(12,706)	(38.81%) Variance within
Governance	(679,597)	(1,102,041)	(66,244)	(64,887)	% Threshold
Law, Order, Public Safety	(289,231)	(340,336)	(55,813)	(41,486)	25.67%
Health	(251,724)	(250,299)	(26,329)	(24,458)	Variance within % Threshold
Education and Welfare	(15,828)	(26,524)	(2,632)	(1,531)	41.84%
Housing	(75,860)	(73,788)	(11,558)	(6,553)	43.30%
Community Amenities	(538,893)	(599,003)	(74,661)	(36,429)	51.21%
Recreation and Culture	(1,676,662)	(1,721,491)	(200,416)	(75,822)	62.17%
Transport	(10,800,247)	(6,658,343)	(511,623)	(135,798)	73.46%
Economic Services	(92,255)	(343,278)	(25,255)	(2,837)	88.77%
Other Property & Services	(585,174)	(214,590)	(100,021)	(63,376)	36.64%
	(15,169,867)	(11,459,159)	(1,083,708)	(465,884)	
<i>Increase(Decrease)</i>	(5,195,398)	(6,637,353)	(792,307)	(426,142)	
ADD					
Movement in Employee Benefits (Non-current)	60,430	47,299	0	0	0.00%
(Profit)/ Loss on the disposal of assets	23,298	0	0	0	0.00%
Depreciation Written Back	2,932,726	2,985,960	248,730	0	100.00%
	3,016,454	3,033,259	248,730	0	
<i>Sub Total</i>	(2,178,945)	(3,604,094)	(543,576)	(426,142)	
LESS CAPITAL PROGRAMME					
Purchase of Land		0			
Purchase Buildings	(343,732)	(1,464,930)	(51,000)	(215,449)	(322.45%)
Infrastructure Assets - Roads	(1,218,668)	(1,300,381)	0	0	0.00%
Infrastructure Assets - Footpaths	0	(5,000)	0	0	0.00%
Infrastructure Assets - Aerodromes	(3,099)	0	0	0	0.00%
Infrastructure Assets - Drainage	0	(9,000)	0	0	0.00%
Infrastructure Assets - Sewerage	(45,775)	(50,000)	0	0	0.00%
Infrastructure Assets - Parks & Ovals	(4,700)	(4,858)	0	0	0.00%
Infrastructure Assets - Other	0	(8,000)	0	0	0.00%
Purchase Plant and Equipment	(327,274)	(732,000)	0	0	0.00%
Purchase Furniture and Equipment	(18,739)	(5,000)	0	0	0.00%
Proceeds from Sale of Assets	77,809	223,000	0	0	0.00%
Contributions for the Development of Assets	654,212	1,095,672	0	0	0.00%
Repayment of Debt - Loan Principal	(163,109)	(1,163,539)	0	0	0.00%
Self Supporting Loan Principal Income	26,352	27,433	0	0	0.00%
Transfer to Reserves	(331,600)	(202,500)	(2,249)	(2,014)	10.45%
	(1,698,325)	(3,599,103)	(53,249)	(217,463)	
Plus Rounding					
<i>Sub Total</i>	(3,877,269)	(7,203,197)	(596,825)	(643,605)	
FUNDING FROM					
Transfer from Reserves	237,668	790,302	0	0	0.00%
Loans Raised	1,000,000	367,500	0	0	0.00%
Estimated Opening Surplus at 1 July	1,552,914	2,248,000	2,248,000	2,531,023	12.59%
Amount Raised from General Rates	3,617,710	3,797,395	0	0	0.00%
Closing Funds	0	0	0	0	
	6,408,292	7,203,197	2,248,000	2,531,023	
NET SURPLUS/(DEFICIT)	2,531,023	(0)	1,651,175	1,887,418	

NOTE 1			
CURRENT RATIO	Current Assets	2,875,577	3.28
	Current Liabilities	877,088	
Ratios greater than one indicate that Council has sufficient current assets to meet it's short term current liabilities.			
NOTE 2 - VARIANCES EXPLAINED			
OPERATING REVENUE		\$ VARIANCE	% VARIANCE
General Purpose Funding			
Interest on Reserve & Municipal Accounts higher than anticipated for reporting period		2,850	134.29%
Governance			
Reimbursement income not anticipated for reporting period		27	0.00%
Law Order & Public Safety -			
Dog registrations higher than anticipated for reporting period		232	587.34%
Health			
Variance within \$10,000 Materiality Threshold		0	0.00%
Education & Welfare			
Education Dept mowing contract received annually not monthly as anticipated		(956)	(100.00%)
Housing			
Variance within \$10,000 Materiality Threshold		(429)	Variance within % Threshold
Community Amenities			
Yongergnow Insurance reimbursement received earlier than anticipated		4,179	359.93%
Recreation & Culture			
Hall Hire income less than anticipated for reporting period		(189)	(75.56%)
Transport			
WANDRRA income not received as anticipated - works not recommenced		(269,209)	(100.00%)
Economic Service			
Standpipe fees higher than anticipated for reporting period		24	13.19%
Other Property and Services			
Workers Compensation and Insurance Claim reimbursements higher than anticipated for		11,812	119.31%
OPERATING EXPENDITURE		\$ VARIANCE	% VARIANCE
General Purpose funding			
Administration costs higher than anticipated - no monetary impact		(3,553)	(38.81%)
Governance			
Variance within \$10,000 Materiality Threshold		1,357	Variance within %
Law Order & Public Safety -			
Depreciation not applied for reporting period		14,327	25.67%
Health			
Variance within \$10,000 Materiality Threshold		1,871	Variance within %
Education & Welfare			
Depreciation not applied for reporting period - no monetary impact		1,101	41.84%
Housing			
Depreciation not applied for reporting period - no monetary impact		5,005	43.30%
Community Amenities			
Depreciation not applied for reporting period - no monetary impact		38,232	51.21%
Recreation & Culture			
Depreciation not applied for reporting period - no monetary impact		124,594	62.17%
Transport			
Depreciation not applied for reporting period - no monetary impact		375,826	73.46%
Economic Service			
Depreciation not applied for reporting period - no monetary impact		22,418	88.77%
Other Property & Services			
Depreciation not applied for reporting period - no monetary impact		36,645	36.64%

