



ATTACHMENTS

Ordinary Council Meeting – 25 November 2020

- 7.1(1) Minutes Ordinary Council Meeting 28 October 2020
- 7.2(1) Minutes BFAC AGM October 2020
- 7.3(1) Minutes Audit & Risk Management Committee 12 Nov 2020
- 8.1(1) Letter from Mr G Hatch – Mumballup FCO
- 8.4(1) Summary of the OAG General Findings by Report
- 8.5(1) Local Government Review Final Panel Report
- 9.1.2(1) Letter from Balingup Townscape Committee – Item 1
- 9.1.2(2) Letter from Balingup Townscape Committee – Item 2
- 9.2.1(1) Schedule of Accounts Paid
- 9.2.2(1) Monthly Financial Report Sept 2020
- 9.3.2(1) Corporate Business Plan Review November 2020
- 9.3.3(1) Draft Local Government (Model Code of Conduct) Regulations 2020
- 9.3.3(2) Code of Conduct – Explanatory Notes
- 9.3.3(3) State Council Agenda Item WALGA Advocacy Positions
- 9.3.3(4) InfoPage – Code of Conduct November 2020
- 9.3.4(1) Advocacy Positions for a new Local Government Act
- 9.3.6(1) Draft Commercial Lease Policy
- 9.3.7(1) LRCI Extension Round – Attachment 1
- 9.3.7(2) LRCI Extension Round – Attachment 2
- 9.3.7(3) LRCI Extension Round – Attachment 3
- 9.3.9(1) Expression of Interest – Goods Shed



**MINUTES OF ORDINARY COUNCIL MEETING
28 OCTOBER 2020**

Held on

Wednesday 28 October 2020

Commencing at 5.00pm

Balingup Hall, Balingup

A handwritten signature in black ink, appearing to read 'BGR' followed by a flourish.

**Ben Rose
Chief Executive Officer**

30 October 2020

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SHIRE OF DONNYBROOK BALINGUP
MINUTES OF ORDINARY COUNCIL MEETING

Held at the Balingup Hall
Wednesday, 28 October 2020 at 5.00pm

1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

Shire President – Acknowledgment of Country

The Shire President acknowledged the traditional custodians of the land, the Wardandi People of the Noongar Nation, paying respects to Elders, past and present and emerging.

The Shire Present declared the meeting open at 5.00pm and welcomed the public gallery.

2 ATTENDANCE

MEMBERS PRESENT

COUNCILLORS	STAFF
Cr Brian Piesse (President)	Ben Rose – Chief Executive Officer
Cr Jackie Massey (Deputy President)	Steve Potter – Executive Manager Operations
Cr Shane Atherton	Paul Breman – Executive Manager Corporate and Community
Cr Anita Lindemann	Jaimee Earl – Administration Officer (Minutes)
Cr Anne Mitchell	
Cr Chaz Newman	
Cr Shane Sercombe	
Cr Chris Smith	
Cr Leanne Wringe	

PUBLIC GALLERY

2 members of the public

2.1 APOLOGIES

Nil.

2.2 APPROVED LEAVE OF ABSENCE

Nil.

2.3 APPLICATION FOR A LEAVE OF ABSENCE

Nil.

3 ANNOUNCEMENTS FROM PRESIDING MEMBER

Nil.

4 DECLARATION OF INTEREST

Division 6: Sub-Division 1 of the *Local Government Act 1995*. Care should be taken by all Councillors to ensure that a financial/impartiality interest is declared and that they refrain from voting on any matter, which is considered to come within the ambit of the Act.

Mr Benjamin Rose, Chief Executive Officer declared a financial interest in Confidential Item 12.1.3 Chief Executive Officer Annual Review and Key Performance Indicators. Ben will leave the Chamber for the duration of the item.

Cr Shane Atherton declared an impartiality interest in item 9.3.2 Donnybrook and Districts Sporting, Recreation and Entertainment Precinct – Federal Funding Application. Cr Atherton will remain in the Chamber for the discussion and vote on the matter.

Cr Chaz Newman declared an impartiality interest in item 9.3.2 Donnybrook and Districts Sporting, Recreation and Entertainment Precinct – Federal Funding Application. Cr Newman will remain in the Chamber for the discussion and vote on the matter.

Cr Anne Mitchell declared an impartiality interest in confidential item 12.1.2 Tuia Lodge Residential Aged Care Facility – Expressions of Interest. Cr Mitchell will remain in the Chamber for the discussion and vote on the matter.

Cr Shane Sercombe declared an impartiality interest in item 12.1.3 Chief Executive Officer Annual Performance Review. Cr Sercombe will remain in the Chamber for the discussion and vote on the matter. The financial interest registered at the Agenda Briefing Session on 21 October 2020 and was withdrawn by Cr Sercombe.

5 PUBLIC QUESTION TIME

5.1 RESPONSES TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Mr Simon McInnes

Currently under discussion is the largest loan and the largest project that the Shire has undertaken. There have been two meetings held with stakeholders in the sports precinct and neither of these meetings have had minutes taken.

Shire Response

Both these statements are incorrect.

How are the views and problems raised within these meetings conveyed to the Council accurately?

Shire Response

Two Councillors are members of the Stakeholder Working Group, both Councillors and staff relay information to Councillors via project briefings, Agenda Briefing Sessions and Ordinary Council Meeting reports. It should be noted, that in recent times where community reference groups have been set up to facilitate and expedite project outcomes, such groups have never been stacked in favour of voting elected members, and staff attend in a non voting role as a coordinating conduit between the reference group and the Shire.

Why are the discussions between parties being kept secret as the rate payers are stakeholders as well?

Shire Response

There is no cloak of secrecy in terms of the discussions, deliberations and decisions by the Stakeholder Group, as evidenced by Mc McInness' observations reported in the Preston Press, emanating from Ordinary Council Meeting minutes and attachments. Furthermore, the participating reference group members are at liberty to consult with the community at large and in this instance are encouraged to collaborate within and across all the participating sporting condes and respective stakeholders.

Has the Shire President indicated to the stakeholders that there will be no increase in the fees and charges levied by the Shire despite the 9 million dollar upgrade?

Shire Response

No. although the stakeholder reference group entities clearly understand they will be expected to continue the current practice on a user pays basis to meet their respective ongoing lease and outgoings. There is no suggestion that stakeholder will be expected to carry any of the loan facility costs relating to this all-embracing intergenerational community facility.

Could we have an update on the Shire's involvement in the Bridge Street Project?

Shire Response

An update was provided to Mr McInnes (and other community members) at a public information session on Shire projects and the Shire budget on 22 September 2020 (the day before this question was lodged).

5.2 PUBLIC QUESTION TIME

QUESTIONS RECEIVED PRIOR TO THE MEETING

Mr Simon McInnes

Will the ratepayers be able to see the Minutes recorded at the stakeholders meetings regarding the sports precinct and will they be placed on the Shire website?

Shire Response

As the meetings are of a Stakeholder Reference Group (not a formal Committee), Meeting Notes are taken rather than formal Minutes. If Mr McInnes would like to view the Meeting Notes, he may simply make application to the Chief Executive Officer. The Meeting Notes will not be placed on the Shire's website.

Could you please explain the meaning of intergenerational debt and how long will the ratepayers have this debt?

Shire Response

The reference to intergenerational debt or intergenerational equity in the context of the Donnybrook Community Sporting, Recreation and Entertainment Precinct means simply the equity in cost distribution between the (future) users of the facility/ies.

I was hoping for a more comprehensive response to the update on the Bridge Street development.

Shire Response

Statement noted.

Is the Shire still gifting \$500,000 worth of land and \$250,000 to Alliance, a Bunbury charity?

Shire Response

This matter is confidential. Project details will be released when they can be released.

Will the Shire have any say on who uses the facility?

Shire Response

This matter is confidential. Project details will be released when they can be released.

Can you explain why \$16,590.20 has been spent on legal fees regarding the Bridge Street development in the last four months and what is the nature of the dispute?

Shire Response

There is no dispute. The legal costs are required to enact the Council's most recent decision on the project.

In total how much has been spent on legal advice and fees over the last 2 financial years not just for Bridge Street but across all areas?

Shire Response

2018/19 - \$39,385.26 excluding GST

2019/20 - \$52,685.98 excluding GST

Is there any future litigation or need for legal advice currently hanging over the Shire and is there an estimation of cost?

Shire Response

If there was to be future litigation, we would know about that in the future, not now. The same as all other local governments, this Shire seeks legal advice on a regular occurrence as a part of its normal business operations; this could include for lease preparation or review, contract documentation preparation or review, complex planning advice, statutory legislation interpretation etc. Legal advice does not equate to litigation.

Has an audit of the condition of road network ever been done?

Shire Response

Yes – Our road infrastructure asset condition data is stored and managed in the RAMM Pavement Management System, which is the system used by the majority of WA local governments. The system is comprised of a comprehensive inventory for each of the subject asset classes which contains all the core data required to undertake required asset valuations.

Mr John Bailey

Shire Comment

Prior to addressing each question, in turn, it is advised that Mr Walter John Bailey has previously asked, and been provided responses to, many of the below questions.

1. The term, interest rate and P& I payments on the proposed loan?

Shire Response

This detail is yet to be decided by the Council. The scenarios provided to the Council so far have also been provided to you in a previous email from the Shire President.

2. The projected P/A contributions made by the different sporting clubs involved?

Shire Response

To be determined, in consultation with the relevant clubs.

3. Projected P/A running costs of the complex?

Shire Response

To be determined, dependent on final detailed design.

4. The projected P/A cost to the rate payers?

Shire Response

Refer response to question 1.

5. The projected P/A amount that will be placed into reserves for maintenance of the complex?

Shire Response

An assessment of the asset renewal requirements of the new buildings/infrastructure will be undertaken once the work is completed and provision made in the Building Asset Management Plan for future renewal allocations.

6. And what impact will the complex have on the rates?

Shire Response

The cost of financing the Council's potential contribution of \$3m (should the Council decide to do so) is likely to require a contribution through rates. The eventual amount of that contribution will become clearer based on decisions of the Council.

We communicated at the end of May re the business case analysis that I was unable to find on the Shire site, could you now send me a copy of any data you have that confirms the above?

Shire Response

As advised previously, the project Master Plan is freely and easily available on the Shire's website.

Re the Budget.

On the 12th of October Mr Paul Breman confirmed the depreciation adjustment to the 19-20 financial year. On those calculations it appears to me that the loss was just under 3 million dollars. Can you advise how you were able to turn this around?

Shire Response

For your information, new accounting standards were introduced from 1st July 2019. The new accounting standards relating to the timing of the recognition of income were AASB 15, AASB 1058, the other was AASB16 Leases. AASB 15 and AASB 1058 required a change to the timing of recognition of revenue to ensure recognition aligns with the associated contract obligations (timing of the expenditure). These changes resulted in revenue from capital grants being reduced in 2019-20 (compared to the budget) and 'thrown' forward to 2020-21. This is reflected in the 2020-21 budget as an estimated 3.27m profit.

Also please note, An operating loss does not equate to a reduction in cash but represents a consumption of asset value. The amount of cash held increased in 2019-20 by \$1.66m (refer cashflow statement) with the mix of restricted and unrestricted cash being disclosed at Note 3 of the Budget.

1. Were assets sold to reduce the loss?

Shire Response

No assets were sold for the purpose of reducing a loss. The proceeds of assets sold were either used as a trade-in on a new asset or the proceeds placed in the Reserves or transferred to Trust (Public Open Space).

2. Are any tied funds treated as assets?

Shire Response

Yes, treated as a cash asset

3. Were any reserves used to reduce the loss? and if so what reserves and how much?

Shire Response

Cash held in Reserves were used for the purpose for which they were established/budgeted, please see note 8 (page 21) of the Budget. Transfers into operations occurred to fund building maintenance works, to bring in unspent grants, to fund carryover projects expenditure/budget allocations.

4. Where do the tied funds sit in the budget figures?

Shire Response

Note 3 (page 14) Reconciliation of Cash. The balance of all cash funds and their associated restrictions are disclosed in this note.

QUESTIONS RECEIVED AT THE MEETING

Mr Mike King

I read the Minutes of the Special Council Meeting held 21 October 2020 and my recollection was that Cr Sercombe declared that he was unavailable for the meeting. You mention that he declared a financial interest – was this recorded and if not, why not?

Shire Response

There may be some confusion as there was an Agenda Briefing Session and Special Council Meeting held on the same day. Cr Sercombe excused himself from the Agenda Briefing due to a financial interest and was unavailable to attend the Special Council Meeting.

In relation to item 9.3.2 regrading VC Mitchell Park, is the intention of this item to give the CEO the right to seek \$3.8 million from BBRF to be developed in Stages 1 and 2? Is it correct that Shire ratepayer borrowings will be limited to \$3million even with the \$3.8 million funding?

Shire Response

Stage 1 and 2 add up to \$12.8 million. This application is for the balance not covered by the \$3 million and \$6 million and on the assumption we contribute \$3 million.

Does this \$12.8 million include all expenditure including in-kind inputs to the Shire and salaries and wages?

Shire Response

No.

6 PRESENTATIONS

6.1 PETITIONS

Nil.

6.2 PRESENTATIONS

Nil.

6.3 DEPUTATIONS

Nil.

ADOPTION BY EXCEPTION

COUNCIL RESOLUTION 143/20

Moved Cr Atherton

Seconded Cr Lindemann

That the following items be adopted ‘en bloc’:

- 7.1 Ordinary Meeting of Council – 23 September 2020**
- 7.2 Audit and Risk Management Committee – 15 October 2020**
- 7.3 Special Meeting of Council – 21 October 2020**
- 9.2.2 Monthly Financial Report – August 2020**
- 9.2.3 Tuia Lodge Quarterly Report – August 2020**
- 9.2.4 Community Grants Funding Scheme – Policy Amendments**
- 9.3.1 Implementation of the South West Regional Councils Designated Area Migration Agreement Memorandum of Understanding**
- 12.1.1 Confidential – RFQ244 Supply of Bituminous Products 2020/21**

CARRIED 9/0

7 CONFIRMATION OF MINUTES

7.1 ORDINARY MEETING OF COUNCIL – 23 SEPTEMBER 2020

Minutes of the Ordinary Meeting of Council held 23 September 2020 are attached (*attachment 7.1(1)*)

EXECUTIVE RECOMMENDATION

That the Minutes from the Ordinary Meeting of Council held 23 September 2020 be confirmed as a true and accurate record.

COUNCIL RESOLUTION 144/20

Moved Cr Atherton

Seconded Cr Lindemann

That the Minutes from the Ordinary Meeting of Council held 23 September 2020 be confirmed as a true and accurate record.

CARRIED 9/0 by En Bloc Resolution

7.2 AUDIT AND RISK MANAGEMENT COMMITTEE – 15 OCTOBER 2020

Minutes of the Audit and Risk Management Committee meeting held 15 October 2020 are attached (*attachment 7.2(1)*).

EXECUTIVE RECOMMENDATION

That the Minutes from the Audit and Risk Management Committee held 15 October 2020 be received.

COUNCIL RESOLUTION 145/20

Moved Cr Atherton

Seconded Cr Lindemann

That the Minutes from the Audit and Risk Management Committee held 15 October 2020 be received.

CARRIED 9/0 by En Bloc Resolution

7.3 SPECIAL MEETING OF COUNCIL – 21 OCTOBER 2020

Minutes of the Special Meeting of Council held 21 October 2020 are attached (*attachment 7.3(1)*).

EXECUTIVE RECOMMENDATION

That the Minutes from the Special Meeting of Council held 21 October 2020 be confirmed as a true and accurate record.

COUNCIL RESOLUTION 146/20

Moved Cr Atherton

Seconded Cr Lindemann

That the Minutes from the Special Meeting of Council held 21 October 2020 be confirmed as a true and accurate record.

CARRIED 9/0 by En Bloc Resolution

8 REPORTS OF COMMITTEES

8.1 AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER REVIEW

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	N/A
Author	Maureen Keegan – Manager Executive Services
Responsible Manager	Paul Breman – Executive Manager Corporate and Community
Attachments	8.1(1) Audit Committee Charter July 2019 8.1(2) Shire Code of Conduct
Voting Requirements	Simple Majority

Committee Recommendation
<p>That Council:</p> <ol style="list-style-type: none"> 1. Review and accept the amendments to the Audit and Risk Management Committee Charter July 2019 in accordance with the attached reviewed Charter; and 2. Adopt the reviewed Audit and Risk Management Committee Charter.

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	4.1	A strategically focused, open and accountable government
Strategy	4.1.1	Provide accountable and strategic leadership
Action	4.1.1.3	Review Council, Committee and Working Group governance structures and meeting programs

RESPONSE TO BRIEFING QUESTION

At the October agenda briefing meeting, Elected Members on the Audit and Risk Management Committee raised the issue of why the Audit and Risk Management Committee Charter retained the exclusion of internal audit when the members recalled a request for references to internal audit in the Charter be retained and not excluded.

A check with the minute taker at the Committee meeting (Manager of Executive Services) after the briefing, revealed that the discussion on retention of references to internal audit occurred when discussing the draft Risk Management Framework but not carried on over to consideration of the Committees Charter. This is a technical issue, however, to keep with strict meeting protocol only the Risk Management Framework was changed, hence the reference to internal audit being still in the Council item.

It is open to the Members of the Audit Committee (or any other elected member) to initiate an amendment to the recommendation (Item 8.1) at the Council meeting to ensure the retention of internal audit as a reference within Audit and Risk Management Charter.

REPORT DETAILS

An Audit Committee is required to be established by Council under the provisions of Section 7.1A of the *Local Government Act 1995*.

The objective of the audit committee is to accept responsibility for the annual external audit and liaise with the Shire's auditor so that Council can be satisfied with the performance of the Shire in managing its financial affairs. (DLGSC Audit in Local Government)

To assist the Audit and Risk Management Committee in the function of its duties an Audit and Risk Management Committee Charter was developed using the DLGSC Model Terms of Reference and adopted by Council in July 2019. The Committee at the time was not involved in the development of the Charter nor engaged in training in the governance of Audit and Risk Management

At the request of the Committee, the Charter has undergone a review by the Executive Manager Corporate and Community. The review document with comments is attached and outlined within this report.

The recommended amendments are highlighted throughout the Committee Charter as follows:

- Some suggested word changes are highlighted in red text and text to be removed identified by a font strikethrough.
- The content of the Charter was identified as being either a Shire inclusion or direct copy from the Model Terms of Reference these are noted in green text.
- Commentary relating to clauses which include recommendations for improvements, deletion and or further discussion are numbered in blue text through the Charter and listed below for ease of interpretation by the Committee.

Table of Comments	
1. Committee Vision	Remove as the committee is a requirement under the <i>LG Act 1995</i> and does not require a Vision Statement.
2 Internal Audit	Remove any reference to the internal audit function as this is not undertaken at the Shire, at this time.
3. Seek external advice	Remove this clause from the Membership section as it is covered in the Terms of Reference (n)
4. Meetings	Remove the last paragraph as all items put forward will require a vote.

5. Terms of Reference – Clause J	Remove clause J as this refers to an internal auditor.
6. Ethical Practices	Remove in its entirety. The Shire Code of Conduct applies to Committee Members.
7. Evaluation	Remove, as this is not relevant or required.
8. Review	Remove. The Document Control box contains the adoption and review information
9. Approval of the Chair	Remove as the Chairperson and CEO will sign the document once endorsed by Council.

FINANCIAL IMPLICATIONS

Not applicable.

POLICY COMPLIANCE

Council Policy 1.15 – Committee Membership

STATUTORY COMPLIANCE

Local Government Act 1995 (S7.1(A))

CONSULTATION

Not applicable.

OFFICER COMMENT/CONCLUSION

Developing an inclusive process to review the Audit and Risk Management Committee Charter will provide the Committee with knowledge and ownership of the Charter.

External training to assist Committee Members to understand the Charter, Governance of risk management relating to the Audit and Risk function at the Shire is imperative to a well-functioning Committee. Training providers are currently being sourced.

OUTCOME OF MEETING

EXECUTIVE RECOMMENDATION

Moved Cr Sercombe Seconded Lindemann

That Council:

1. Review and accept the amendments to the Audit and Risk Management Committee Charter July 2019 in accordance with the attached reviewed Charter; and
2. Adopt the reviewed Audit and Risk Management Committee Charter.

AMENDMENT

Moved Cr Newman Seconded Cr Massey

That Council:

1. Review and accept the amendments to the Audit and Risk Management Committee Charter July 2019 in accordance with the attached reviewed Charter; and
2. *Adopt the reviewed Audit and Risk Management Committee Charter, with the exception that all references to Internal Audit functions are retained.*

CARRIED 8/1
Cr Mitchell requested her vote against be recorded

COUNCIL RESOLUTION 147/20

Moved Cr Sercombe Seconded Cr Lindemann

That Council:

1. Review and accept the amendments to the Audit and Risk Management Committee Charter July 2019 in accordance with the attached reviewed Charter; and
2. Adopt the reviewed Audit and Risk Management Committee Charter, with the exception that all references to Internal Audit functions are retained.

CARRIED 7/2

9 REPORTS OF OFFICERS

9.1 EXECUTIVE MANAGER OPERATIONS

Nil.

9.2 EXECUTIVE MANAGER CORPORATE AND COMMUNITY

9.2.1 ACCOUNTS FOR PAYMENT

The Schedule of Accounts Paid (*Attachment 9.2.1(1)*) under Delegation (No 3.1) is presented to Council for information.

9.2.2 MONTHLY FINANCIAL REPORT – AUGUST 2020

The Monthly Financial Report for August 2020 is attached (*attachment 9.2.2(1)*).

EXECUTIVE RECOMMENDATION

That the monthly financial report for the period ended August 2020 be received.

COUNCIL RESOLUTION 148/20

Moved Cr Atherton

Seconded Cr Lindemann

That the monthly financial report for the period ended August 2020 be received.

CARRIED 9/0 by En Bloc Resolution

9.2.3 TUIA LODGE QUARTERLY REPORT - QUARTER ONE (2020/21)

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	CSV 01/2
Author	Bob Lowther, Manager Aged Care
Responsible Officer	Bob Lowther, Manager Aged Care
Manager	Paul Breman, Executive Manager Corporate and Community
Attachments	9.2.3(1) – Tuia Lodge Quarter One Report (Public) 9.2.3(2) – Tuia Lodge Quarter One Report (Confidential)
Voting Requirements	Simple Majority

Recommendation
That Council receive the Tuia Lodge Quarterly Report for Quarter One 2020/21 (July - September).

STRATEGIC ALIGNMENT

Outcome:	4.2	A respected professional and trusted organisation
Strategy:	4.2.1	Effective and efficient operation and service provision
Action:	4.2.1.4	Demonstrate sound financial planning and management, including revenue / expenditure review and revenue diversification strategies and long term financial planning

EXECUTIVE SUMMARY

This report covers quarter one (1) of the 2020/21 financial year. Comprehensive details including an Executive Summary, Residential Data, Employee Statistics, Occupational Safety and Health, Maintenance and Finance, are provided for Council’s information.

BACKGROUND

At its Ordinary Meeting on 23 August 2017 Council resolved to:

- 1) *Direct the Chief Executive Officer to prepare a quarterly report on an ongoing basis, regarding the management and operations of the Tuia Lodge Aged Care facility, with sufficient detail to ensure Elected Members can fulfil their individual obligations associated with the Shire of Donnybrook Balingup being the ‘Approved Provider’ for the facility.*
- 2) *That the report for each quarter, be presented at the next Ordinary Council meeting:*

The above resolution has been implemented and it is recommended the reports continue to be presented to Council on a quarterly basis.

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

In accordance with 2020/21 Budget allocations.

POLICY COMPLIANCE

Not applicable

STATUTORY COMPLIANCE

Aged Care Act 1997.

OFFICER COMMENT / CONCLUSION

It is recommended that the Tuia Lodge Quarterly Report for Quarter One 2020/21 be received by Council.

COUNCIL RESOLUTION 149/20

Moved Cr Atherton

Seconded Cr Lindemann

That Council receive the Tuia Lodge Quarterly Report for Quarter One 2020/21 (July - September).

CARRIED 9/0 by En Bloc Resolution

9.2.4 COMMUNITY GRANTS FUNDING SCHEME – POLICY AMENDMENTS

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	FNC 08/6
Author	James Jarvis, Manager, Community Development
Responsible Manager	Paul Breman, Executive Manager, Corporate and Community
Attachments	9.2.4(1) COMD-CP – 1 – Community Grants Funding Scheme 9.2.4(2) COMD-CP – 4 – Interest Free Loans to Clubs and Organisations
Voting Requirements	Simple Majority

Recommendation
<p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt the amended Community Grants Funding Scheme (CGFS) policy as attached, and which: <ol style="list-style-type: none"> a. Introduces an annual funding allocation to the scheme tied at 2.5% of rates; b. Renames the Budget/Recurrent funding category to Service Level Agreements to enable three-year funding agreements to be created; and c. Changes the funding process timeline to position the major grant round to be implemented in August to September of each financial year. 2. Consider in the 2021/22 draft budget an allocation of up to \$100,000 (or a phased implementation approach over successive financial years) to support a proposed Interest Free Loans to Clubs and Organisations policy.

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome:	3.1	An engaged, supportive, and inclusive community.
	3.2	Well supported community groups and facilities.
Strategy	3.1.1	Facilitate, encourage, and support a diverse range of festivals, community events, arts, and cultural activities.
	3.2.2	Encourage and support volunteers and community organisations.
Action	3.1.1.2	Continue to encourage and support community-led events.
	3.2.2.2	Provide support for community organisations.

EXECUTIVE SUMMARY

The triennial review of the Community Grants Funding Scheme (CGFS) policy and guidelines has provided an opportunity to refine and re-purpose elements of the Community Grant Guidelines to ensure they reflect the needs of the community. The recommended policy changes introduce flexibility, innovation, funding and process certainty to community groups, clubs and organisations in a grant funding model that is streamlined, effective and efficient.

BACKGROUND

The CGFS Policy was scheduled for review at the time the State of Emergency on the COVID-19 pandemic was announced in February 2020. On 25 March 2020, the COVID-19 Shire Response and Recovery Plan was approved by Council with Item 2.2 stating *Restructure delivery of Shire community grants to encompass community and business support grants.*

The CGFS Policy review considered the Pandemic's impact on community, community groups and businesses to ensure that funding was allocated in a way that produces an enduring public value. That is, the review identified the strengths and weaknesses of the existing Scheme and introduced new elements to tailor the CGFS to be more flexible, encourage innovation and support the social and economic recovery. The policy revision also aimed to eliminate inconsistencies in the current policy and ensure a more 'all encompassing' policy/scheme which would better service the needs of the community.

The review process has involved assessing the Shire's current CGFS Policy and Guidelines, as well as a broader assessment which has incorporated the Shire's current procedure for assessing and granting funds for requests for sponsorship, donations and the waiver of fees.

In addition, the Community Development team conducted a comparative analysis of the community grants/donations/sponsorship/waiver of fees guidelines and policies of seven local governments, including:

- City of Busselton
- City of Augusta Margaret River
- Shire of Nannup
- Shire of Bridgetown Greenbushes
- City of Vincent
- City of Wanneroo, and
- Shire of Exmouth.

The comparative analysis illustrated local governments vary significantly in their approach to managing community grants, sponsorships, donations, and the waiver of fees. Several were in the process of reviewing/restructuring their own guidelines/policies, however several common themes were identified because of the comparative analysis:

- Although some of the larger local governments currently conduct two rounds of community grant funding, there was an overwhelming recommendation to avoid more than one round of funding per year due mainly to the impact on staff resource and the administrative costs;
- All reinforced the need for clarity/consistency in the selection criteria/selection process;
- All reinforced the need for clarity/consistency in the assessment process; and

- Local governments who indicated overall satisfaction with their own policy/guidelines, scheduled their process to coincide with their respective budget planning process.

The CGFS policy (Attachment 9.2.4(1)) and Community Grants – Guidelines – Draft July 2020 adoption is effective from the date of Council approval with implementation commencing for the 2021/2022 financial year, depending on the grant category. The proposed Interest Free Loans to Clubs and Organisations policy (Attachment 9.2.4(2)) will be adopted subject to the allocation of funding in the 2021/22 Budget.

The specific marked-up changes have been highlighted in yellow in Attachment 9.2.4(1) - CGFS Policy.

FINANCIAL IMPLICATIONS

The proposed CGFS funding model ties the financial commitment to 2.5% of rates that in 2020/21 equates to approximately \$125,000. This proportional allocation streamlines the CGFS process and enables certainty in the funding allocated to each annual grant round. An analysis of the approved grants from 2016 to 2020 reveal an average of about 2.0% of rates. The recommended increase from 2.0% to 2.5% of rates relates to introducing three-year Service Level Agreements, which is the most significantly amended funding category in this review process.

The Shire will be required to make a financial commitment to the CGFS each year commencing in the 2021/2022 budget. This commitment will be in line with the total level of support previously committed by the Shire to categories such as:

- Minor and Major Community Grants
- Event funding
- Arts Sponsorship/Grants
- Youth Grants
- Sponsorship requests
- Donations requests
- Waiver of fee requests
- Recurrent funding.

The proposed funding allocation for the Interest Free Loans to Clubs and Organisations category will be sourced from a proposed Community Development Reserve fund, subject to allocation in the 2021/22 Budget. The proposed allocation for consideration in the draft 2021/22 budget is \$100,000 in total, or with the quantum being phased in over successive financial years. Eligible entities can apply for no more than 30% of the total of the Reserve fund at any time. In the situation where a supplementary loan is requested by an eligible entity, the application may be considered if the total of all applications does not exceed 30% of the reserve fund per entity.

POLICY COMPLIANCE

Not applicable.

STATUTORY COMPLIANCE

- *Local Government Act (1995).*
- *Local Government (Financial Management) Regulations (1996).*

CONSULTATION

The Community Development team have regular conversations with current and former CGFS recipients and the new CGFS policy is consistent with that feedback.

A comparative analysis across seven Local Government authorities was undertaken.

OFFICER COMMENT/CONCLUSION

The attached draft CGFS Policy and Guidelines seeks to streamline the current policy, plus introduce innovation, flexibility, and funding certainty. The CGFS policy retains most of the existing categories but amends the recurrent funding category to a Service Level Agreement category to accurately reflect the services the Shire has been procuring within that category over successive years. The recommended CGFS categories include:

- Minor and Major Community Grants,
- Minor and Major Event funding,
- Sponsorship/Grants,
- Cash Donations,
- Waiver of fee requests, and
- Service Level Agreements.

A proposed Interest Free Loans to Clubs and Organisations policy is being introduced, subject to allocation in the 2021/22 Budget, to enable those organisations with capacity to service a debt to undertake important projects for the benefit of their members and the broader Shire community.

The purpose of the CGFS is now more closely aligned to the Shire's strategic vision and objectives and enables the strategic impact and administrative burden of the assessment process to occur at Shire officer level.