CAPITAL REVENUE		
<u>Proceeds on Sale of Assets</u>		
Sale of Vehicle GN00	0	
Sale of Vehicle GN002	0	
Sale of Utility (GN0048)	0	
Sale of Utility GN.037	0	
Sale of Utility GN.0004	0	
Sale of Loader GN.0040	0	
Sale of Backhoe GN.0089	0	
Proceeds - Sale of Land	0	
	<u>0</u>	0.00%
<u>Non-Operating Revenue</u>		
<u>Housing</u>		
Commonwealth Grants BBR Funding	0	
<u>Transport</u>		
Regional Road Group Grants	0	
Roads To Recovery Grants	0	
	<u>0</u>	0.00%
<u>Transfers from Reserve</u>		
Transfer from Reserve Fund	0	0

CAPITAL EXPENDITURE		
<u>Transfers to Reserve</u>		
Transfers To Reserve Funds - (Inc Interest Earned) - Offset by interest earned on Reserve Term Deposit	TIMING	235
		<u>235</u>
		10.45%
<u>Furniture & Equipment</u>		
Administration - Computers and monitor replacements		0
Total (Over)/Under Budget		<u>0</u> 0.00%

<u>Land & Buildings</u>		
<u>Housing</u>		
Construction of 2 houses on cnr Quinn & Whitehead Sts		0
20 McDonald St Renewals		0
2 Cecil Street Bathroom Renewal		0
<u>Community Amenities</u>		
Land Development Cuneo Close - Project expenses higher than anticipated for the reporting period	TIMING	(164,449)
<u>Recreation & Culture</u>		
Swimming Pool Capital Expenditure		0
Yougenu Community Centre		0
Grp Town Hall Capital		0
Ongerup Town Hall Renewals		0
Old Swimming Pool Redevelopment		0
Ongerup Community Centre Capital		0
Ongerup CWA Building Capital		0
Ongerup Museum Capital		0
Gnowangerup Star Building Capital		0
<u>Transport</u>		
Gnowangerup Works Depot Capital		0
Ongerup Works Depot Capital		0
<u>Other Property & Services</u>		
Administration Centre Building Capital		0
Total (Over)/Under Budget		<u>(164,449)</u> (322.45%)

CAPITAL EXPENDITURE

<u>Plant & Equipment</u>		
<u>Recreation & Culture</u>		
Purchase Pump and Water Tank - Ongerup oval	0	
<u>Transport</u>		
Purchase Loader GN0040	0	
Purchase Backhoe GN.0089	0	
Minor Plant Purchases	0	
4 Tonne Multi Roller	0	
Purchase of Utility GN.0048	0	
Purchase of Utility GN.037	0	
Purchase of Utility GN.004	0	
Purchase Canopy for Utility (Ranger)	0	
<u>Other Property & Services</u>		
CEO Vehicle	0	
MCS Vehicle	0	
Total (Over)/Under Budget	0	0.00%
<u>Road Construction</u>		
<u>Roads to Recovery</u>		
Rabbit Proof Fence Rd - Gravel Sheet	0	
Salt River Road	0	
Gleeson Road Gravel Sheet SLk 5.00 - 9.00	0	
<u>Regional Road Group</u>		
Tieline Road Reseal	0	
Borden - Bremer Road	0	
Ongerup-Pingrup Road	0	
<u>Municipal Fund Roads</u>		
Sandalwood Road Reseal	0	
Borden Bremer Bay Road	0	
Tieline Rd Resheet	0	
Nightwell Rd	0	
Highdenup Rd Gravel Sheet	0	
Total (Over)/Under Budget	0	0.00%
<u>Footpath Construction</u>		
Footpath Construction	0	
Total (Over)/Under Budget	0	0.00%
<u>Drainage Infrastructure</u>		
Drainage Renewals	0	
Total (Over)/Under Budget	0	0.00%
<u>Sewerage Infrastructure</u>		
Ongerup Waste Water Ponds	0	
Total (Over)/Under Budget	0	0.00%
<u>Parks, Ovals & Reserves Infrastructure</u>		
Community Park Capital	0	
Total (Over)/Under Budget	0	0.00%
<u>Other Infrastructure</u>		
Caravan Park Other Infrastructure	0	
Street Banners & Banner Poles	0	
Total (Over)/Under Budget	0	0.00%
Note: (NB) = No Budget Provision Made		

**SHIRE OF GNOWANGERUP
SUMMARY OF CURRENT ASSETS AND LIABILITIES
FOR THE PERIOD ENDING 31 JULY 2018**

CURRENT ASSET	ACTUAL 31 JULY 2018	ACTUAL 30 JUNE 2018	
91000	Municipal Fund Bank Account	\$2,269,491	\$583,127
91003	Gnp Office Till Float	\$200	\$200
91004	Gnp Office Petty Cash	\$300	\$300
91005	Swimming Pool Float	\$200	\$200
91008	SWIMMING POOL VENDING MACHINE	\$142	\$142
91009	CASH ON HAND - BANKING CHANGE	\$1,000	\$1,000
91010	Restricted Cash - Long Service Leave Reserve	\$84,174	\$84,089
91011	Restricted Cash - Plant Reserve	\$885,183	\$884,288
91014	Restricted Cash - Ongerup Effluent Line Reserve	\$54,684	\$54,629
91017	Restricted Cash - Area Promotion Reserve	\$29,649	\$29,619
91020	Restricted Cash - Borden Community Development Reserve	\$0	\$0
91023	Restricted Cash - Swimming Pool Upgrade Reserve	\$150,374	\$150,222
91025	Restricted Cash - Land Development Reserve	\$502,477	\$501,969
91026	Restricted Cash - Unspent Grants Reserve	\$0	\$0
91027	Restricted Cash - Computer Replacement Reserve	\$7,827	\$7,819
91029	Restricted Cash - Waste Disposal Reserve	\$240,563	\$240,319
91030	Restricted Cash - Royalties for Regions Unspent Grant	\$0	\$0
91031	Restricted Cash - Futures Fund Reserve	\$15,933	\$15,917
91034	RESTRICTED CASH - LIQUID WASTE FACILITY	\$21,459	\$21,438
91070	Restricted Cash - Kidz Sports Grant	\$0	\$0
91071	Restricted Cash - Cat Sterilisation Grant (DLG)	\$0	\$0
91072	Restricted Cash - ICCWA Stay on Your Feet Grant	\$476	\$476
91073	Restricted Cash - CSRFF Grant Swim Pool (DSR)	\$0	\$0
91074	Restricted Cash - CLGF Grant Swim Pool (RDL)	\$0	\$0
91075	Restricted Cash - Workforce Planning Grant (DLG)	\$0	\$0
91076	Restricted Cash - Club Development Officer Grant (DSR)	\$0	\$0
91077	RESTRICTED CASH - STATE EMERGENCY SERVICES GRANT	\$1,077	\$1,077
91078	RESTRICTED CASH - BUSH FIRE SERVICES GRANT	\$695	\$695
91079	RESTRICTED CASH - CLGF YOUTH DEV SCHOLAR	\$2,389	\$2,389
91100	Rates Debtor - Rates	\$100,480	\$116,149
91101	Rates Debtor - Specified Area Rates	\$5,726	\$6,604
91102	Rates Debtor - Rubbish Collection	\$6,008	\$7,114
91103	Rates Debtor - Health Act Rate	\$15,725	\$17,269
91104	Rates Debtor - Legal Charges	\$15,915	\$17,627
91105	Rates Debtor - Interest/Admin Charges	\$15,498	\$14,757
91106	Rates Debtor - ESL	\$5,118	\$5,614
91107	Rates Debtor - Sundry Charges	\$0	\$0
91108	Rates Debtor - Recycling Charges	\$4,707	\$5,661
91110	Sundry Debtors Control	\$14,324	\$2,155,204
91111	Pensioner Rebate Claims - General Rates	\$1,331	\$1,331
91112	Pensioner Rebate Claims - ESL Levy	\$92	\$92
91120	GST Receivable	\$19,368	\$109,879
93040	GST Payable	\$0	\$0
93041	GST Claimable	\$0	\$374
91130	Accrued Interest on SSL's	\$91	\$91
91140	Self Supporting Loans (Current)	\$27,433	\$27,433
55022	Less Allocated To Works	\$0	\$0
55032	Fuel & Oils Purchased	\$27,002	\$166,026
55042	Less Fuel & Oils Allocated	(\$17,560)	(\$157,681)
91200	Stock On Hand - Fuel & Oils	\$29,548	\$21,203
91201	Stock On Hand - Materials	\$0	\$0
		4,539,099	5,094,662
	LESS CURRENT LIABILITIES		
93000	Sundry Creditors Control	(\$253,908)	(\$157,938)
93001	ESL Payable	\$12,250	\$12,250
93002	ACCRUED EXPENSES	(\$12,660)	(\$12,660)
93010	Accrued Interest On Loans	(\$10,130)	(\$10,130)
93020	Accrued Salaries & Wages	\$0	(\$12,220)
	Net Gst Payable/Receivable	\$0	\$0
93030	Rate Payments Received In Advance	(\$17,356)	(\$15,078)
93043	Net Gst Payable/Receivable	\$0	\$0
93050	Net Salaries & Wages	\$0	\$0
93042	GST Liability (Payable)	\$0	\$0
93110	Loan Liability (Current)	(\$1,163,537)	(\$163,537)
80025	WATC SHORT TERM LOAN	\$0	(\$1,000,000)
93200	Provision For Annual Leave (Current)	(\$156,019)	(\$156,019)
93210	Provision For Long Service Leave (Current)	(\$125,327)	(\$125,327)
93220	Provision for Sick Leave Bonus (Current)	(\$68,776)	(\$68,776)
xxxx1	Suspense - police licensing	\$0	\$0
		-1,795,462	-1,709,434
	SUB-TOTAL	2,743,636.89	3,385,228
	ADJUSTMENTS	-	-
95100	Reserves Cash backed	(\$1,992,323)	(\$1,990,309)
	Add Back Loan Liability	\$1,163,537	\$1,163,537
	Deduct Off Self Supporting Loan Repayments	(\$27,433)	(\$27,433)
		\$0	\$0
	Rounding	\$0	\$0
	SURPLUS OF CURRENT ASSETS OVER CURRENT LIABILITIES	\$ 1,887,418	\$ 2,531,023

16.3 AUGUST 2018 MONTHLY FINANCIAL REPORT

Location: Shire of Gnowangerup
Proponent: N/A
File Ref: ADM0451
Date of Report: 21 September 2018
Business Unit: FINANCE
Officer: D. Long - Finance Consultant
C. Shaddick – Senior Finance Officer
Disclosure of Interest: Nil

Attachments

- Monthly Financial Statements for period 31 August 2018 including;
 - Statement of Financial Activity to 31 August 2018.
 - Report on Material Differences.
 - Comprehensive Income by Program and Nature & Type
 - Statement of Financial Position.
 - Statement of Cash Flows.
 - Current Assets and Liabilities.

Summary

Adoption of the August 2018 Monthly Financial Report

Comments

Presented to Council is the Financial Statement to 31 August 2018 subject to change as a result of end of year procedures and audit process.

As part of the end of year process depreciation cannot be applied to assets for the new financial year until the Auditors report is received for 2017/18.

Consultation

Nil

Statutory Environment

Local Government Financial Regulations (1996) 22, 32 and 43 apply.

Policy Implications

Nil

Financial Implications

Nil

Strategic Implications

Nil

Voting Requirements

Simple Majority

COUNCIL RESOLUTION:

Moved: Cr S Hmeljak

Seconded: Cr R House

0918.107 That Council

Receive and note the August 2018 Monthly Financial Report.

UNANIMOUSLY CARRIED: 7/0

SHIRE OF GNOWANGERUP

MONTHLY FINANCIAL REPORT

31 AUGUST 2018

SHIRE OF GNOWANGERUP
STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD ENDING 31 AUGUST 2018