COUNCIL RESOLUTION 150/20

Moved Cr Atherton

Seconded Cr Lindemann

That Council:

- 1. Adopt the amended Community Grants Funding Scheme (CGFS) policy as attached, and which:
 - a. Introduces an annual funding allocation to the scheme tied at 2.5% of rates;**
 - b. Renames the Budget/Recurrent funding category to Service Level Agreements to enable three-year funding agreements to be created; and**
 - c. Changes the funding process timeline to position the major grant round to be implemented in August to September of each financial year.****

- 2. Consider in the 2021/22 draft budget an allocation of up to \$100,000 (or a phased implementation approach over successive financial years) to support a proposed Interest Free Loans to Clubs and Organisations policy.**

CARRIED 9/0 by En Bloc Resolution

9.2.5 REQUEST FOR RATES WRITE OFF – ASSESSMENT A4856

Location	Shire of Donnybrook Balingup
Applicant	Not applicable
File Reference	A4856
Author	Paul Breman, Executive Manager Corporate and Community
Responsible Officer	Paul Breman, Executive Manager Corporate and Community
Attachments	Nil
Voting Requirements	Simple Majority

Recommendation
<p>That Council write off \$796.12 in outstanding rates and penalty interest, in relation to A4856, from the date of the Department of Planning, Land and Heritage application being 3 May 2019 to 29 December 2019.</p>

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	4.2	A respected, professional and trusted organisation
Strategy	4.2.1	Effective and efficient operations and service provision
Action	4.2.1.1	Maintain effective and efficient policies, planning, operating procedures and practices

EXECUTIVE SUMMARY

An application was made to the Department of Planning, Lands and Heritage (DPLH), to surrender the ownership of land to the State. The application was received by DPLH on 3 May 2019 and has subsequently been approved. The land is now owned by the State.

The land, which is the subject of the application, is located within an area where its use and development options are restricted due to limited access. In previous years, property owners in this location (Victoria Parade, Donnybrook) were offered a concession on rates for these affected land areas, however, the concession was removed by Council effective 1 July 2018.

The immediate past owner has made application to the Shire requesting consideration for partial write-off of rates applicable to their period of ownership during 2018/2019 and 2019/2020. The applicant has requested consideration of partial write-off of rates for the period 3 May 2019 to 29 December 2019, referring to a similar application previously considered by the Council at the Ordinary Council meeting in June 2020.

BACKGROUND

The current outstanding balance of rates and charges is \$898.65, with penalty interest accruing daily on overdue amounts.

Landgate has provided advice that the property is non-ratable effective from 30 April 2020. The required interim rates transaction has been processed, removing rates and charges for the non-ratable period 1 May 2020 to 30 June 2020. The balance outstanding on the account (\$898.65) relates to the period when the property was considered ratable.

Property A4857 was affected by similar land use and development restrictions and was transferred to the State. The past owner of A4857 made application in June 2020 to the Council seeking a write off of rates, and the Council resolved:

Resolution 88/20, June 2020 OCM

That:

- 1. Council approve a partial waiver of outstanding rates only, in relation to A4857, which results in rates charged for a period of six months from the date of the DPLH application 29 July 2019 to 29 December 2019.*
- 2. All other fees and charges remain outstanding.*

CARRIED 7/2

FINANCIAL IMPLICATIONS

A write off of outstanding rates and penalty interest, for the period from the date of the DPLH application 3 May 2019 to 29 December 2019, would result in a total amount written off of \$796.12 being:

- \$729.21 in rates; and
- \$66.91 in penalty interest.

POLICY COMPLIANCE

The CEO has delegated authority to write off rates and charges up to \$1,000 however this item has been put to the Council due to its sensitivity and the potential precedent.

STATUTORY COMPLIANCE

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

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

CONSULTATION

Not applicable.

OFFICER COMMENT/CONCLUSION

The property was been rated correctly in accordance with the information provided by Landgate and in accordance with the Local Government Act.

As the land has been successfully transferred to the State, rates have been re-calculated pro rata from 1 July 2019 to the date of extinguishing the title.

It is recognised the land is situated within a location where a concession was provided in previous years. The staff recommendation in the past has been not to write off rates in these circumstances however due to the Council's previous resolution the recommendation has now been framed to maintain equity and consistency with previous decisions.

OUTCOME OF MEETING

EXECUTIVE RECOMMENDATION

Moved Cr Atherton Seconded Cr Newman

That Council write off \$796.12 in outstanding rates and penalty interest, in relation to A4856, from the date of the Department of Planning, Land and Heritage application being 3 May 2019 to 29 December 2019.

Cr Mitchell foreshadowed an alternate motion as follows:

That Council NOT write off \$796.12 in outstanding rates and penalty interest, in relation to A4856, from the date of the Department of Planning, Land and Heritage application being 3 May 2019 to 29 December 2019.

AMENDMENT

Moved Cr Wringe Seconded Cr Massey

That:

- 1. Council approve partial waiver of outstanding rates only, in relation to A4856, which result in rates charged for a period of six months from the date of the DPLH application 3 May 2019 or to the value thereof.**
- 2. All other fees and charges remain outstanding.**
- 3. The CEO develop a policy to give clear guidelines and promote consistency with regards to rates and charges where an application to DPLH is made to surrender land ownership.**

CARRIED 7/2

AMENDMENT

Moved Cr Massey

Seconded Cr Atherton

That:

1. Council approve partial waiver of outstanding rates only, in relation to A4856, which result in rates charged for a period of six months from the date of the DPLH application 3 May 2019 or to the value thereof.
2. All other fees and charges remain outstanding.
3. The CEO develop a policy to be presented to the March Ordinary Council Meeting to give clear guidelines and promote consistency with regards to rates and charges where an application to DPLH is made to surrender land ownership.

CARRIED 9/0

COUNCIL RESOLUTION 151/20

Moved Cr Atherton

Seconded Cr Newman

That:

1. Council approve partial waiver of outstanding rates only, in relation to A4856, which result in rates charged for a period of six months from the date of the DPLH application 3 May 2019 or to the value thereof.
2. All other fees and charges remain outstanding.
3. The CEO develop a policy to be presented to the March Ordinary Council Meeting to give clear guidelines and promote consistency with regards to rates and charges where an application to DPLH is made to surrender land ownership.

CARRIED 7/2

9.3 CHIEF EXECUTIVE OFFICER

9.3.1 IMPLEMENTATION OF THE SOUTH WEST REGIONAL COUNCILS DESIGNATED AREA MIGRATION AGREEMENT MEMORANDUM OF UNDERSTANDING

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	Not applicable
Author	Maureen Keegan – Manager Executive Services
Responsible Manager	Ben Rose – Chief Executive Officer
Attachments	9.3.1(1) MOU 9.3.1(2) DAMA Submission template 9.3.1(3) DAR Regional Workforce Needs Survey
Voting Requirements	Simple Majority

Recommendation	
<p>That Council instructs the Chief Executive Officer to execute the South West Regional Councils Designated Area Migration Agreement Memorandum of Understanding as attached.</p>	

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	1.1	A diverse, prosperous economy, supporting local business and population growth.
Strategy	1.1.1	Promote, maintain, and diversify investment in the district.
Action	1.1.1.4	Actively partner in regional growth planning partnerships and projects.

EXECUTIVE SUMMARY

Council is requested to consider partnering with South West Regional Councils through a Memorandum of Understanding for the development of a Feasibility Study and Implementation Plan into the establishment of the ‘South West Regional Councils Designated Area Migration Agreement’ (DAMA).

Councils approached to participate in the MOU are the: Shires of Augusta-Margaret River; Boyup Brook; Capel; Collie; Greenbushes-Bridgetown; Harvey; Manjimup; Nannup and the Cities of Bunbury and Busselton.

The Cities of Bunbury, Busselton, and the Shires of Augusta Margaret River, Dardanup and Manjimup have confirmed their involvement.

The remaining Shires have indicated they will take the proposal to Council before committing.

The Shire of Dardanup will coordinate the management and preparation of the Feasibility Study and Implementation Plan with the appointed Consultant.

The purpose of the feasibility study is to identify regional workforce needs in each location and overall, as a region. The study will focus on the south-west regions high growth industries including agribusiness, forestry, health and social services, tourism and hospitality, construction, and mining.

Upon completion of the feasibility study the consultant will provide recommendations as part of the implementation plan to establish the DAMA and ongoing administrative support.

Each Council is responsible for liaising and providing support to the appointed Consultant, by identifying relevant stakeholders, employers and labour agencies within each local government's area.

BACKGROUND

DAMA is an agreement negotiated between the Department of Home Affairs for the Commonwealth and a Regional, State or Territory authority, such as local government to cover a specific regional area.

The key elements of the DAMA are:

- It allows regional employers to sponsor employees in different occupations than the skills available under Standard Business Sponsorship for the 482 TSS Visa or the 494 Regional Visa. This includes semi-skilled occupations or skills not classified under the Australian and New Zealand Standard Classification of Occupations.
- It will provide pathways to permanent residency for DAMA visa holders in the South West (including transitional arrangements for existing visa holders).
- It offers English language concessions for some occupations.
- It offers salary concessions that reflect South West market rates, ensuring that worker terms and conditions of employment are not eroded, and local businesses and consumers are not subjected to inflationary costs.
- It incorporates a range of risk and integrity actions to ensure that the rights of both employees and employers are protected.
- It is usually a five-year agreement.

Currently 7 DAMAs are in place in Australia, and Western Australia has 1 signed agreement being the 'Goldfields DAMA' managed by the City of Kalgoorlie-Boulder.

FINANCIAL IMPLICATIONS

A south-west based private business has agreed to fund the cost of the Feasibility Study, meaning no direct financial contribution will be required from local governments.

POLICY COMPLIANCE

Not applicable.

STATUTORY COMPLIANCE

Not applicable.

CONSULTATION

- All South West local governments
- Regional Development Australia South West
- Hon Nola Marino, Assistant Minister for Regional Development and Territories

OFFICER COMMENT/CONCLUSION

This is a good example of a collaborative South West partnership model where local governments can achieve more collectively than they could individually.

The Feasibility Study will identify return on investment, methodology, participating membership, skill shortages to target and a governance/administrative model, which will be presented to a further Council meeting prior to the Shire entering into a formal agreement.

COUNCIL RESOLUTION 152/20

Moved Cr Atherton

Seconded Cr Lindemann

That Council instructs the Chief Executive Officer to execute the South West Regional Councils Designated Area Migration Agreement Memorandum of Understanding as attached.

CARRIED 9/0 by En Bloc Resolution

9.3.2 DONNYBROOK AND DISTRICTS SPORTING, RECREATION AND ENTERTAINMENT PRECINCT – FEDERAL FUNDING APPLICATION

Location	Steere Street, Donnybrook
Applicant	Shire of Donnybrook
File Reference	PWT 18T
Author	Ben Rose, Chief Executive Officer
Responsible Manager	Ben Rose, Chief Executive Officer
Attachments	Nil
Voting Requirements	Simple Majority

Recommendation
<p>That Council approves the Chief Executive Officer to prepare and lodge an application for \$3.8 million funding from the soon to be advertised Australian Government’s Building Better Region Fund for leveraged funding for the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project that will complement the State Government’s \$6 million commitment and the Shire’s \$3 million in-principle commitment to the Project.</p>

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome:	3.3	A safe and healthy community
Strategy:	3.3.2	Support a safe, healthy, and active community
Action:	3.3.3.2	Review and implement the VC Mitchell Park and Balingup Recreation Centre Masterplans

EXECUTIVE SUMMARY

The Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project (the Project) has progressed significantly with the completion of the Master Plan, the State Government’s commitment of \$6 million funding as part of the State’s WA COVID Recovery Plan, and the Shire’s in-principle commitment to seek a \$3 million loan facility with WA Treasury Corporation.

This report seeks to further develop the Project by seeking Council approval for the CEO to apply for \$3.8 million leveraged funding from the Australian Government’s soon to be announced Building Better Regions Fund (BBRF).

BACKGROUND

At its September 2020 Ordinary meeting, Council resolved:

“That Council:

1. *Authorise the Chief Executive Officer to execute a grant agreement with the State Government for the early release of up to \$250,000 of State project funds for planning and delivery of the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project, acknowledging advice from the Department of Local Government, Sport and Cultural Industries that there is no funding co-contribution requirement from the Shire for this early release of funding.*
2. *Acknowledges its previous in-principle \$3m (capped) project funding decision (based on details from the Ordinary Meetings of 18 December 2019 and May 2020) and instructs the Chief Executive Officer to review the Shire’s Long Term Financial Plan, by no later than the November 2020 Ordinary Meeting of Council, with scenario modelling for provision of borrowings of up to \$3m towards the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project.*
3. *Authorise the Chief Executive Officer to execute a State Financial Assistance Agreement (for \$6m minus any early release grant funds), subject to:*
 - a. *Council approving, via resolution, a financial co-contribution (of up to \$3m) to the project.*
 - b. *WA Treasury Corporation approving a loan facility for the Shire’s financial co-contribution (of up to \$3 million) to the project.*
 - c. *Council approving a more detailed Concept Plan (derived from the Council-supported Master Plan), which includes project staging recommendations and stakeholder consultation and input.*
 - d. *The Chief Executive Officer lodging a Project Business Case (in the required State Government format) with the Department of Local Government, Sport and Cultural Industries, if required by that Department.*
4. *Acknowledges initial community response in relation to the discussion (not decision) of relocating Vin Farley Rotary Playground to within the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct and instructs the Chief Executive Officer to exclude planning for the playground relocation from any project plans until, or unless, directed otherwise by the Council.”*

At its May 2020 Ordinary Meeting, Council resolved:

“That Council:

1. *Thank the members of the Working Group for their genuine and robust input to the Master Plan development.*
2. *Support the Donnybrook and Districts Sports, Recreation and Events Precinct Master Plan in principle, allowing for negotiation and changes to be made that best suit all end user sporting and community groups prior to Request for Tender,*

including that Scenario B of the Master Plan be the preferred option for funding consideration;

3. *Instruct the Chief Executive Officer to seek project funding (for Stages 1 and 2) from:*
 - 3.1 *The State Government;*
 - 3.2 *Additional funding sources.*
4. *Instruct the Chief Executive Officer that, in relation to the project, any further precinct design development, grant funding contracts or requests for tender requires the pre-approval of Council.”*

At its December 2019 Ordinary Meeting, Council resolved:

That Council:

1. *Approve, in principle, loan funding towards the Donnybrook and Districts Sports, Recreation and Events Precinct Project on the basis of:*
 - 1.1 *One-third funding from the Shire of Donnybrook Balingup;*
 - 1.2 *Two-thirds funding from the State Government; and*
 - 1.3 *The Shire of Donnybrook Balingup capital contribution via loan being capped at a maximum of \$3,000,000.*
2. *Instruct the Chief Executive Officer to seek project funding from the State Government as per resolution 1, above.*
3. *Approve the addition of the in principle loan funding amount to the Shire’s Borrowings Plan 2019/20 – 2033/34 (as attached).*

DETAILS

The Federal Government will soon announce the next round of BBRF which supports the Australian Government’s commitment to:

- Create jobs,
- Drive economic growth, and
- Build stronger regional communities into the future.

As per the May 2020 Ordinary Council Meeting recommendation 3.2 instructing the CEO to seek additional funding sources for the Project, there is a significant opportunity to leverage the State Government’s \$6 million commitment and the Shire’s in-principle \$3 million commitment to attract up to \$3.8 million from the next BBRF round.

FINANCIAL IMPLICATIONS

The Project is a once in a generation opportunity to upgrade a critical Shire sport and community asset, which the Master Plan costs at about \$12.8 million delivered over two stages. A successful BBRF application will enable the project to be completed in full, in one stage,

leveraged against the State Government's \$6 million commitment and the Shire's \$3 million in-principle commitment.

POLICY COMPLIANCE

Nil.

STATUTORY COMPLIANCE

Nil.

CONSULTATION

Nil.

OFFICER CONCLUSION

There is an opportunity for Federal, State and Local Government to work together to deliver the Project through a leveraged financial partnership. With \$9 million already committed to the project by State and Local government (in-principle), preparing an early BBRF application and seeking the support of the Shire's Australian Government elected representative is both timely and convenient.

OUTCOME OF MEETING

Cr Shane Atherton and Cr Chaz Newman declared an impartiality interest in the item and will remain in the Chamber for the discussion and vote on the matter.

EXECUTIVE RECOMMENDATION

Moved Cr Newman

Seconded Cr Smith

That Council approves the Chief Executive Officer to prepare and lodge an application for \$3.8 million funding from the soon to be advertised Australian Government's Building Better Region Fund for leveraged funding for the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project that will complement the State Government's \$6 million commitment and the Shire's \$3 million in-principle commitment to the Project.