	NOTES	2018-19 ANNUAL BUDGET	2018-19 JULY - AUG BUDGET	2018-19 YTD ACTUAL
EXPENDITURE (Excluding Finance Costs)		\$	\$	\$
General Purpose Funding		(129,467)	(23,098)	(20,623)
Governance		(1,102,041)	(160,707)	(117,968)
Law, Order, Public Safety		(340,336)	(73,288)	(50,278)
Health		(250,299)	(45,990)	(44,218)
Education and Welfare		(26,524)	(7,254)	(2,159)
Housing		(56,914)	(13,969)	(7,224)
Community Amenities		(598,782)	(136,384)	(53,306)
Recreation and Culture		(1,694,532)	(345,131)	(118,995)
Transport		(6,646,343)	(1,022,430)	(289,578)
Economic Services		(343,278)	(49,799)	(19,537)
Other Property and Services		(214,590)	(83,473)	(70,777)
		(11,403,105)	(1,961,524)	(794,662)
REVENUE				
General Purpose Funding		4,569,139	158,300	4,014,530
Governance		0	0	27
Law, Order, Public Safety		54,052	79	272
Health		300	0	50
Education and Welfare		11,500	1,864	200
Housing		84,280	15,170	14,363
Community Amenities		293,921	4,648	259,981
Recreation and Culture		24,400	250	61
Transport		3,448,829	538,420	0
Economic Services		12,372	422	762
Other Property & Services		120,408	26,498	36,690
		8,619,201	745,652	4,326,935
<i>Increase(Decrease)</i>		(2,783,904)	(1,215,872)	3,532,272
FINANCE COSTS				
General Purpose Funding		0		0
Housing		(16,874)	0	0
Community Amenities		(221)	0	0
Recreation & Culture		(26,959)	0	0
Transport		(12,000)	0	0
Other Property & Services		0	0	0
Total Finance Costs		(56,054)	0	0
NON-OPERATING REVENUE				
General Purpose Funding		0	0	0
Law, Order & Public Safety		0	0	0
Housing		367,500	0	0
Recreation & Culture		0	0	0
Transport		728,172	0	143,174
Economic Services		0	0	0
Total Non-Operating Revenue		1,095,672	0	143,174
PROFIT/(LOSS) ON SALE OF ASSETS				
Law, Order & Public Safety		0	0	0
Health		0	0	0
Community Amenities		0	0	0
Recreation & Culture Profit		0	0	0
Recreation & Culture Loss		0	0	0
Transport Profit		0	0	0
Transport Loss		0	0	0
Other Property & Services Profit		0	0	0
Other Property & Services Loss		0	0	0
Total Profit/(Loss)		0	0	0
NET RESULT		(1,744,286)	(1,215,872)	3,675,446
Other Comprehensive Income				
Changes on revaluation of non-current assets		0	0	0
Total Abnormal Items		0	0	0
TOTAL COMPREHENSIVE INCOME		(1,744,286)	(1,215,872)	3,675,446

SHIRE OF GNOWANGERUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE/TYPE
FOR THE PERIOD ENDING 31 AUGUST 2018

	2018-19 BUDGET	2018-19 ACTUAL
Expenses		
Employee Costs	(2,157,672)	(336,110)
Materials and Contracts	(5,503,216)	(288,906)
Utility Charges	(173,500)	(20,627)
Depreciation on Non-Current Assets	(2,985,960)	0
Interest Expenses	(56,054)	0
Insurance Expenses	(211,068)	(122,120)
Other Expenditure	(371,690)	(26,899)
	(11,459,159)	(794,662)
Revenue		
Rates	4,005,853	4,006,256
Operating Grants, Subsidies and Contributions	746,003	164,517
Fees and Charges	346,222	96,527
Service Charges	0	0
Interest Earnings	67,420	10,619
Other Revenue	3,453,703	49,016
	8,619,201	4,326,935
	(2,839,958)	3,532,272
Non-Operating Grants, Subsidies & Contributions	1,095,672	143,174
Fair Value Adjustments to financial assets at fair value through profit/loss	0	0
Profit on Asset Disposals	0	0
Loss on Asset Disposals	0	0
	1,095,672	143,174
Net Result	(1,744,286)	3,675,446
Other Comprehensive Income		
Changes on revaluation of non-current assets	0	0
Total Other Comprehensive Income	0	0
TOTAL COMPREHENSIVE INCOME	(1,744,286)	3,675,446

**SHIRE OF GNOWANGERUP
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDING 31 AUGUST 2018**

	Note	2017-18 ACTUAL \$	2018-19 ACTUAL \$	Variance \$
Current assets				
Unrestricted Cash & Cash Equivalents		584,969	2,115,018	1,530,049
Restricted Cash & Cash Equivalents		1,994,946	1,999,076	4,129
Trade and other receivables		2,485,198	4,327,371	1,842,173
Inventories		29,548	13,476	-16,073
Other assets		0	0	0
Total current assets		3,079,026	8,454,940	3,360,278
Non-current assets				
Trade and other receivables		207,922	207,922	0
LG House Unit Trust		6,186	6,186	0
Property, infrastructure, plant and equipment		29,909,574	29,816,301	-93,273
Infrastructure Assets		107,397,157	95,305,063	-12,092,093
Total non-current assets		153,760,701	125,335,473	-12,185,366
Total assets		156,839,727	133,790,413	-8,825,088
Current liabilities				
Trade and other payables		195,776	113,679	82,097
Interest-bearing loans and borrowings		1,163,537	163,537	1,000,000
Provisions		350,121	350,121	0
Total current liabilities		552,116	627,337	1082097
Non-current liabilities				
Interest-bearing loans and borrowings		749,852	1,749,852	-1,000,000
Provisions		104,800	104,800	0
Total non-current liabilities		1,356,530	1,854,651	-1,000,000
Total liabilities		1,908,646	2,481,988	82,097
Net assets		154,931,081	131,308,424	-8,742,991
Equity				
Retained surplus		43,252,898	42,276,099	-976,799
Net Result		-923,476	3,675,446	4,598,922
Reserve - asset revaluation		95,731,684	83,362,441	-12,369,244
Reserve - Cash backed		1,990,309	1,994,439	4,129
Total equity		154,931,081	131,308,424	-8,742,991

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

SHIRE OF GNOWANGERUP
STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDING 31 AUGUST 2018