AMENDMENT

Moved Cr Sercombe

Seconded Cr Newman

That Council approves the Chief Executive Officer to prepare and lodge an application for up to \$3.8 million funding from the soon to be advertised Australian Government's Building Better Region Fund for leveraged funding for the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project that will complement the State

Government's \$6 million commitment and the Shire's \$3 million in-principle commitment to the Project.

CARRIED 9/0

COUNCIL RESOLUTION 153/20

Moved Cr Newman

Seconded Cr Smith

That Council approves the Chief Executive Officer to prepare and lodge an application for up to \$3.8 million funding from the soon to be advertised Australian Government's Building Better Region Fund for leveraged funding for the Donnybrook and Districts Sporting, Recreation and Entertainment Precinct Project that will complement the State Government's \$6 million commitment and the Shire's \$3 million in-principle commitment to the Project.

CARRIED 8/1

Cr Mitchell requested her vote against be recorded

10 ELECTED MEMBER MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil.

11 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING

Nil.

12 MEETINGS CLOSED TO THE PUBLIC

12.1 MATTERS FOR WHICH THE MEETING MAY BE CLOSED

The following confidential reports and recommendations have been distributed separately and are not for circulation:

12.1.1 CONFIDENTIAL – RFQ 244 SUPPLY OF BITUMINOUS PRODUCTS 2020/21

This report is confidential in accordance with Section 5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:

- (c) *a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.*

12.1.2 CONFIDENTIAL - TUIA LODGE RESIDENTIAL AGED CARE FACILITY – EXPRESSIONS OF INTEREST

This report is confidential in accordance with Section 5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public.

- (c) *a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.*
- (e) *a matter that if disclosed, would reveal — (i) a trade secret; or (ii) information that has a commercial value to a person; or (iii) information about the business, professional, commercial or financial affairs of a person, where the trade secret or information is held by, or is about, a person other than the local government; and*

12.1.3 CONFIDENTIAL – CHIEF EXECUTIVE OFFICER ANNUAL PERFORMANCE REVIEW 2020/21

This report is confidential in accordance with Section 5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public.

(a) a matter affecting an employee or employees.

EXECUTIVE RECOMMENDATION

That the meeting be closed in accordance with section 5.23(2) of the *Local Government Act 1995* to discuss the following confidential items:

- 12.1.1 CONFIDENTIAL – RFQ 244 SUPPLY OF BITUMINOUS PRODUCTS 2020/21
- 12.1.2 CONFIDENTIAL – TUIA LODGE RESIDENTIAL AGED CARE FACILITY – EXPRESSIONS OF INTEREST
- 12.1.3 CONFIDENTIAL – CHIEF EXECUTIVE OFFICER ANNUAL PERFORMANCE REVIEW 2020/21

COUNCIL RESOLUTION 154/20

Moved Cr Atherton

Seconded Cr Wringe

That the meeting be closed in accordance with section 5.23(2) of the *Local Government Act 1995* to discuss the following confidential items:

- 12.1.1 CONFIDENTIAL – RFQ 244 SUPPLY OF BITUMINOUS PRODUCTS 2020/21
- 12.1.2 CONFIDENTIAL – TUIA LODGE RESIDENTIAL AGED CARE FACILITY – EXPRESSIONS OF INTEREST
- 12.1.3 CONFIDENTIAL – CHIEF EXECUTIVE OFFICER ANNUAL PERFORMANCE REVIEW 2020/21

CARRIED 9/0

The meeting was closed to the public at 6.16pm.

COUNCIL RESOLUTION 159/20

Moved Cr Massey

Seconded Cr Lindemann

That the meeting be re-opened to the public.

CARRIED 9/0

The meeting was re-opened to the public at 7.04pm.

12.2 PUBLIC READING OF RESOLUTIONS THAT MAY BE MADE PUBLIC

COUNCIL RESOLUTION 155/20

That Council:

- 1. Instructs the Chief Executive Officer to award the contract for RFQ 244 – Supply of Bituminous Products 2020-21 to Fulton Hogan Industries Pty Ltd.*
- 2. Instructs the Chief Executive Officer to publish the Council Resolution in the minutes of the 28 October 2020 Ordinary Meeting of Council.*

13 CLOSURE

The Shire President to advise that the next Ordinary Council Meeting will be held on 25 November 2020 commencing at 5.00pm at the Council Chamber.

The Shire President closed the meeting at 7.06pm.



MINUTES

Bushfire Advisory Committee Meeting incorporating the 2020 Annual General Meeting

Held on

Thursday, 29 October 2020

Commencing at 6.00pm

At the Balingup Fire Station
Forrest St, Balingup WA 6253

Ben Rose
Chief Executive Officer

12 November 2020

Disclaimer

The advice and information contained herein is given by and to the Council without liability or responsibility for its accuracy. Before placing any reliance on this advice or information, a written inquiry should be made to the Council giving entire reasons for seeking the advice or information and how it is proposed to be used.



BUSHFIRE ADVISORY COMMITTEE MEETING MINUTES

29 October 2020

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SHIRE OF DONNYBROOK BALINGUP

BUSHFIRE ADVISORY COMMITTEE

ANNUAL GENERAL MEETING

MINUTES

**Held at the Balingup Fire Station
Thursday 29 October 2020**

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chairperson acknowledged the traditional custodians of the land, the Wardandi People, paying respects to Elders, past present and emerging.

The Chairperson declared the meeting open at 18:13 and welcomed the public gallery.

2. ATTENDANCE

MEMBERS PRESENT

Committee Member	Title	Brigade
B Dix (Chair)	FCO	Upper Capel
S Rowe	FCO	Argyle Irishtown
P Davis	FCO	Balingup
S Simmonds	FCO	Beelerup
T McNab	FCO	Brookhampton
M Walker	CBFCO	Ferndale-Stirling Park and Mullalyup
M Zwart	FCO	Kirup-Brazier (Proxy)
M Anderson	FCO	Lowden
G Hatch	FCO	Mumballup
T Thamo	FCO	Munro
B Piesse	Shire President	Shire of Donnybrook Balingup
Guests	Title	Organisation
S Ward	District Officer Nelson	Department of Fire and Emergency Services
B Anderson	Captain	Volunteer Fire and Rescue Service
Staff	Title	Organisation
J Cooper	CESM	Shire of Donnybrook Balingup
P Robins	Senior Ranger	Shire of Donnybrook Balingup
S Potter	Executive Manager Operations	Shire of Donnybrook Balingup

Public Gallery

L Hollis	T Box
J Thomson	

2.1 APOLOGIES

Committee Member	Title	Brigade
D Tooke	DCBFCO	Donnybrook
I Ralph	DCBFCO	N/A (Shire Appointed)
G Foan	FCO	Thomsons Brook

3 PUBLIC QUESTION TIME

4 DECLARATION OF FINANCIAL/IMPARTIALITY INTEREST

Division 6: Sub-Division 1 of the *Local Government Act 1995*. Care should be taken by all Committee members to ensure that a financial/impartiality interest is declared and that they refrain from voting on any matter, which is considered to come within the ambit of the Act.

Paul Davis declared that he is an employee of the Shire of Donnybrook Balingup.

5 PETITIONS/DEPUTATIONS/PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

That the Minutes of the Bushfire Advisory Committee Annual General Meeting held on 17 October 2019 be confirmed as a true and accurate record.

Moved: B Dix

Second: T McNab

CARRIED 11/0

7 CORRESPONDENCE

1. Letter from Mr G. Hatch, Mumballup Fire Control Officer

Copy of letter submitted by Mr G. Hatch is provided in Attachment 1.

Officer Comment – Ms J Cooper - CESM

The popularity of the Glen Mervyn Dam Campsite and what appears to be a general unawareness of fire restrictions during the bushfire season has been a matter of concern for local residents for many years.

Upon receipt of Mr Hatch's letter, a site visit was carried out to determine what signage existed in relation to fire restrictions. It was found that one small fire danger rating sign exists near the intersection of Best Rd and Collie Preston Rd, which is one of several entrances that is utilised to access the various campsites.

This lack of signage to a widely promoted tourist destination could suggest that visitors are unaware that fire restrictions and bushfire risk that exists in the area.

Officer's Recommendation:

That the Bushfire Advisory Committee:

Recommends Council instruct the Chief Executive Officer to write to the Department of Biodiversity, Conservation and Attractions to request fire awareness signs be erected at the following campgrounds in the Shire of Donnybrook Balingup:

- **Glen Mervyn Dam Campsite**
- **Grimwade Dam Campsite**
- **Ironstone Gully Falls Campsite**

Moved:

Seconded:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

Alternate Motion

Moved: Cr B Piesse

Seconded: B Dix

That the Bushfire Advisory Committee:

Recommends Council instruct the Chief Executive Officer to write to the Department of Biodiversity, Conservation and Attractions to request and seek funding for fire awareness signs to be erected at the following campgrounds in the Shire of Donnybrook Balingup:

- **Glen Mervyn Dam Campsite**
- **Grimwade Campsite**
- **Ironstone Gully Falls Campsite**
- **Dilley's Dam Campsite**

CARRIED 11/0

8 REPORTS OF COMMITTEE MEMBERS

6.1 CHIEF BUSH FIRE CONTROL OFFICER

6.2 TRAINING COORDINATOR

9 STAFF REPORTS

7.1 COMMUNITY EMERGENCY SERVICES MANAGER

7.2 RANGER SERVICES

10 GUEST REPORTS

11 ELECTION OF OFFICE BEARERS

Chairperson to declare all positions vacant and call for nominations for the position of Chief Bushfire Control Officer as per Section 38 (1) of the *Bush Fires Act 1954*:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bushfire Advisory Committee recommends:

That Council endorse the following person as Chief Bushfire Control Officer:

- Max Walker

Moved: P Davis

Seconded: T Thamo

CARRIED 11/0

Chairperson to call for nominations for the position of Deputy Chief Bushfire Control Officers as per Section 38 (1) of the *Bush Fires Act 1954*:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bushfire Advisory Committee recommends:

That Council endorse the following persons as Deputy Chief Bushfire Control Officers:

- David Tooke
- Ian Ralph

Moved: M Walker

Seconded: T McNab

CARRIED 11/0

Chairperson to call for nominations for the position of Chairperson of the Bushfire Advisory Committee Meeting:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bushfire Advisory Committee recommends:

That Council endorse the following person as Chairperson of the Bushfire Advisory Committee:

- Bevan Dix

Moved: M Walker

Seconded: S Simmonds

CARRIED 11/0

Chairperson to call for nominations for the position of Communications Officer and Fire Weather Officer of the Bushfire Advisory Committee Meeting:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bush Fire Advisory Committee:

That Council endorse the following person as Communications Officer and Fire Weather Officer of the Bushfire Advisory Committee:

- Murray Webb

Moved: M Walker

Seconded: B Dix

CARRIED 11/0

10 OTHER BUSINESS

10.1 LINKING OF WAERN CHANNELS 106 AND 144

At the October 2019 Bush Fire Advisory Committee Meeting, BFAC was advised that further action would be taken by DFES to link Channels 106 and 144 in an effort to improve communication capacity across the regional WAERN network.

Officer Comment – Ms J Cooper - CESM

In September 2020, the link between WAERN channels 144 and 106 was established by DFES. A number of tests have been carried out and this is now fully operational. It is recommended that this link be trialled throughout the 220/21 bushfire season to determine whether WAERN radio communications in the Blackwood Valley have been improved since this modification.

Officer's Recommendation:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bush Fire Advisory Committee:

- 1. Requests member brigades to trial the recently established linking of WAERN Channels 106 and 144 and provide comment via the CESM for inclusion on the agenda at the next BFAC meeting.**

Moved: B Dix

Second: P Davis

CARRIED 11/0

10.3 AMENDMENT OF FIRE CONTROL POLICY NUMBER 8.3 ROAD VERGE BURNING OF SHIRE CONTROLLED ROADS

At the October 2019 Bush Fire Advisory Meeting the following motion was passed:

“That Fire Control Policy 8.3 Road Verge Burning of Shire Controlled Roads, section f) point 5,6,7 and 8 be amended to allow 500 metres of verge can be burned per roadside within any 3kms”

Upon further review of the above, it has been determined that whilst BFAC has the capacity to make recommendations to Council, it does not have the authority to amend Council Policies. As such, if BFAC is supportive of recommending changes to the Policy, an alternatively worded motion will need to be passed, requesting that Council endorse a review the policy. Subject to Council endorsing the BFAC recommendation, staff will then undertake the necessary amendments and re-present a report to BFAC for further consideration, prior to Council considering adoption of the amended policy. The recommended alternative wording is contained in the Officer Recommendation.

Officer Recommendation:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bush Fire Advisory Committee:

- 1. Recommends Council instruct the Chief Executive Officer to undertake a review of Fire Control Policy 8.3 – Road Verge Burning of Shire Controlled Roads to determine the suitability of the following:**

- **Amending Section (f), Point 6, to allow 500 metres of verge to be burned per roadside within any three kilometre section of road.**

- 2. Recommends Council instruct the Chief Executive Officer to prepare a further report for the consideration of BFAC and Council at the next BFAC Meeting.**

Moved: B Dix

Seconded: T McNab

CARRIED 11/0

10.4 INCIDENT SUPPORT TRAILER

Donnybrook SES are nearing the completion of the fit out of the Incident Support Trailer. The following draft Standard Operation Procedure is presented to the Shire of Donnybrook Balingup Bush Fire Advisory Committee for comment.

Standard Operating Procedure Donnybrook SES Unit – Incident Support Trailer

Introduction:

Donnybrook SES Unit has available for use an Incident Support Trailer (IST), that is intended to support All-Hazards incidents with the provision of communications, logistics and operational support to the IMT; nominally at an Operations Point.

This SOP seeks to outline the intended purpose and procedures associated with the training, operations and maintenance of the Incident Support Trailer, within the Shire of Donnybrook Balingup and DFES Lower South West Region.

The modification and fit out of the IST to better support incidents across all-hazards was approved by DFES Lower South West Region Superintendent and funded through Shire of Donnybrook Balingup BFB.

The IST is housed at Donnybrook SES Unit and remains a Donnybrook SES Unit asset for Local Government Grant scheme (LGGS) purposes.

Principles & Planning Factors:

1. Incident Support Trailer is available for all-hazards to support discharge of IMT responsibilities for Storm, Flood, Fire, Land Search and all other DFES responsible hazards.
2. During the defined fire season high threat period (nominally Dec to Apr), the IST is to be configured for immediate deployment in support of bushfire incidents within the Shire of Donnybrook Balingup.
 - 2.1. Note – response to an active incident is the priority, irrespective of hazard.
3. Donnybrook SES will mobilise the IST and establish it at the agreed location; however, depending on hazard/incident type personnel to support the operations/communications element of the IST will be provided as below:

4.
 - 4.1. Bushfire – BFB support personnel for radio operators and operational support operators.
 - 4.2. Storm/Flood/Land Search – SES personnel for radio operators and operational support operators in the first instance.
 - 4.3. LSW Region Incident Control Vehicle (ICV) personnel may be requested to support such operations in the absence of local personnel.
5. Location of the IST once deployed requires planning and approval by the Operations Officer, Incident Controller, SES Unit Duty Officer and CESM.
 - 5.1. Factors to be considered included
 - 5.1.1. current & forecast weather,
 - 5.1.2. accessibility of location to support ongoing logistical arrangements,
 - 5.1.3. risk to support personnel and IST in the event of weather change,
 - 5.1.4. proximity to incident area,
 - 5.1.5. suitability of area to support staging of resources,
 - 5.1.6. communications availability in location (Radio/Mobile/Data)
 - 5.1.7. provision of other site services, e.g. ablutions, lighting.
6. The IST is designed to support local incidents typically Level 1 and may extend to support an Operations Point for a Level 2. It must be recognised that the IST has limited capacity and the IMT will need to establish triggers for fall back to the Incident Control Centre (Donnybrook SES Unit) and/or the activation of subsequent resourcing, such as an ICV or other relevant resources.