Note	2017-18 ACTUAL \$	2018-19 BUDGET \$	2018-19 ACTUAL \$
Cash Flows from operating activities			
Payments			
Employee Costs	(2,322,997)	(2,110,373)	(348,330)
Materials & Contracts	(9,288,820)	(5,497,574)	(329,574)
Utilities (gas, electricity, water, etc)	(152,816)	(173,500)	(20,627)
Insurance	(169,375)	(56,054)	(122,120)
Interest Expense	(47,253)	(211,068)	0
Goods and Services Tax Paid	(300,000)	0	0
Other Expenses	(194,954)	(371,689)	(26,899)
	(12,476,215)	(8,420,258)	(847,551)
Receipts			
Rates	3,856,106	4,005,853	(98,119)
Operating Grants & Subsidies	1,216,396	746,003	164,517
Contributions, Reimbursements & Donations	0	0	0
Fees and Charges	223,463	346,222	96,527
Interest Earnings	103,186	67,420	10,619
Goods and Services Tax	189,811	109,879	110,253
Other	6,759,854	5,591,971	2,187,830
	12,348,816	10,867,348	2,471,626
Net Cash flows from Operating Activities	9 (127,399)	2,447,090	1,624,076
Cash flows from investing activities			
Payments			
Purchase of Land	(250,688)	(510,000)	0
Purchase of Buildings	(93,045)	(954,930)	(210,686)
Purchase Plant and Equipment	(327,274)	(732,000)	0
Purchase Furniture and Equipment	(18,739)	(5,000)	0
Purchase Road Infrastructure Assets	(1,218,668)	(1,300,381)	0
Purchase of Footpath Assets	0	(5,000)	0
Purchase Aerodrome Assets	(3,099)	0	0
Purchase Drainage Assets	0	(9,000)	0
Purchase Sewerage Assets	(45,775)	(50,000)	0
Purchase Parks & Ovals Assets	(4,700)	(4,858)	(4,886)
Purchase Solid Waste Assets	0	0	0
Purchase Infrastructure Other Assets	0	(8,000)	(17,500)
Receipts			
Proceeds from Sale of Assets	77,809	223,000	0
Non-Operating grants used for Development of Assets	654,212	1,095,672	143,174
	(1,229,968)	(2,260,497)	(89,897)
Cash flows from financing activities			
Repayment of Debentures	(163,109)	(1,163,539)	0
Advances to Community Groups	0	0	0
Revenue from Self Supporting Loans	26,352	27,433	0
Proceeds from New Debentures	1,000,000	367,500	0
Net cash flows from financing activities	863,243	(768,606)	0
Net increase/(decrease) in cash held	(494,124)	(582,013)	1,534,178
Cash at the Beginning of Reporting Period	3,074,039	2,579,916	2,579,916
Cash at the End of Reporting Period	9 2,579,915	1,997,903	4,114,094

SHIRE OF GNOWANGERUP
STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDING 31 AUGUST 2018

Notes

	2017-18 ACTUAL \$	2018-19 BUDGET \$	2018-19 ACTUAL \$
RECONCILIATION OF CASH			
Cash at Bank	2,578,073	1,996,061	4,112,251
Cash on Hand	1,842	1,842	1,842
TOTAL CASH	2,579,915	1,997,903	4,114,093
RECONCILIATION OF NET CASH USED IN OPERATING ACTIVITIES TO OPERATING RESULT			
Net Result (As per Comprehensive Income Statement)	(923,476)	(1,744,286)	3,675,446
Add back Depreciation	2,932,726	2,985,960	0
(Gain)/Loss on Disposal of Assets	23,298	-	0
Self Supporting Loan Principal Reimbursements	0	-	0
Contributions for the Development of Assets	(654,212)	(1,095,672)	(143,174)
Changes in Assets and Liabilities			
(Increase)/Decrease in Inventory	(8,345)	0	16,073
(Increase)/Decrease in Receivables	(1,555,399)	2,248,147	(1,842,173)
Increase/(Decrease) in Accounts Payable	(28,471)	5,642	(82,097)
Increase/(Decrease) in Prepayments	0	0	0
Increase/(Decrease) in Employee Provisions	86,480	47,299	0
Increase/(Decrease) in Accrued Expenses	0	0	0
Rounding	-	0	0
NET CASH FROM/(USED) IN OPERATING ACTIVITIES	(127,399)	\$2,447,090	1,624,076

**SHIRE OF GNOWANGERUP
FINANCIAL ACTIVITY STATEMENT
FOR THE PERIOD ENDING 31 AUGUST 2018**

	2017-18	2018-19	2018-19	2018-19	MATERIAL
	ACTUAL	ANNUAL BUDGET	JULY- AUG BUDGET	JULY- AUG ACTUAL	VARIANCES
					%
OPERATING REVENUE	\$	\$	\$	\$	
General Purpose Funding	1,510,710	771,744	158,300	217,132	37.17%
Governance	182	0	0	27	0.00%
Law, Order Public Safety	75,889	54,052	79	272	243.67%
Health	395	300	0	50	0.00%
Education and Welfare	12,023	11,500	1,864	200	(89.27%)
					Variance within
Housing	79,729	84,280	15,170	14,363	% Threshold
Community Amenities	317,181	293,921	4,648	259,981	5492.97%
Recreation and Culture	36,259	24,400	250	61	(75.56%)
Transport	7,721,579	3,448,829	538,420	0	(100.00%)
Economic Services	15,524	12,372	422	762	80.39%
Other Property and Services	204,999	120,408	26,498	36,690	38.46%
	9,974,469	4,821,806	745,652	529,537	
LESS OPERATING EXPENDITURE					
General Purpose Funding	(164,396)	(129,467)	(23,098)	(20,623)	10.71%
Governance	(679,597)	(1,102,041)	(160,707)	(117,968)	(26.59%)
Law, Order, Public Safety	(289,231)	(340,336)	(73,288)	(50,278)	31.40%
					Variance within
Health	(251,724)	(250,299)	(45,990)	(44,218)	% Threshold
Education and Welfare	(15,828)	(26,524)	(7,254)	(2,159)	70.24%
Housing	(75,860)	(73,788)	(13,969)	(7,224)	48.29%
Community Amenities	(538,893)	(599,003)	(136,384)	(53,306)	60.91%
Recreation and Culture	(1,676,662)	(1,721,491)	(345,131)	(118,995)	65.52%
Transport	(10,800,247)	(6,658,343)	(1,022,430)	(289,578)	71.68%
Economic Services	(92,255)	(343,278)	(49,799)	(19,537)	60.77%
Other Property & Services	(585,174)	(214,590)	(83,473)	(70,777)	15.21%
	(15,169,867)	(11,459,159)	(1,961,524)	(794,662)	
	<i>Increase(Decrease)</i>	(5,195,398)	(6,637,353)	(1,215,872)	(265,126)
ADD					
Movement in Employee Benefits (Non-current)	60,430	47,299	0	0	0.00%
(Profit)/ Loss on the disposal of assets	23,298	0	0	0	0.00%
Depreciation Written Back	2,932,726	2,985,960	497,461	0	100.00%
	3,016,454	3,033,259	497,461	0	
<i>Sub Total</i>	(2,178,945)	(3,604,094)	(718,411)	(265,126)	
LESS CAPITAL PROGRAMME					
Purchase of Land	0	0	0	0	
Purchase Buildings	(343,732)	(1,464,930)	(127,500)	(233,071)	(82.80%)
Infrastructure Assets - Roads	(1,218,668)	(1,300,381)	(58,979)	0	100.00%
Infrastructure Assets - Footpaths	0	(5,000)	0	0	0.00%
Infrastructure Assets - Aerodromes	(3,099)	0	0	0	0.00%
Infrastructure Assets - Drainage	0	(9,000)	0	0	0.00%
Infrastructure Assets - Sewerage	(45,775)	(50,000)	(1,155)	0	100.00%
Infrastructure Assets - Parks & Ovals	(4,700)	(4,858)	0	0	0.00%
Infrastructure Assets - Other	0	(8,000)	0	0	0.00%
Purchase Plant and Equipment	(327,274)	(732,000)	0	0	0.00%
Purchase Furniture and Equipment	(18,739)	(5,000)	0	0	0.00%
Proceeds from Sale of Assets	77,809	223,000	0	0	0.00%
Contributions for the Development of Assets	654,212	1,095,672	0	143,174	0.00%
Repayment of Debt - Loan Principal	(163,109)	(1,163,539)	0	0	0.00%
Self Supporting Loan Principal Income	26,352	27,433	0	0	0.00%
Transfer to Reserves	(331,600)	(202,500)	(4,498)	(4,129)	#VALUE!
	(1,698,325)	(3,599,103)	(192,133)	(94,027)	
Plus Rounding					
<i>Sub Total</i>	(3,877,269)	(7,203,197)	(910,544)	(359,153)	
FUNDING FROM					
Transfer from Reserves	237,668	790,302	0	0	0.00%
Loans Raised	1,000,000	367,500	0	0	0.00%
Estimated Opening Surplus at 1 July	1,552,914	2,248,000	2,248,000	2,531,023	12.59%
Amount Raised from General Rates	3,617,710	3,797,395	0	3,797,398	0.00%
Closing Funds	0	0	0	0	
	6,408,292	7,203,197	2,248,000	6,328,421	
NET SURPLUS/(DEFICIT)	2,531,023	(0)	1,337,456	5,969,269	

NOTE 1			
CURRENT RATIO	Current Assets	2,875,577	3.28
	Current Liabilities	877,088	
Ratios greater than one indicate that Council has sufficient current assets to meet it's short term current liabilities.			
NOTE 2 - VARIANCES EXPLAINED			
OPERATING REVENUE		\$ VARIANCE	% VARIANCE
General Purpose Funding			
WA Grants Commission payments higher than anticipated for reporting period		58,832	37.17%
Governance			
Reimbursement income not anticipated for reporting period		27	0.00%
Law Order & Public Safety -			
Dog registrations higher than anticipated for reporting period		193	243.67%
Health			
Variance within 10% Materiality Threshold		50	0.00%
Education & Welfare			
Education Dept mowing contract received annually not monthly as anticipated		(1,664)	(89.27%)
Housing			
Variance within 10% Materiality Threshold		(808)	Variance within % Threshold
Community Amenities			
Rubbish & Recycling rates raised for payment		255,332	5492.97%
Recreation & Culture			
Hall Hire income less than anticipated for reporting period		(189)	(75.56%)
Transport			
WANDRRA income not received as anticipated		(538,420)	(100.00%)
Economic Service			
Standpipe fees higher than anticipated for reporting period		339	80.39%
Other Property and Services			
Workers Compensation and Insurance Claim reimbursements higher than anticipated for		10,191	38.46%
OPERATING EXPENDITURE		\$ VARIANCE	% VARIANCE
General Purpose funding			
Administration costs higher than anticipated for reporting period		2,474	10.71%
Governance			
Administration costs higher than anticipated for reporting period		42,739	-26.59%
Law Order & Public Safety -			
Depreciation not applied for reporting period - no monetary impact		23,010	31.40%
Health			
Variance within 10% Materiality Threshold		1,772	Variance within %
Education & Welfare			
Depreciation not applied for reporting period - no monetary impact		5,095	70.24%
Housing			
Depreciation not applied for reporting period - no monetary impact		6,745	48.29%
Community Amenities			
Depreciation not applied for reporting period - no monetary impact		83,077	60.91%
Recreation & Culture			
Depreciation not applied for reporting period - no monetary impact		226,137	65.52%
Transport			
Depreciation not applied for reporting period - no monetary impact		732,852	71.68%
Economic Service			
Depreciation not applied for reporting period - no monetary impact		30,262	60.77%
Other Property & Services			
Depreciation not applied for reporting period - no monetary impact		12,697	15.21%

CAPITAL REVENUE		
<u>Proceeds on Sale of Assets</u>		
Sale of Vehicle GN00	0	
Sale of Vehicle GN002	0	
Sale of Utility (GN0048)	0	
Sale of Utility GN.037	0	
Sale of Utility GN.0004	0	
Sale of Loader GN.0040	0	
Sale of Backhoe GN.0089	0	
Proceeds - Sale of Land	0	
	<u>0</u>	0.00%
<u>Non-Operating Revenue</u>		
<u>Housing</u>		
Commonwealth Grants BBR Funding	0	
<u>Transport</u>		
Regional Road Group Grants	0	
Roads To Recovery Grants	143,174	
	<u>143,174</u>	0.00%
<u>Transfers from Reserve</u>		
Transfer from Reserve Fund	0	0

CAPITAL EXPENDITURE		
<u>Transfers to Reserve</u>		
Transfers To Reserve Funds - (Inc Interest Earned) - Offset by interest earned on Reserve Term Deposit	TIMING	-1,880
		<u>-1,880</u>
		#VALUE!
<u>Furniture & Equipment</u>		
Administration - Computers and monitor replacements		0
Total (Over)/Under Budget		<u>0</u> 0.00%

<u>Land & Buildings</u>		
<u>Housing</u>		
Construction of 2 houses on cnr Quinn & Whitehead Sts		0
20 McDonald St Renewals		0
2 Cecil Street Bathroom Renewal		0
<u>Community Amenities</u>		
Land Development Cuneo Close - Project expenses higher than anticipated for the reporting period	TIMING	(182,071)
<u>Recreation & Culture</u>		
Swimming Pool Capital Expenditure		0
Yougenu Community Centre		0
Grp Town Hall Capital		0
Ongerup Town Hall Renewals		0
Old Swimming Pool Redevelopment		0
Ongerup Community Centre Capital		0
Ongerup CWA Building Capital		0
Ongerup Museum Capital		0
Gnowangerup Star Building Capital		0
<u>Transport</u>		
Gnowangerup Works Depot Capital		0
Ongerup Works Depot Capital		0
<u>Other Property & Services</u>		
Administration Centre Building Capital		0
Total (Over)/Under Budget		<u>(182,071)</u> (82.80%)