Training

7. Donnybrook SES Members may support bushfire operations and the mobilisation and establishment of the IST in accordance with DFES SOP 3.5.16
 - 7.1. Required Training:**
 - 7.2. SES Members supporting bushfire operations **should** have completed Introduction to Bushfire Fighting & AIIMS Awareness.
 - 7.3. SES Members travelling in vehicles to control points or staging areas **must** have completed Introduction to Bushfire Fighting and Burnover Procedures.
 - 7.4. SES Members driving vehicles **must** have completed On-Road Driving.

IST Resourcing:

8. The IST has available the following to support an Operations Point or Incident Control Point depending on the level of incident.

8.1. Operations & Communications:

- 8.1.1. WAERN Radio x 1 (portable case connectable to the trailer)
- 8.1.2. Whiteboards x 2
- 8.1.3. Incident documentation (Personal Incident Diaries, Operations Logs, Radio Logs, T-Cards, Battleboard)
- 8.1.4. Stationary
- 8.1.5. Tabards

8.2. Logistical:

- 8.2.1. Folding Chairs x Style and Qty TBC – refer to Appendix B
- 8.2.2. Folding Table x Style and Qty TBC – refer to Appendix B
- 8.2.3. Ice Box – available for deployment with IST
- 8.2.4. Hot Boxes – available for deployment with IST

- 8.2.5. Portable Scene Lighting (240v LED)
- 8.2.6. Portable Marquee's – available for deployment with IST
- 8.2.7. 1st Aid Kit
- 8.2.8. Hand hygiene equipment
- 8.2.9. Control point signage

Responsibilities:

9. Operational Readiness

- 9.1. Donnybrook SES Unit are to ensure IST is always maintained in a state of operational readiness.
- 9.2. Donnybrook SES Unit are to incorporate readiness checks into monthly maintenance regime.

10. Mobilisation

- 10.1. Donnybrook SES will mobilise the IST on request as per defined process contained in SOP.
- 10.2. A minimum of 2 SES personnel required to mobilise IST

11. Maintenance of capability – deployed

- 11.1. Donnybrook SES in conjunction with IMT Logistics function (depending on incident level and IMT size) will monitor and support ongoing maintenance of relevant resources, e.g. provision of fuel for generators.

12. Provision of personnel to support Operations / Communications Support roles

- 12.1. Bushfire – BFB support personnel for radio operators and operational support operators.
- 12.2. Storm/Flood/Land Search – SES personnel for radio operators and operational support operators in the first instance.
- 12.3. LSW Region Incident Control Vehicle (ICV) personnel may be requested to support such operations in the absence of local personnel.

Procedures:

13. Request for activation - Bushfire

- 13.1. CBF/CO/DCBF/CO/CESM contacts Donnybrook SES Duty Phone (0419 926 689)
 - 13.1.1. Provide the following information:
 - Situation Overview (inc Incident # & Location of incident)
 - Incident Level
 - Command Channel
 - Report to on arrival (primary & alternate contact number)
 - Planned Location for IST and person to report to (Map 3 / Grid Ref or Street Location, Best site access)
 - Confirm location is not within forecast fire impact area or putting SES within the hot zone.
- 13.2. SES Unit Duty Officer receives above request/information and documents
- 13.3. SES Unit Duty Officer contact unit membership to determine availability & capacity to respond and facilitates activation of IST.
- 13.4. SES Unit Duty Officer contacts requestor and confirms mobilisation and advises ETA to incident.
- 13.5. SES Unit Duty Officer contacts DFES ComCen (1800 198 140) and advise of local request to provide fire support against (Inc# *****) and advised which vehicle and number of personnel mobilising.
- 13.6. SES Unit Duty Officer contacts LSW RDC (1800 512 111) and notifies of request and mobilisation of IST.

14. Request for activation – All Other Hazards

- 14.1. SES Search Commander/DFES Commander/Regional Duty Coordinator contacts Donnybrook SES Duty Phone (0419 926 689)
 - 14.1.1. Provide the following information:
 - o Situation Overview (inc Incident # & Location of incident)
 - o Incident Level
 - o Command Channel
 - o Report to on arrival (primary & alternate contact number)
 - o Planned Location for IST and person to report to (Map 3 / Grid Ref or Street Location, Best site access)
- 14.2. SES Unit Duty Officer receives above request/information and documents
- 14.3. SES Unit Duty Officer contact unit membership to determine availability & capacity to respond and facilitates activation of IST.
- 14.4. SES Unit Duty Officer contacts requestor and confirms mobilisation and advises ETA to incident.
- 14.5. SES Unit Duty Officer contacts DFES ComCen (1800 198 140) and advise of local request to provide incident support against (Inc# *****) and advised which vehicle and number of personnel mobilising.
- 14.6. SES Unit Duty Officer contacts LSW RDC (1800 512 111) and notifies of request and mobilisation of IST.

Safety:

15. SES Members will obtain pre-start details and completed an Operations Pre-Start form.
16. SES Members must work in teams of at least two.
17. SES Members may only enter the fireground per SOP 3.5.16:

At no time will personnel enter the fireground, unless deemed safe to do so by the Incident Controller and agreed to by the direct line manager of the personnel. The direct line manager will be the VLO or Taskforce Leader at the incident. If these positions have not been filled, approval should be through:

 - a) The SES District Officer at the incident; or
 - b) The Regional Duty Coordinator

Officer Recommendation:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bush Fire Advisory Committee receives the draft Standard Operating Procedure for the use of the Incident Support Trailer and makes no further comment to the Donnybrook SES

Moved: B Dix

Seconded: P Davis

CARRIED 11/0

10.6 HIGH SEASON APPLIANCES AND DEPLOYMENTS

Throughout the 2019/20 Bushfire Season a number of Shire of Donnybrook Balingup Bush Fire Brigade volunteers informally expressed a desire to be included on regional and intrastate

deployments, due to the number of personal development and networking opportunities that exist.

Each October, DFES requests expressions of interest for suitably qualified and experienced volunteers to participate in intrastate, interstate and international deployments, should the need arise.

The process and eligibility criteria associated with deployments is outlined in DFES' Operational Deployment 2.4'.

The following minimum criteria exist for Bush Fire Service Volunteers:

- Completion of VFF1 Pathway; and
- 4 years firefighting experience.

Eligible volunteers are required to complete DFES' Deployment Register Nomination Form, which is then to be authorised by:

- 1 Brigade Captain
- 2 Local Government Representative – CESM in consultation with CBFCO
- 3 DFES Officer responsible for that Local Government (DO Nelson)

In addition to this, the Shire of Donnybrook Balingup has made application to DFES for use of a High Season Appliance in an attempt to meet the wants of volunteers wishing to participate in deployments, whilst ensuring that the Shire of Donnybrook Balingup remains appropriately resourced throughout the High Threat Period.

Should the Shire be successful in its application, it is anticipated that Bush Fire Service Volunteers that meet DFES' deployment criteria and wish to participate in intrastate deployments will be able to crew the appliance as required.

Officer's Recommendation:

BUSHFIRE ADVISORY COMMITTEE RESOLUTION:

That the Bush Fire Advisory Committee notes DFES' Directive 2.4 - Operational Deployment and associated deployment nomination process.

Moved: P Davis

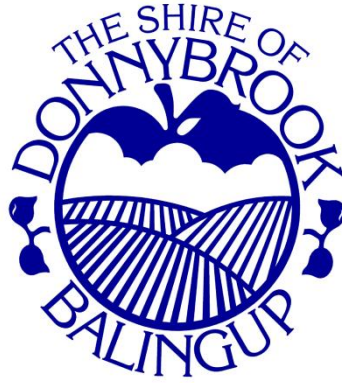
Second: T McNab

CARRIED 11/0

11. CLOSURE OF MEETING

The date of the next Bushfire Advisory Committee Meeting will be advised.

The Chairperson declared the meeting closed at 19:49.



**AUDIT AND RISK MANAGEMENT COMMITTEE MEETING
MINUTES**

Thursday 12 November 2020

5.00pm

Shire of Donnybrook Balingup Council Chambers, Donnybrook

A handwritten signature in black ink, appearing to read 'BGR' followed by a flourish.

**Ben Rose
Chief Executive Officer**

13 November 2020

Disclaimer

Please note the items and recommendations in this document are not final and are subject to change or withdrawal.

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SHIRE OF DONNYBROOK BALINGUP
AUDIT AND RISK MANAGEMENT COMMITTEE MINUTES

Held at the Council Chambers
Thursday 12 November at 5.00pm

1 DECLARATION OF OPENING

Chairperson – Acknowledgment of Country

The Chairperson acknowledged the traditional custodians of the land, the Wardandi People of the Noongar Nation, paying respects to Elders, past and present and emerging.

The Chairperson declared the meeting open at 5pm and welcomed the members of the committee.

2 ATTENDANCE

MEMBERS PRESENT

COUNCILLORS	STAFF
Cr Leanne Wringe Cr Chaz Newman	Paul Breman – EMCC Jaimee Earl – AOES (Minute Taker)
EXTERNAL MEMBERS	GUEST
Mr Ian Telfer – Chairperson Ms Carly Anderson	

2.1 APOLOGIES

Cr Jackie Massey (Deputy Shire President)
Ben Rose – Chief Executive Officer
Cr Brian Piesse – Shire President (Ex-Officio)

2.2 APPROVED LEAVE OF ABSENCE

Nil

3 ANNOUNCEMENTS FROM CHAIRPERSON

Nil

4 DECLARATION OF INTEREST

Division 6: Sub-Division 1 of the *Local Government Act 1995*. Care should be taken by all Committee Members to ensure that a financial/impartiality interest is declared and that they refrain from voting on any matter, which is considered to come within the ambit of the Act.

Nil.

5 CONFIRMATION OF MINUTES

Minutes of the Audit and Risk Management Committee meeting held 15 October 2020 are attached (Attachment 5(1)).

EXECUTIVE RECOMMENDATION

That the Minutes of the Audit and Risk Management Committee meeting held 15 October 2020 be confirmed as a true and correct record.

COMMITTEE RESOLUTION

Moved: Cr Newman

Seconded: C Anderson

That the Minutes of the Audit and Risk Management Committee meeting held 15 October 2020 be confirmed as a true and correct record.

CARRIED 4/0

6 REPORTS OF OFFICERS

6.1 AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	N/A
Author	Maureen Keegan – Manager Executive Services
Responsible Manager	Paul Breman – Executive Manager Corporate and Community
Attachments	6.1(1) Audit and Risk Management Committee Charter November 2020
Voting Requirements	Simple Majority

Recommendation
That the Committee receive the Audit and Risk Management Committee Charter adopted by Council at the October 2020 Ordinary Council Meeting.

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	4.1	A strategically focused, open and accountable government
Strategy	4.1.1	Provide accountable and strategic leadership
Action	4.1.1.3	Review Council, Committee and Working Group governance structures and meeting programs

REPORT DETAILS

Council at the 28 October Ordinary Meeting of Council adopted the reviewed Audit and Risk Management Committee Charter (Charter), resolution below.

That Council:

- 1. Review and accept the amendments to the Audit and Risk Management Committee Charter July 2019 in accordance with the attached reviewed Charter; and***
- 2. Adopt the reviewed Audit and Risk Management Committee Charter, with the exception that all references to Internal Audit functions are retained.***

The final Charter is provided at attachment 6.1(1) for the Committees information.

FINANCIAL IMPLICATIONS

Not applicable.

POLICY COMPLIANCE

Council Policy 1.15 – Committee Membership

STATUTORY COMPLIANCE

Local Government Act 1995 (S7.1(A))

CONSULTATION

Not applicable.

OFFICER COMMENT/CONCLUSION

The Charter will be reviewed biannually with the next review due 2022.

COMMITTEE RESOLUTION

Moved: Cr Newman

Seconded: C Anderson

That the Committee receive the Audit and Risk Management Committee Charter adopted by Council at the October 2020 Ordinary Council Meeting.

CARRIED 4/0

6.2 SUMMARY OF OFFICE OF THE AUDITOR GENERAL PERFORMANCE AUDITS

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	N/A
Author	Maureen Keegan – Manager Executive Services
Responsible Manager	Paul Breman, Executive Manager Corporate and Community
Attachments	6.2(1) Summary of the OAG Performance Audit findings Report
Voting Requirements	Simple Majority

Recommendation
<p>That the Committee recommend Council to:</p> <ol style="list-style-type: none"> 1. Receive the Recommendations and Findings from the Office of the Auditor General published Performance Audit Reports. 2. Request the Chief Executive Officer to prepare a matrix with Shire of Donnybrook Balingup response to each finding and present to a future Audit and Risk Management Committee Meeting.

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	4.2	A respected, professional, and trusted organisation
Strategy	4.2.1	Effective and efficient operations and service provision
Action	4.2.1.4	Demonstrate sound financial planning and management

REPORT DETAILS

Throughout 2018 – 2020 the Office of the Auditor General has undertaken performance audits of a sample of Local Governments in WA pertaining to several focus areas, the Shire of Donnybrook Balingup has not been selected as a participant in the audits to date.

The focus areas for the Performance Audits has been:

- Fraud Prevention in Local Government
- Local Government Building Approvals
- Management of Supplier Master Files

- Records Management in Local Government
- Waste Management Service Delivery
- Regulation of Consumer Food Safety Local Governments
- Local Government Contract Extensions and Variations
- Information Systems Audit Report 2020
- Local Government Procurement
- Controls over Corporate Credit Cards
- Timely Payment to Suppliers
- Verifying Employee identity and credentials.

On completion of the Performance Audits, a report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*. A summary of all recommendations and Key Findings is attached (attachment 6.2(1)) and the individual reports can be accessed at <https://audit.wa.gov.au/>.

Each report provided Key Findings from the audits and recommendations relevant to all local governments.

FINANCIAL IMPLICATIONS

Not Applicable.

POLICY COMPLIANCE

Not Applicable.

STATUTORY COMPLIANCE

Section 25 of the *Auditor General Act 2006*

CONSULTATION

Not applicable.

OFFICER COMMENT/CONCLUSION

The OAG Performance Audit Reports provide a baseline for the Audit and Risk Management Committee to review the Shires status of compliance.

The attached Summary will be updated to provide the Committee with the Shires status and comments for presentation at a future Audit and Risk Management Committee Meeting.

OUTCOME OF MEETING

COMMITTEE RECOMMENDATION

Moved: Cr Wringe

Seconded: C Anderson

That the Committee recommend Council to:

1. Receive the Recommendations and Findings from the Office of the Auditor General published Performance Audit Reports.
2. Request the Chief Executive Officer to prepare a matrix with Shire of Donnybrook Balingup response to each finding and present to a future Audit and Risk Management Committee Meeting.

AMENDMENT

Moved: Cr Newman

Seconded: Cr Wringe

That the Committee recommend Council to:

1. Receive the Recommendations and Findings from the Office of the Auditor General published Performance Audit Reports.
2. Request the Chief Executive Officer to prepare a matrix with Shire of Donnybrook Balingup response to each finding and present for consideration by the Audit and Risk Management Committee prior to the February 2021 Ordinary Council Meeting.
3. Request the Chief Executive Officer to prepare an item for consideration by the Audit and Risk Management Committee prior to the February 2021 Ordinary Council Meeting, to engage a suitably qualified person/organisation to undertake an Internal Audit function for the Shire of Donnybrook Balingup. The item is to identify an estimate of the employment/contract term and the indicative costs to allow Council to consider options for funding this function.