CAPITAL EXPENDITURE		
<u>Plant & Equipment</u>		
<u>Recreation & Culture</u>		
Purchase Pump and Water Tank - Ongerup oval	0	
<u>Transport</u>		
Purchase Loader GN0040	0	
Purchase Backhoe GN.0089	0	
Minor Plant Purchases	0	
4 Tonne Multi Roller	0	
Purchase of Utility GN.0048	0	
Purchase of Utility GN.037	0	
Purchase of Utility GN.004	0	
Purchase Canopy for Utility (Ranger)	0	
<u>Other Property & Services</u>		
CEO Vehicle	0	
MCS Vehicle	0	
Total (Over)/Under Budget	0	0.00%
<u>Road Construction</u>		
<u>Roads to Recovery</u>		
Rabbit Proof Fence Rd - Gravel Sheet	0	
Salt River Road	0	
Gleeson Road Gravel Sheet SLk 5.00 - 9.00	0	
<u>Regional Road Group</u>		
Tieline Road Reseal	0	
Borden - Bremer Road	0	
Ongerup-Pingrup Road	0	
<u>Municipal Fund Roads</u>		
Sandalwood Road Reseal	0	
Borden Bremer Bay Road	0	
Tieline Rd Resheet	0	
Nightwell Rd	0	
Highdenup Rd Gravel Sheet	0	
Total (Over)/Under Budget	0	100.00%
<u>Footpath Construction</u>		
Footpath Construction	0	
Total (Over)/Under Budget	0	0.00%
<u>Drainage Infrastructure</u>		
Drainage Renewals	0	
Total (Over)/Under Budget	0	0.00%
<u>Sewerage Infrastructure</u>		
Ongerup Waste Water Ponds	0	
Total (Over)/Under Budget	0	100.00%
<u>Parks, Ovals & Reserves Infrastructure</u>		
Community Park Capital	0	
Total (Over)/Under Budget	0	0.00%
<u>Other Infrastructure</u>		
Caravan Park Other Infrastructure	0	
Street Banners & Banner Poles	0	
Total (Over)/Under Budget	0	0.00%
Note: (NB) = No Budget Provision Made		

**SHIRE OF GNOWANGERUP
SUMMARY OF CURRENT ASSETS AND LIABILITIES
FOR THE PERIOD ENDING 31 AUGUST 2018**

CURRENT ASSET	ACTUAL 31 AUG 2018	ACTUAL 30 JUNE 2018	
91000	Municipal Fund Bank Account	\$2,113,176	\$583,127
91003	Gnp Office Till Float	\$200	\$200
91004	Gnp Office Petty Cash	\$300	\$300
91005	Swimming Pool Float	\$200	\$200
91008	SWIMMING POOL VENDING MACHINE	\$142	\$142
91009	CASH ON HAND - BANKING CHANGE	\$1,000	\$1,000
91010	Restricted Cash - Long Service Leave Reserve	\$84,263	\$84,089
91011	Restricted Cash - Plant Reserve	\$886,123	\$884,288
91014	Restricted Cash - Ongerup Effluent Line Reserve	\$54,742	\$54,629
91017	Restricted Cash - Area Promotion Reserve	\$29,681	\$29,619
91020	Restricted Cash - Borden Community Development Reserve	\$0	\$0
91023	Restricted Cash - Swimming Pool Upgrade Reserve	\$150,534	\$150,222
91025	Restricted Cash - Land Development Reserve	\$503,010	\$501,969
91026	Restricted Cash - Unspent Grants Reserve	\$0	\$0
91027	Restricted Cash - Computer Replacement Reserve	\$7,836	\$7,819
91029	Restricted Cash - Waste Disposal Reserve	\$240,818	\$240,319
91030	Restricted Cash - Royalties for Regions Unspent Grant	\$0	\$0
91031	Restricted Cash - Futures Fund Reserve	\$15,950	\$15,917
91034	RESTRICTED CASH - LIQUID WASTE FACILITY	\$21,482	\$21,438
91070	Restricted Cash - Kidz Sports Grant	\$0	\$0
91071	Restricted Cash - Cat Sterilisation Grant (DLG)	\$0	\$0
91072	Restricted Cash - ICCWA Stay on Your Feet Grant	\$476	\$476
91073	Restricted Cash - CSRFF Grant Swim Pool (DSR)	\$0	\$0
91074	Restricted Cash - CLGF Grant Swim Pool (RDL)	\$0	\$0
91075	Restricted Cash - Workforce Planning Grant (DLG)	\$0	\$0
91076	Restricted Cash - Club Development Officer Grant (DSR)	\$0	\$0
91077	RESTRICTED CASH - STATE EMERGENCY SERVICES GRANT	\$1,077	\$1,077
91078	RESTRICTED CASH - BUSH FIRE SERVICES GRANT	\$695	\$695
91079	RESTRICTED CASH - CLGF YOUTH DEV SCHOLAR	\$2,389	\$2,389
91100	Rates Debtor - Rates	\$3,866,995	\$116,149
91101	Rates Debtor - Specified Area Rates	\$79,186	\$6,604
91102	Rates Debtor - Rubbish Collection	\$46,516	\$7,114
91103	Rates Debtor - Health Act Rate	\$141,789	\$17,269
91104	Rates Debtor - Legal Charges	\$15,957	\$17,627
91105	Rates Debtor - Interest/Admin Charges	\$14,901	\$14,757
91106	Rates Debtor - ESL	\$75,794	\$5,614
91107	Rates Debtor - Sundry Charges	\$0	\$0
91108	Rates Debtor - Recycling Charges	\$39,630	\$5,661
91110	Sundry Debtors Control	\$16,390	\$2,155,204
91111	Pensioner Rebate Claims - General Rates	\$2,514	\$1,331
91112	Pensioner Rebate Claims - ESL Levy	\$174	\$92
91120	GST Receivable	\$0	\$109,879
93040	GST Payable	\$0	\$0
93041	GST Claimable	\$0	\$374
91130	Accrued Interest on SSL's	\$91	\$91
91140	Self Supporting Loans (Current)	\$27,433	\$27,433
55022	Less Allocated To Works	\$0	\$0
55032	Fuel & Oils Purchased	\$27,002	\$166,026
55042	Less Fuel & Oils Allocated	(\$43,075)	(\$157,681)
91200	Stock On Hand - Fuel & Oils	\$29,548	\$21,203
91201	Stock On Hand - Materials	\$0	\$0
		8,454,940	5,094,662
	LESS CURRENT LIABILITIES		
93000	Sundry Creditors Control	(\$51,694)	(\$157,938)
93001	ESL Payable	(\$37,254)	\$12,250
93002	ACCRUED EXPENSES	(\$12,660)	(\$12,660)
93010	Accrued Interest On Loans	(\$10,130)	(\$10,130)
93020	Accrued Salaries & Wages	\$0	(\$12,220)
	Net Gst Payable/Receivable	\$0	\$0
93030	Rate Payments Received In Advance	(\$1,942)	(\$15,078)
93043	Net Gst Payable/Receivable	\$0	\$0
93050	Net Salaries & Wages	\$0	\$0
93042	GST Liability (Payable)	\$0	\$0
93110	Loan Liability (Current)	(\$163,537)	(\$163,537)
80025	WATC SHORT TERM LOAN	\$0	(\$1,000,000)
93200	Provision For Annual Leave (Current)	(\$156,019)	(\$156,019)
93210	Provision For Long Service Leave (Current)	(\$125,327)	(\$125,327)
93220	Provision for Sick Leave Bonus (Current)	(\$68,776)	(\$68,776)
xxxx1	Suspense - police licensing	\$0	\$0
		-627,337	-1,709,434
	SUB-TOTAL	7,827,602.69	3,385,228
	ADJUSTMENTS	-	-
95100	Reserves Cash backed	(\$1,994,439)	(\$1,990,309)
	Add Back Loan Liability	\$163,537	\$1,163,537
	Deduct Off Self Supporting Loan Repayments	(\$27,433)	(\$27,433)
		\$0	\$0
	Rounding	\$0	\$0
	SURPLUS OF CURRENT ASSETS OVER CURRENT LIABILITIES	\$ 5,969,268	\$ 2,531,023

17. CONFIDENTIAL ITEMS

Nil

OTHER BUSINESS AND CLOSING PROCEDURES

18. URGENT BUSINESS INTRODUCED BY DECISION OF COUNCIL

PROCEDURAL MOTION

Moved: Cr F Gaze

Seconded: Cr S Hmeljak

0918.108 That the urgent business of Item 18.1 be considered at tonight's' meeting.

UNANIMOUSLY CARRIED: 7/0

Carol Shaddick left the meeting at 4:22pm

Yvette Wheatcroft left the meeting at 4:22pm

John Skinner left the meeting at 4:22pm

Phil Shephard left the meeting at 4:22pm

18.1	CHIEF EXECUTIVE OFFICER REVIEW COMMITTEE
Location:	N/A
Proponent:	N/A
File Ref:	ADM0489
Date of Report:	10 September 2018
Business Unit:	Strategy and Governance
Officer:	Keith House – Shire President
Disclosure of Interest:	Nil

ATTACHMENTS

- CONFIDENTIAL: Chief Executive Officer Annual Appraisal Report
- CONFIDENTIAL: Amendments to existing CEO contract

PURPOSE OF THE REPORT

For Council to accept the recommendations of the CEO Review Committee as contained in the attached report prepared by John Phillips of John Phillips Consulting.

BACKGROUND

On 9 May 2018, the CEO Review Committee recommended that Council accept the quote from John Phillips Consulting to facilitate the CEO's 2018 Annual Performance Review.

COMMENTS

The review was conducted in accordance with sections 5.38 and 5.39(3)(b) of the *Local Government Act 1995* and Regulation 18D of the *Local Government (Administration) Regulations 1996*, which require that:

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

The period of the review was August 2017 to August 2018.

CONSULTATION

Councillors were provided with a copy of the Chief Executive Officer's 'Self Assessment Report' for the review period, using performance criteria determined as part of the 2017 appraisal process.

The CEO provided a self assessment report based on the agreed criteria.

All Elected Members were also provided with a 'Councillor Feedback' questionnaire, which reflected the same performance criteria reported on by the Chief Executive Officer.

Councillors were invited by the consultant on 25 July 2018 to contribute feedback on the CEO's performance. Eight (8) of the Council's Elected Members contributed to the feedback, with all providing their feedback at a personal interview with the consultant on 5 and 6 September 2018. One Councillor was unavailable due to leave of absence.

The feedback report was prepared by the facilitator for consideration by the CEO and Councillors at the formal briefings and appraisal meeting with the review committee, which were undertaken on 6 September 2018. Discussions also focused on the performance criteria for 2018/19.

LEGAL AND STATUTORY REQUIREMENTS

Local Government Act 1995

S 5.38 Annual review of certain employees' performances

S 5.39 Contracts for CEO and senior employees

Local Government (Administration) Regulations 1996

Reg. 18D Performance review of CEO, local government's duties as to

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Nil

IMPACT ON CAPACITY

Nil

ALTERNATE OPTIONS AND THEIR IMPLICATIONS

Nil

CONCLUSION

It is recommended that Council accept the recommendations of the CEO Review Committee.

VOTING REQUIREMENTS

Simple majority

COUNCIL RESOLUTION:

Moved: Cr K House

Seconded: Cr F Hmeljak

0918.109 That Council:

- 1. Receive the Performance Review report for the CEO's appraisal for the period August 2017 to August 2018.**

- 2. Endorse the overall performance rating for Ms. Shelley Pike, of 'Exceeds Performance Requirements'.**
- 3. Adopt the performance criteria for 2018/19 as drafted by the Review Committee in consultation with Ms. Pike at the appraisal meeting held on 6 September 2018.**
- 4. Schedule the 2018/19 review of performance to be completed by 30 August 2019.**
- 5. Approve amendments to the CEO's existing contract in terms of the confidential attached document.**

UNANIMOUSLY CARRIED: 7/0

19. MOTION OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

20. DATE OF NEXT MEETING

The next Ordinary Council Meeting will be held on the 24th October 2018.

21. CLOSURE

The Shire President thanked council and staff for their time and declared the meeting closed at 4:24pm.