CARRIED 4/0

COMMITTEE RESOLUTION

Moved: Cr Wringe

Seconded: C Anderson

That the Committee recommend Council to:

- 1. Receive the Recommendations and Findings from the Office of the Auditor General published Performance Audit Reports.**
- 2. Request the Chief Executive Officer to prepare a matrix with Shire of Donnybrook Balingup response to each finding and present for consideration by the Audit and Risk Management Committee prior to the February 2021 Ordinary Council Meeting.**
- 3. Request the Chief Executive Officer to prepare an item for consideration by the Audit and Risk Management Committee prior to the February 2021 Ordinary Council Meeting, to engage a suitably qualified person/organisation to undertake an Internal Audit function for the Shire of Donnybrook Balingup. The item is to identify an estimate of the employment/contract term and the indicative costs to allow Council to consider options for funding this function.**

CARRIED 4/0

6.3 LOCAL GOVERNMENT ACT REVIEW PANEL FINAL REPORT

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	n/a
Author	Maureen Keegan – Manager Executive Services
Responsible Manager	Paul Breman, Executive Manager Corporate and Community
Attachments	6.3(1) Local Government Act Review Panel Final Report
Voting Requirements	Simple Majority

Recommendation
<p>That the Committee recommend Council to:</p> <ol style="list-style-type: none"> 1. Receive the Local Government Act Review Panel Final Report. 2. Request the Chief Executive Officer to schedule a Workshop for the Audit and Risk Management Committee to review the 65 recommendations contained within the report to identify potential risks to the Shire.

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	4.2	A respected, professional and trusted organisation
Strategy	4.2.1	Effective and efficient operations and service provision
Action	4.2.1.2	Seek a high level of legislative compliance and effective internal controls

EXECUTIVE SUMMARY

The Audit and Risk Management Committee (Committee) is provided with Local Government Act Review Panel Final Report as information prior to a workshop to identify key risks to the Shire from the recommendations of the report.

BACKGROUND

Currently, the Local Government Act 1995 establishes the system of local government in Western Australia. It covers a wide range of features of local government and describes:

- the functions of local government
- the election of councillors

- the roles of the council and local government administration
- the framework for the administration and financial management of local government.

In 2017, the McGowan Government announced a review of the Local Government Act. The review is being undertaken by the Department of Local Government, Sport and Cultural Industries (DLGSCI) with an expert panel:

- Mr David Michael MLA, Member for Balcatta (Chair)
- Professor John Phillimore, Executive Director, John Curtin Institute of Public Policy
- Mr Graham Sansom, Adjunct Professor, Institute for Public Policy and Governance, University of Technology Sydney
- Ms Anne Wood, Partner, Kott Gunning Lawyers
- Mr Henry Zelones OAM LGM JP, former Mayor City of Armadale
- Mr Duncan Ord OAM, Director General, Department of Local Government, Sport and Cultural Industries

The current Local Government Act contains ten parts and totals 490 pages. In addition, there are 13 sets of regulations comprising a further 460 pages. This is a legislative burden on the Local Government sector and requires a significant reduction and a move to a principle over prescription approach to a new Act.

The Panel had identified 65 Recommendations that align under one of the following high-level critical elements of the report (attachment 6.3(1))

An overview of each element is detailed below.

Clear Legislative Intent

- An introductory section that acknowledges the status of local government as a sphere of government and the importance of all facets of local democracy; that recognises the rights and interests of Aboriginal peoples; that focuses on the need to enhance community wellbeing, including acceptable standards of local government service delivery for all; and that calls for open, accountable and ethical governance (refer to Attachment 1 for an example).
- A statement of the role and functions of local governments, including the power of general competence.
- Guiding principles for effective local and regional governance, complemented by more detailed policy principles in those parts of the Act for IPR, community engagement, decision-making, financial management, integrity and inter-government relations.

An Agile System

- Establishment of a Local Government Commission that brings together and extends the work of the Grants Commission and Advisory Board to promote and facilitate capacity building and continuous improvement across the sector as well as, where necessary, structural reform (including mergers and/or regional governance).
- A fresh approach to enabling structural reform, including voluntary mergers and the option of replacing merged councils with community boards (see below) – recognising that the ‘Dadour’ provisions can now be by-passed by simply extending the boundaries of one council to subsume its neighbour, and the consequent need for a new pathway for change (refer to Attachment 3 for an example).
- Expanded regional cooperation, including streamlined arrangements for the establishment of joint subsidiaries (which could then replace existing regional local governments); requirements for cooperative regional planning as part of IPR; and if necessary, a new form of ‘regional authority’ that overlays local government areas and can bring together local governments, state and federal agencies and other key stakeholders (for example Aboriginal communities) to address specific issues.
- Advancing inter-governmental relations through a set of legislated principles that could be linked to the State Local Government Partnership Agreement (refer to Attachment 4 for an example); additional consultative mechanisms if required; and arrangements for collaborative governance at the regional level (including involvement of federal agencies where appropriate).

Inclusive Local Democracy

- Specific provisions for engagement with Aboriginal peoples and communities, including new consultative mechanisms and an obligation to plan for, and where appropriate undertake, delivery of essential services to local communities.
- Four-yearly elections for all councillors, plus a continued requirement for regular ‘representation reviews’ that involve the community in consideration of electoral issues such as the number of councillors, how the mayor is elected, the use of wards and whether the councillors are sufficiently representative of the broader community.
- Re-definition of roles and responsibilities for the governing body of council (councillors working collectively), mayors, individual councillors and CEOs, coupled with the new principles for decision-making.
- More effective community engagement and governance, including a requirement for all local governments to formulate and adhere to a Community Engagement Charter and an option to establish community boards in selected localities (similar to the New Zealand model).

Smart Planning and Efficient Service Delivery

- Improved IPR, clearly positioned as the centrepiece of local governments' operations and linking strategic and corporate planning, regional cooperation, community engagement, financial management, service delivery and monitoring and reporting of outcomes.
- Increased Ratepayer Value for Money through the introduction of a Rating and Revenue Strategy to increase transparency in setting rates, fees and charges, aligning services and programs to the IPR framework, a new focus on continuous improvement and reporting on a wider set of financial and service delivery indicators.
- Modernised financial management, based on a new set of principles, and including requirements for program budgets and regular service reviews involving community consultation.
- New provisions for local and joint subsidiaries that enable local governments to play an effective role in economic and regional development, and in the case of joint subsidiaries, provide a vehicle for regional cooperation.
- Ensuring a minimum level of service from local government is available to all Western Australians

Enhanced Accountability, Self-Regulation and Integrity

- Robust accountability and self-regulation through standardised performance and annual reporting; a revamped Annual Community Meeting along the lines of a company Annual General Meeting; and the establishment of independent Audit, Risk and Improvement Committees to undertake a wide range of internal audit functions and ensure good governance and continuous improvement.
- A renewed focus on integrity through the work of Audit, Risk and Improvement Committees and the establishment of a new Office of the Independent Assessor to deal with conduct complaints (similar to the Queensland model).
- Rigorous training and professional development of mayors/presidents, councillors and CEOs.
- A new 'early intervention' framework to support local governments experiencing governance or operational problems (a variation of the Victorian model of municipal monitors).

FINANCIAL IMPLICATIONS

Not Applicable.

POLICY COMPLIANCE

Not Applicable.

STATUTORY COMPLIANCE

Not Applicable

CONSULTATION

WALGA Advocacy Position for a New Local Government Act November 2020

OFFICER COMMENT/CONCLUSION

The Report is extensive and requires the Audit and Risk Management Committee to consider each of the 65 recommendations and consider the risk to the Shire and mitigating strategies. It is recommended the Committee review and analyse the Report before participating in a workshop.

COMMITTEE RESOLUTION

Moved: C Anderson

Seconded: Cr Wringe

That the Committee recommend Council to:

- 1. Receive the Local Government Act Review Panel Final Report.**
- 2. Request the Chief Executive Officer to schedule a Workshop for the Committee to review the 65 recommendations contained within the report to identify potential risks to the Shire.**

CARRIED 4/0

6.4 INTERIM AUDIT FINDINGS YEAR ENDING 30 JUNE 2020 - UPDATE

Location	Shire of Donnybrook Balingup
Applicant	Shire of Donnybrook Balingup
File Reference	
Author	Paul Breman, Executive Manager Corporate and Community
Responsible Manager	Paul Breman, Executive Manager Corporate and Community
Attachments	Update of the 2019-20 Interim Audit Findings and Recommendations
Voting Requirements	Simple Majority

Recommendation
<p>That the Committee receive an update on the progress with implementing the interim audit results and recommendation for the year ending 30 June 2020, as contained in a letter from the Office of the Auditor General dated 25 September 2020.</p>

STRATEGIC ALIGNMENT

The following outcomes from the Corporate Business Plan relate to this proposal:

Outcome	4.2	A respected, professional, and trusted organisation
Strategy	4.2.1	Effective and efficient operations and service provision
Action	4.2.1.4	Demonstrate sound financial planning and management

EXECUTIVE SUMMARY

This report provides an update to the Audit and Risk Management Committee on the progress with implementing the interim audit results.

BACKGROUND

In addition to an end of financial year audit, the Auditors contracted by the Office of the Auditor General (OAG) conduct an Interim Audit to ensure financial systems, controls and procedures are in place and ready for the final Audit.

If areas for improvement or non-compliance exist at the time of the interim Audit, these matters are reported as interim audit findings and recommendations.

The Interim Audit was conducted from 9 and 10 June 2020 by two staff from AMD. The annual audit is now being undertaken by the OAG who has contracted AMD to undertake the procedures under their supervision.

The draft interim audit findings were provided to the Shire on 10 August 2020 for an initial response. The Management responded on 28 August 2020, to the draft findings with comments and the final report and findings were received on the 30th September 2020.

Details of the advice and recommendation from the Auditor was presented to the Audit and Risk Management Committee at a meeting in October 2020.

Progress has been made in implementing the recommendations and this progress is now presented to the Audit and Risk Management Committee for their information.

FINANCIAL IMPLICATIONS

Not Applicable.

POLICY COMPLIANCE

Not Applicable.

STATUTORY COMPLIANCE

Local Government Act 1995 Division 5 — Annual reports and planning 5.53. Annual reports

- (1) The local government is to prepare an annual report for each financial year.
- (2) The annual report is to contain —
 - (a) a report from the mayor or president; and
 - (b) a report from the CEO; and [(c), (d) deleted]
 - (e) an overview of the plan for the future of the district made in accordance with section 5.56, including major initiatives that are proposed to commence or to continue in the next financial year; and
 - (f) the financial report for the financial year; and
 - (g) such information as may be prescribed in relation to the payments made to employees; and
 - (h) the auditor's report prepared under section 7.9(1) or 7.12AD(1) for the financial year; and

Division 3 — Conduct of audit 7.9. Audit to be conducted

- (1) An auditor is required to examine the accounts and annual financial report submitted for audit and, by the 31 December next following the financial year to which the accounts and report relate or such later date as may be prescribed, to prepare a report thereon and forward a copy of that report to —
 - (a) the mayor or president; and
 - (b) the CEO of the local government; and

(c) the Minister.

7.12AD. Reporting on a financial audit

(1) The auditor must prepare and sign a report on a financial audit. Local Government (Audit) Regulations 1996 16.

Functions of audit committee

An audit committee has the following functions —

- (a) to guide and assist the local government in carrying out —
 - (i) its functions under Part 6 of the Act; and
 - (ii) its functions relating to other audits and other matters related to financial management.

- (b) to guide and assist the local government in carrying out the local government's functions in relation to audits conducted under Part 7 of the Act;

- (c) to review a report given to it by the CEO under regulation 17(3) (the CEO's report) and is to —
 - (i) report to the council the results of that review; and
 - (ii) give a copy of the CEO's report to the council;

- (d) to monitor and advise the CEO when the CEO is carrying out functions in relation to a review under —
 - (i) regulation 17(1); and
 - (ii) the Local Government (Financial Management) Regulations 1996 regulation 5(2)(c);

- (e) to support the auditor of the local government to conduct an audit and carry out the auditor's other duties under the Act in respect of the local government.

- (f) to oversee the implementation of any action that the local government —
 - (i) is required to take by section 7.12A(3); and
 - (ii) has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
 - (iii) has accepted should be taken following receipt of a report of a review conducted under regulation 17(1); and
 - (iv) has accepted should be taken following receipt of a report of a review conducted under the Local Government (Financial Management) Regulations 1996 regulation 5(2)(c);

- (g) to perform any other function conferred on the audit committee by these regulations or another written law.

CONSULTATION

Not applicable.

OFFICER COMMENT/CONCLUSION

A summary of the report received from the Office of Auditor general along with comments as to the and the progress made to date on implementing the recommendations in the 2019-20 interim audit findings is attached 6.4(1) as information.

COMMITTEE RESOLUTION

Moved: Cr Newman

Seconded: Cr Wringe

That the Committee receive an update on the progress with implementing the interim audit results and recommendation for the year ending 30 June 2020, as contained in a letter from the Office of the Auditor General dated 25 September 2020.

CARRIED 4/0

7 CLOSURE

The Chairperson declared the meeting closed at 5.48pm.

Garry Hatch
President
Mumballup V.B.F.B.
5/12/19

Attention: CESM
Jesse Cooper

Dear Jesse,

I am writing to alert you and the Shire, to an incident which occurred over the weekend of Sat. Nov 30 and Sun. Dec 1st at the Glen Mervyn Dam.

On the Saturday night, there was, allegedly, a quite serious confrontation between some "locals" and a group from Perth, who were all camping at the Glen Mervyn Dam.

The alleged altercation occurred when the "local" campers took umbrage at the Perth campers lighting several campfires.

Our Captain Tony Gillespie, was alerted to the situation and visited the site on Sunday morning to investigate the situation and explain the position of the local V.B.F.B. to the Perth campers. He received a cordial and positive hearing and also was sincerely apologised to, by the Perth campers. They advised Tony that they were totally unaware of any restrictions on the lighting of campfires in the area at this time of year and said they'd seen no signage advising of any restrictions.

My request to the Shire, on behalf of the residents of the Mumballup/Noggerup, Glen Mervyn Dam areas and the local volunteer fire fighters, is that the Shire erect LARGE, sturdy signs at all entry points to the camping areas at the Glen Mervyn Dam.

This pro-active approach would hopefully then alleviate intervention by local volunteers, Shire Rangers etc when or if campers light fires in restricted periods.

Can I also suggest that similar signage be erected at the old Grimwade townsite dam and at Ironstone Gully Falls, both popular camping spots with itinerant campers.

Yours sincerely,
Garry Hatch

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
12/06/2018	Timely Payment to Suppliers	<ol style="list-style-type: none"> 1. Only 3 local governments had policies and procedures that addressed timely payment of suppliers. 2. For 13% of payments there was no valid reason why payments were later than supplier requirements or management policy/procedures. 	<p>Local governments should:</p> <ol style="list-style-type: none"> 1. have policies or procedures that clearly require payment of invoices within specified periods after receiving the invoice or after the receipt of goods and services (whichever is later) 2. ensure they improve administrative processes so that all payments are made in accordance with their policies and procedures. 3. improve recordkeeping to ensure that for all payments there are records of the date that the invoice and goods or services were received. Ideally, this information should be recorded in the financial information management system and used as a key date for determining when payments should be made. 	
7/05/2018	Controls Over Corporate Credit Cards	<ol style="list-style-type: none"> 1. Overall policies and administrative systems for managing corporate credit cards were appropriate. 2. Suitable controls were generally in place for managing credit card use, however most local governments had opportunities for improvement. 3. While local governments were reviewing credit card usage, there was inconsistent reporting to Council. 	<p>Local governments should:</p> <ol style="list-style-type: none"> a. ensure policies specify requirements for all key credit card processes b. keep adequate records of all card transactions, including information that describes the nature/purpose of the expenditure and evidence of review and approval c. cancel redundant cards in a timely manner to avoid loss and/or misuse of cards d. regularly monitor outstanding transactions to identify and follow up on long outstanding un-acquitted transactions e. ensure senior management periodically reviews credit card use, to confirm compliance with policies and to identify any abnormal trends. The results of these reviews should be documented and retained. 	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
5/10/2018	Local Government Procurement	<p>While all LGs had procurement policies and procedures, they are not always effectively and consistently used</p> <ol style="list-style-type: none"> 1. LGs do not always purchase in line with their own policy 2. All LGs had procurement policies but there is opportunity to improve 3. LGs provided staff with procurement training 4. LGs need better procurement oversight and controls 5. Controls over raising and approving purchase orders could be improved 6. LGs should strengthen processes for checking goods and services when receiving them 7. LGs had weaknesses in their segregation of duties 8. Procurement decisions and conflict of interest considerations need to be better documented 9. Exemptions from seeking quotes are regularly used, but are poorly documented and not always justified 10. Recording of tender processes and conflict of interests could be improved 	<ol style="list-style-type: none"> 1. All LGs, including those not sampled in this audit, should review their policies, processes and controls against the focus areas of our audit in Appendix 1. 2. Each LG we audited should provide an action plan to address this recommendation, table it with their Council, and make it available on their website, as per the Local Government Act 1995. 	
16/03/2019	Management of Supplier Master Files	<ol style="list-style-type: none"> 1. Most entities need to improve their policies and procedures. 2. Entities need better controls over creation and amendment of supplier records. 3. Most entities need to improve the management of their supplier master files. 4. Most entities need to formally monitor compliance with their policies on a periodic basis. 5. Conflicts of interest were not declared or effectively managed at 3 entities. 	<ol style="list-style-type: none"> 1. Entities should: <ol style="list-style-type: none"> a. have policies and procedures that include comprehensive guidance for employees to effectively manage supplier master files b. ensure that all additions or amendments to supplier master files are subject to a formal independent review to confirm validity and correctness c. regularly review employees' access to create or amend supplier master files to prevent any unauthorised access, and ensure adequate segregation of duties between those amending the master files and those approving payments d. ensure all key information is input at the time of creating a new supplier record e. apply consistent naming conventions for supplier records, to avoid suppliers being registered under multiple names f. ensure that documentary evidence is retained for all additions and amendments to supplier master files and there is a record of the reason for amending the supplier record g. include a requirement for a formal and periodic internal review to identify incomplete, incorrect, duplicate or redundant supplier records h. ensure any actual, potential or perceived conflicts of interest are declared and effectively managed, and that relevant employees are not involved in the procurement from, or management of supplier records in respect of their related suppliers. 	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
17/04/2019	Records Management in Local Government	<p>Recordkeeping plans are approved but lack supporting policies and procedures.</p> <p>1. Recordkeeping plans are current and approved.</p> <p>2. Recordkeeping plans are not supported by adequate LG policies and procedures. or</p> <ul style="list-style-type: none"> · Records are often held too long. · Important records are not properly managed. · Some records were missing or difficult to find. · Records were often stored outside records management systems. · Protection of records is mixed. · Physical records were generally well managed. · Digital records recovery could be better. <p>3. Implementation of recordkeeping plans is poor.</p> <p>4. More regular and thorough records training is needed.</p> <p>5. LGs do limited monitoring of staff records management practice.</p>	<p>All LGs, including those not sampled in this audit, should review their recordkeeping policies and procedures to ensure they adequately support their RKP.</p> <p>LGs should implement:</p> <ol style="list-style-type: none"> 1. regular and thorough records training 2. regular reviews of staff recordkeeping practices 3. timely disposal of records 4. adequate protection over digital records. 	
15/06/2019	Fraud Prevention in Local Government	<p>1. Entities have not implemented a coordinated approach to manage their fraud risks.</p> <p>1.1 Entities have not assessed their business for fraud risks.</p> <p>1.2 Entities have not planned how to manage fraud risks.</p> <p>2. Entities could make themselves more fraud resistant if they strengthen their controls.</p> <p>2.1 Entities need to raise staff awareness of fraud risks.</p> <p>2.2 Not all conflicts of interest are captured.</p> <p>2.3 More screening of employees and suppliers would help entities reduce risks.</p> <p>3. Better reporting avenues would help entities detect and respond to fraud.</p> <p>3.1 Entities need to better communicate how staff, suppliers and the public can report suspicious behaviour.</p> <p>3.1.1 Entities should include anonymous reporting options to encourage reporting.</p> <p>3.2 Entities need to better use information they receive about suspected fraud.</p>	<p>All entities should ensure they implement a coordinated approach to manage their fraud risks.</p> <p>Entities should:</p> <ol style="list-style-type: none"> 1. assess fraud risks across their business 2. develop a Fraud and Corruption Control Plan and review it at least once every 2 years 3. develop and implement a periodic fraud awareness training program for all staff 4. ensure that all conflicts of interest are recorded, assessed and appropriate management plans are in place 5. have policies and procedures in place to verify the identity and integrity of employees and suppliers 6. document clear internal processes and systems to report any potential fraud, that include anonymous reporting 7. collect and analyse information received about potential fraud to identify any trends or emerging issues. 	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
28/06/2019	Local Government Building Approvals	<p>1. LG Entities adequately assess permit application but can improve their processes.</p> <p>1.1 LG entities only issued permits when legislative requirements were met.</p> <p>1.2 Weak controls may lead to inappropriate permit approvals.</p> <p>1.2.1 Conflicts of interest are not recorded and managed transparently.</p> <p>1.2.2 Inadequate approval controls increase the rise of unauthorised issue of permits.</p> <p>2. Process and systems differ across LG entities which leads to inefficiencies</p> <p>2.1 Applications are lodged differently</p> <p>2.1 LG entities assess certified applications with varying rigour, creating uncertainty for applicants.</p> <p>2.1 Two LG entities incorrectly recorded application processing times</p> <p>3. Most permits were issued on time</p> <p>3.1 LG entities issued permits in required timeframes.</p> <p>3.2 Incomplete and incorrect applications often result in longer approval times</p> <p>3.3 Reporting of permit information could be improved</p> <p>4. LG entities do not effectively monitor and enforce compliance with permits</p> <p>4.1 LG entities carried out limited monitoring and inspections of building work</p> <p>4.2 LG entities could improve complaints processes to achieve more timely compliance</p>	<p>1. Albany, Gosnells, Joondalup and Mandurah should:</p> <p>a. require written declarations of interest from assessment staff, and ensure appropriate mitigation action is taken for any conflicts</p> <p>b. improve the transparency of their building control activities by providing information about permits, monitoring and enforcement activities, and building related complaints to B&E, community and industry stakeholders</p> <p>c. develop and implement a risk-based approach to monitor and inspect building works</p> <p>d. improve guidance to staff on how to prioritise and manage building related complaints and enforcement activities to resolve community concerns and non-compliance issues in a timely way.</p> <p>2. Joondalup and Mandurah should limit the authority and delegation to issue permits only to appropriately trained staff who assess and issue permits.</p> <p>3. Albany and Joondalup should only start, pause, and stop the clock in accordance with the requirements of the Act.</p> <p>4. B&E should consult further with LG entities and stakeholders:</p> <p>a. on ways to assist LG entities to implement consistent practices</p> <p>b. to determine if it will progress or cease development of the centralised e-lodgement and assessment system.</p>	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
4/05/2020	Local Government Contract Extensions and Variations and Ministerial Notice Not Required	<p>Policies and procedures need to be enhanced to ensure consistent application by staff</p> <p>Contract registers did not include key information for effective contract oversight</p> <p>Some entities need to improve their assessment of contractors' performance before extending contracts</p> <p>Contract variations were not always adequately explained at 2 entities</p> <p>Delegation levels were not always complied with when extending or varying contracts</p>	<p>1. All local government entities, including those not sampled in this audit, should:</p> <ul style="list-style-type: none"> a. ensure their policies and procedures include comprehensive guidance to staff on recording of contract information and management of contract extensions and variations, so that better practices are consistently applied across the organisation b. establish specific delegated authorisation limits for the approval of contract extensions and variations c. ensure their contract summaries include all key information relating to contracts. The level of information should be based on their assessment of the significance, number and complexity of their contractual arrangements d. ensure that records of key decisions are retained in accordance with their recordkeeping plans and are readily available e. improve review processes relating to contract extensions, including timely and documented reviews of contractor performance before exercising contract extension options f. ensure that contract variations are supported by adequate documentation describing the nature and reasons for the variations, including the associated cost, time and scope implications. The cumulative impact of variations on a contract should also be reviewed and an assessment made of whether a separate procurement process should be undertaken g. ensure that all contract extensions and variations are approved in accordance with approved delegations, to ensure that all contracting decisions are subject to appropriate levels of scrutiny. <p>2. Entities should review their policies and procedures against the principles in Appendix 1.</p>	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
25/06/2020	Information Systems Audit Report 2020 – Local Government Entities	<ol style="list-style-type: none"> 1. All of the audited entities had significant gaps in meeting the good practice standard across several control areas (Figure 2). Only 4 entities demonstrated that they were effective, or partially effective in at least 7 of the 14 areas 2. Security policies did not provide direction and support for information security 3. Poor controls risked network and operations security 4. Most entities had business continuity strategies, but few had tested these 5. Poor access management controls resulted in inappropriate access 6. Entities risked not effectively responding to security incidents 7. Information was at risk due to inadequate supplier management controls 8. Physical and environmental security could be improved 9. Information security controls were not considered over the lifecycle of information systems 10. Inadequate human resource security controls could threaten information security 	<p>Local government entities should:</p> <ol style="list-style-type: none"> 1. understand and assess the risks unique to their business activities and environment to inform their strategy for information security management 2. assess their controls against good practice standards to identify gaps and develop plans to improve information security. Entities can seek further guidance from other good practice standards. For instance, the Australian Cyber Security Centre maintains the Australian Government Information Security Manual¹ to assist entities in protecting their information and systems. The National Institute of Standards and Technology publishes NIST Cybersecurity Framework² to help organisations improve the management of cybersecurity risks 3. implement processes to continuously monitor and improve information security controls to ensure they meet entity needs. 	
30/06/2020	Regulation of Consumer Food Safety by Local Government Entities	<ol style="list-style-type: none"> 1. Nearly 30% of high and medium risk food business inspections were overdue 2. Record management shortcomings have reduced LG entities' ability to effectively regulate food businesses 3. LG entities did not always follow-up food safety issues consistently and enforce compliance 	<p>Local government entities should:</p> <ol style="list-style-type: none"> 1. ensure food business inspections are prioritised and carried out according to their risk classification 2. ensure changes to inspection frequencies are only made based on a documented assessment of compliance history or other urgent requirement 3. improve recordkeeping for food business inspections and compliance reporting to: <ol style="list-style-type: none"> a. better understand inspection and compliance history b. identify compliance issues and follow-up activities c. respond to emerging food safety issues 4. develop procedures and staff guidance to ensure non-compliant food businesses are followed up and Standards enforced in a consistent and timely manner 5. work with the Department of Health in the development and implementation of new electronic food safety inspection and recordkeeping systems. 	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
20/08/2020	Waste Management Service Delivery	<p>1. LG entities deliver essential waste collection and drop off services, but few are likely to meet State and community expectations to avoid and recover waste.</p> <p>2. State and local waste planning and data capture is inadequate.</p> <p>3. Wider uptake of existing better practice waste management methods could be key to improving waste recovery.</p> <p>4. The State Government has made good progress since 2016, but LG entities need more support to address local challenges.</p>	<p>The Waste Authority and Department of Water and Environmental Regulation (DWER) should work together to:</p> <ol style="list-style-type: none"> 1. provide support to LG entities by: <ol style="list-style-type: none"> a. preparing a State waste infrastructure plan to ensure alignment with the State planning framework b. identifying local Perth, Peel and regional reprocessing facility requirements and markets for recyclable materials, particularly for organic materials c. continuing to develop better practice guidance for LG entities to manage key waste streams and problematic wastes d. engaging with individual Perth, Peel and regional LG entities to help understand, identify and address their local challenges, risks and waste management requirements 2. support LG entities to improve the accuracy of their waste and recycling data in line with the Waste Data Strategy by: <ol style="list-style-type: none"> a. providing additional training and guidance for LG entities on data collection, reporting and quality control requirements b. developing and implementing appropriate controls to minimise the risk of inaccurate data supplied by contractors 3. provide LG entities with materials that explain the cost and environmental benefits of adopting a 3-bin FOGO system 4. engage with LG entities to develop consistent and regular statewide messages, education and behaviour change programs for all LG entities and contractors that align with Waste Strategy 2030 targets. Waste Authority response: Recommendations supported DWER response: Recommendations supported LG response: LG entities in our sample supported the recommendations for the Waste Authority and DWER. Full responses from LG entities for each of the recommendations, where provided, are included in Appendix 3 Implementation timeframe: December 2021 The Department of Local Government, Sport and Cultural Industries (DLGSC), Waste Authority and DWER should work together to: 5. provide guidance for LG entities to collect and publicly report consistent waste and recovery financial and performance data. DLGSC response: Recommendation supported Waste Authority response: Recommendation supported DWER response: Recommendation supported LG response: LG entities in our sample supported the recommendations for the Waste Authority and DWER. Full responses from LG entities for each of the recommendations, where provided, are included in Appendix 3 Implementation timeframe: progressively through to December 2022 LG entities should: 6. provide regular community updates on efforts to recover waste and meet Waste Strategy 2030 targets and seek community feedback where appropriate 	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
			<p>7. consider preparing waste plans, which demonstrate how the LG will contribute to relevant Waste Strategy 2030 headline strategies. These plans should be publicly available</p> <p>8. include performance measures in contracts with service providers to recover more waste without adding significant costs</p> <p>9. consider preparing waste plans, which demonstrate how the LG will contribute to relevant Waste Strategy 2030 headline strategies. These plans should be publicly available</p> <p>8. include performance measures in contracts with service providers to recover more waste without adding significant costs</p> <p>10. consider providing incentives for the community to minimise waste production. LG response: LG entities in our sample generally agreed with the recommendations and indicated that they were preparing waste plans and considering initiatives to improve waste management and help achieve Waste Strategy 2030 targets. Full responses from LG entities for each of the recommendations are included in Appendix 3</p>	

Summary of the Office of the Auditor General Findings by Report

Report Date	Report Title	Key Findings	Recommendations	Shire of Donnybrook Balingup Comments
June 2018-19	Verifying Employee Identity and Credentials	<p>1. Only 3 entities had policies for verifying employee identity and credentials.</p> <p>2. There were many instances where staff identity or eligibility to work in Australia was not checked.</p> <p>3. Reference checks were not done for more than half the new employees tested.</p> <p>4. Some entities were not consistently obtaining work with children checks.</p> <p>5. Entities need to improve how they monitor existing employees for change in their status</p>	<p>Public sector entities should:</p> <ol style="list-style-type: none"> 1. have approved policies and procedures for verifying employee identity and credentials which cover: <ul style="list-style-type: none"> • using a 100-point identity check • criminal background checks, based on the risks associated with the position • periodic monitoring of existing employees 2. assess the positions which may require a criminal background or working with children check and ensure that these requirements are clearly documented in position description forms 3. for high risk positions, or positions where there is an ongoing requirement to hold a licence or professional qualification, obtain regular declarations from employees that there is no significant change in their circumstances 4. ensure that sufficient documentary evidence is obtained prior to appointment which supports an employee's <ul style="list-style-type: none"> • identification and right to work in Australia • professional qualifications and memberships • criminal background or capacity to work with children (where necessary) 5. perform appropriate referee checks for all potential employees and ensure that all employees' reference checks are retained in their employee or recruitment file 6. develop a procedure for monitoring the expiry dates of licences, certificates or working with children checks so that they can be followed up with the employee close to expiry date 7. perform periodic criminal background checks for positions which require it. <p>Under section 7.12A of the Local Government Act 1995, all sampled entities are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. This action plan should address the points above, to the extent that they are relevant to their entity, as indicated in this report.</p>	



Local Government Review Panel

Final Report

Recommendations for a new Local Government Act
for Western Australia

May 2020



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FOREWORD

‘Rates, Roads and Rubbish’ was a catch-cry I heard frequently when I was elected to Local Government 15 years ago. This ‘Roads Boards’ viewpoint was not appropriate then, and is certainly not fit-for-purpose for Western Australian communities in 2020 and into the future.

Since the 1995 Act was proclaimed, our society and the technologies we use continue to change at an unstoppable pace, and with this change, community needs and expectations of local government are also increasing. These demands on the sector will continue to expand, especially in the aftermath of, and recovery from, the COVID-19 pandemic.

The recommendations in this review are a road-map to more agile and inclusive local governments, with a clear purpose to deliver for the enhanced wellbeing of their communities.

A new legislative framework that ensures community consultation and integrated planning is a centrepiece of a local government’s operations, as well as an emphasis on regional and intergovernmental collaboration.

The recommended renewed focus on integrity, self-regulation and accountability will give local governments the tools to ensure good governance and continuous improvement.

An Act based on this report would prepare local governments in Western Australia not just for the challenges of today, or the next few years, but for the long-term, and would put them in good stead to continue to foster healthy, connected and engaged local communities.

Thank you to the many contributors to this report, including those in the sector and community who made a submission or otherwise assisted in the process.

I especially thank panel members for their significant individual contributions, as well as the secretariat at the Department who supported the panel with high quality research and assistance, as without their diligence, this report would not have been possible.

David Michael MLA
Chair



BACKGROUND

In 2017 the McGowan Government announced a review of the *Local Government Act 1995*. This is the most significant and comprehensive reform of local government legislation conducted in more than two decades. The objective is for Western Australia to have a new, modern Act that empowers local governments to better deliver for the community. The vision is for local governments to be agile, smart and inclusive.

Given the breadth of matters covered by the Local Government Act, a staged approach to the review has been adopted:

- Stage one: priority reforms
- Stage two: wide ranging reforms

The majority of the stage one priority reforms are now in place following the passage of the *Local Government Legislation Amendment Act 2019*. These reforms include:

- A new gift framework for elected members;
- A mandatory online induction for all candidates;
- Universal training for elected members;
- Changes to the Standards Panel; and
- Easier access to information to provide greater transparency to the community.

The remaining priority reforms which are expected to be implemented later this year include:

- New mandatory code of conduct for elected members, committee members and candidates;
- Best practice standards for Chief Executive Officer (CEO) recruitment, performance review and early termination; and
- Further transparency measures.

Extensive community consultation was conducted on stage two topics between September 2018 and March 2019 by the Department of Local Government, Sport and Cultural Industries (the Department) with the input of a stakeholder reference group.

More than 3,000 survey responses and written submissions were received from community members, ratepayer associations, industry groups, local governments, elected members, and peak bodies.

After this significant community and sector consultation to better understand the issues confronting local government, the areas in need of reform and possible options for reform, a panel of experts was formed to provide more detailed consideration and to develop policy responses to guide the development of the new Act. The role of the Panel was to guide the review's strategic direction and to consider and recommend high level guiding principles of the new Act.



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The members of the Panel are:

- Mr David Michael MLA, Member for Balcatta (Chair)
- Professor John Phillimore, Executive Director, John Curtin Institute of Public Policy
- Mr Graham Sansom, Adjunct Professor, Institute for Public Policy and Governance, University of Technology Sydney
- Ms Anne Wood, Partner, Kott Gunning Lawyers
- Mr Henry Zelones OAM LGM JP, former Mayor City of Armadale
- Mr Duncan Ord OAM, Director General, Department of Local Government, Sport and Cultural Industries

Commencing in November 2019, the Panel formally met on nine occasions. In addition, invitations were extended to a range of organisations to provide advice and test ideas at separate roundtables.

It should be noted that an overwhelming majority of recommendations were agreed to unanimously by all members of the panel, with only a small number either having a minority of panellists expressing an opposing view or excluding themselves due to a potential conflict of interest.

Meetings were structured around the following six broad topic areas:

1. A Vision for Local Government
2. Planning for a New Local Government Act
3. Supporting Communities and Local Democracy
4. Growing the Economy
5. Sustainable Service Delivery
6. Building Trust and Integrity

This report reflects the work of the Panel. It is divided into two sections: Part A provides the strategic overarching direction, with Part B outlining the Panel's detailed recommendations within that framework.



PART A – THE STRATEGIC FRAMEWORK

The Minister asked the Panel members to consider and recommend overarching, high-level directions for local government that would flow into policies and principles to guide the development of a ‘new’ Local Government Act. This Part of the Panel’s report sets out a strategic framework for the new Act that addresses not only the underlying issues identified when the Panel began its work, but crucially the emerging imperatives that flow from the COVID-19 crisis and its aftermath.

Why a ‘New’ Act?

When the Western Australia Government launched the Local Government Act Review its objectives were to produce ‘a new, modern Act that empowers local governments to better deliver for the community’, and that local government should be ‘Agile, Smart and Inclusive’. Those objectives remain valid, but there is now also the question of how they can and should be pursued in the aftermath of COVID-19.

Western Australia’s system of local government has remained largely unchanged for several decades. Even before the COVID-19 crisis, local governments demonstrated the full spectrum of capacities and behaviours, ranging from outstanding to good, to average, to, in a few cases, poor. This is not surprising given the very large number of local governments and their variable size and capacity. Many have responded positively and swiftly to the crisis with initiatives to support local communities and businesses – through rate freezes, waiving of fees, increased flexibility in dealing with planning applications, and so on – complementing the State government’s initiatives. However, the crisis has also highlighted the system’s limited capacity, sustainability and resilience. Rather than being a crucial and reliable source of support to communities, many local governments themselves require considerable funding from other levels of government simply to perform their basic statutory obligations and keep their operations running, rather than to expand services.

Having numerous local governments, including a majority that are small in terms of population and/or area and that lack financial and human resources, also makes the system cumbersome and costly to operate. In addition to financial support, local government requires significant State Government resources for oversight, advice, capacity building and regulation, including interventions to ensure good governance.

Further areas of concern are the generally low levels of community participation and regional cooperation. Local government should be truly the level of government ‘closest to the people’, but the system of voluntary, first-past-the-post voting attracts only a low turnout at elections, and the extent to which many councils can be considered to be properly representative of their diverse communities can be questioned. At the same time, only limited use is being made of opportunities for local governments to share information, skills and resources at a regional level, and to undertake collaborative planning and service delivery.

So, can local government in Western Australia ‘better deliver for the community’ without fundamental change? Is it sufficient for councils simply to perform their current functions more efficiently and effectively? What sort of local government will be needed to tackle a slow and fragile post-COVID-19 recovery and to play a valued ongoing role in advancing community wellbeing and regional development?



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The Panel's view is that the new Act must address these questions and underpin a program of systemic reform to ensure that local government can meet the needs of communities in what may well be a very different operating environment. The Act itself must be truly renewed. It should look and feel different, 'tell the story' of change, and outline a fresh agenda. The Panel's package of key reforms is set out below.

What Sort of 'New' Act?

Local Government Acts are among the most lengthy and complex pieces of legislation in any jurisdiction. As a result, their strategic intent and important linkages between different sections of the Act can easily be lost in the mass of detail. Currently the 1995 Western Australia Act and Regulations run to more than 700 pages, while there are also elements of the *Local Government (Miscellaneous Provisions) Act 1960* that are still operational.

Some jurisdictions have tackled this problem by having multiple Acts: Queensland has a separate Electoral Act; New Zealand has a separate Rating Act; British Columbia has a 'Community Charter' that deals with key elements of local democracy and complements the Local Government Act.

So, what should a new Western Australian Act look like? How can it 'tell a story' rather than swamp the reader (and the sector) with a torrent of regulatory detail? The Panel proposes the following:

- Start with an introductory section that sets the tone – the Northern Territory Act offers an excellent example of how this can be done (refer to **Attachment 1**).
- Structure the new Act around strategic issues and the ways in which local government relates to its communities and partners, rather than the mechanics of local administration.
- Include sets of principles that offer guidance on how key objectives of the new Act should be pursued.
- Shorten the main text considerably (aim for at least a 50% reduction) by consigning regulatory detail to schedules or a separate 'operations' Act (the Panel was advised that extensive use of schedules may be inconsistent with current drafting practice).
- Incorporate new measures to expand self-regulation (notably independent Audit, Risk and Improvement Committees) as part of a flexible regulatory regime that can respond quickly to unexpected circumstances (such as COVID-19).
- Minimise the use of Regulations (which tends to enable more extensive and detailed oversight and intervention, and which requires time-consuming parliamentary drafting) by providing standardised guidelines and model codes, charters and local laws. Local governments could modify these 'minimum' provisions but would have to justify significant departures from them to the Joint Standing Committee on Delegated Legislation.

Moving Quickly

The current direction of the review, reflected in the initial instructions to the Panel, is for a complete re-write of the existing Local Government Act. However, experience in other States indicates that will require more resources than appear available at present and take a very long time, and that bold new directions may get lost along the way. The Panel is therefore of the view that the Government's objectives could best be achieved by developing the new Act in two stages, focusing first on a limited number of strategic elements (such as overarching principles, building the sector's capacity, Integrated Planning and Reporting (IPR), and enhanced accountability), while leaving matters of operational detail (a number of which require further investigation) until later.



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The Panel also believes that the Government needs to legislate as soon as possible in order to strengthen local government's capacity for the post-COVID-19 recovery and likely ongoing changes in its operating environment. While it appreciates that resources are currently focused on short-term responses to the impact of COVID-19, the Panel's assessment is that a substantial package of strategic changes to the Local Government Act is required within months, not years. This could be done in one of three ways:

- (a) Amend and restructure the existing Local Government Act to bring together its key strategic elements as a 'front end', but leaving most of its provisions unchanged for the time being;
- (b) A new 'framework' Act initially limited to essential changes, but which would later progressively absorb updated material from the current Act (along the lines of the approach taken previously when the *Local Government Act 1995* and the *Local Government (Miscellaneous Provisions) Act 1960* replaced the *Local Government Act 1960*); or
- (c) A permanent 'companion' Act to the current Act that deals with 'high-level directions' (similar to the approach taken in British Columbia with its 'Community Charter' Act).

The decision on how to proceed is of course one for Government and will depend on several factors including other Parliamentary priorities. On balance, the Panel favours options (b) or (c), which most decisively reflect the Government's commitment to produce a 'new' Act – something that 'looks and feels' different. The risk with option (a) is that it could become too complex and might boil down to just a series of amendments scattered through hundreds of pages of existing provisions, without clearly setting out a fresh agenda. This is what happened after the 2013 review in New South Wales.

The High-Level Package

The critical high-level elements of the legislative package proposed by the Panel are detailed below. These elements need to be drafted and juxtaposed in a new or restructured Act or Acts in such a way that the inter-relationships between them are made clear. In several instances supportive policy statements will be essential to convey fully Government's intentions.

Clear Legislative Intent

- **An introductory section** that acknowledges the status of local government as a sphere of government and the importance of all facets of local democracy; that recognises the rights and interests of Aboriginal peoples; that focuses on the need to enhance community wellbeing, including acceptable standards of local government service delivery for all; and that calls for open, accountable and ethical governance (refer to **Attachment 1** for an example).
- **A statement of the role and functions of local governments**, including the power of general competence (refer to **Attachment 2** for an example of the functions of a local government).
- **Guiding principles** for effective local and regional governance, complemented by more detailed policy principles in those parts of the Act for IPR, community engagement, decision-making, financial management, integrity and inter-government relations.



An Agile System

- **Establishment of a Local Government Commission** that brings together and extends the work of the Grants Commission and Advisory Board to promote and facilitate capacity building and continuous improvement across the sector as well as, where necessary, structural reform (including mergers and/or regional governance).
- **A fresh approach to enabling structural reform**, including voluntary mergers and the option of replacing merged councils with community boards (see below) – recognising that the ‘Dadour’ provisions can now be by-passed by simply extending the boundaries of one council to subsume its neighbour, and the consequent need for a new pathway for change (refer to **Attachment 3** for an example).
- **Expanded regional cooperation**, including streamlined arrangements for the establishment of joint subsidiaries (which could then replace existing regional local governments); requirements for cooperative regional planning as part of IPR; and if necessary, a new form of ‘regional authority’ that overlays local government areas and can bring together local governments, state and federal agencies and other key stakeholders (for example Aboriginal communities) to address specific issues.
- **Advancing inter-governmental relations** through a set of legislated principles that could be linked to the State Local Government Partnership Agreement (refer to **Attachment 4** for an example); additional consultative mechanisms if required; and arrangements for collaborative governance at the regional level (including involvement of federal agencies where appropriate).

Inclusive Local Democracy

- **Specific provisions for engagement with Aboriginal peoples and communities**, including new consultative mechanisms and an obligation to plan for, and where appropriate undertake, delivery of essential services to local communities.
- **Four-yearly elections for all councillors**, plus a continued requirement for regular ‘representation reviews’ that involve the community in consideration of electoral issues such as the number of councillors, how the mayor is elected, the use of wards and whether the councillors are sufficiently representative of the broader community.
- **Re-definition of roles and responsibilities** for the governing body of council (councillors working collectively), mayors, individual councillors and CEOs, coupled with the new principles for decision-making.
- **More effective community engagement and governance**, including a requirement for all local governments to formulate and adhere to a Community Engagement Charter and an option to establish community boards in selected localities (similar to the New Zealand model).



Smart Planning and Efficient Service Delivery

- **Improved IPR**, clearly positioned as the centrepiece of local governments' operations and linking strategic and corporate planning, regional cooperation, community engagement, financial management, service delivery and monitoring and reporting of outcomes.
- **Increased Ratepayer Value for Money** through the introduction of a Rating and Revenue Strategy to increase transparency in setting rates, fees and charges, aligning services and programs to the IPR framework, a new focus on continuous improvement and reporting on a wider set of financial and service delivery indicators.
- **Modernised financial management**, based on a new set of principles, and including requirements for program budgets and regular service reviews involving community consultation.
- **New provisions for local and joint subsidiaries** that enable local governments to play an effective role in economic and regional development, and in the case of joint subsidiaries, provide a vehicle for regional cooperation.
- **Ensuring a minimum level of service** from local government is available to all Western Australians

Enhanced Accountability, Self-Regulation and Integrity

- **Robust accountability and self-regulation** through standardised performance and annual reporting; a revamped Annual Community Meeting along the lines of a company Annual General Meeting; and the establishment of independent Audit, Risk and Improvement Committees to undertake a wide range of internal audit functions and ensure good governance and continuous improvement.
- **A renewed focus on integrity** through the work of Audit, Risk and Improvement Committees and the establishment of a new Office of the Independent Assessor to deal with conduct complaints (similar to the Queensland model).
- **Rigorous training and professional development** of mayors/presidents, councillors and CEOs.
- **A new 'early intervention' framework** to support local governments experiencing governance or operational problems (a variation of the Victorian model of municipal monitors).



PART B – DETAILED RECOMMENDATIONS

Clear Legislative Intent

Introduction

1. The Panel recommends that the new Act be structured and drafted in such a way as to highlight the key strategic elements set out in Part A of this report, and that further consideration be given to the ‘two Acts’ options presented in Part A, at least as a transitional measure.

The basis for this recommendation was explained in Part A. The Panel considers it essential to move decisively and as quickly as possible to strengthen the capacity and resilience of Western Australian local government, and to set a fresh agenda, particularly in light of the COVID-19 crisis and its likely aftermath.

2. The Panel recommends the following statement of intent (vision) for a new Act:

An Act to provide for a system of local government relevant to Western Australia that develops and supports sustainable, accountable, collaborative and capable local governments through democratic representation, the provision of services, opportunities and enhanced well-being for each and every community.

It was determined that the vision for local government included in a new Act should be responsive to the changing face of Western Australia’s communities. The long title of a legislative instrument is intended to provide a clear statement of the legislature’s intention. The Panel considered how a statement of intent (vision) for a local government legislative framework would meet the future needs of Western Australia’s communities and local government sector.

3. The Panel recommends the adoption of the following objectives for a new Act:

- a. Democratic and accountable local government that recognises the diversity of and within Western Australia’s communities.
- b. Recognition of the specific needs and culture of Western Australia’s Aboriginal people.
- c. Promotion and improvement of the community’s economic, social and environmental well-being.
- d. An adaptive and forward-looking legislative framework, which supports and enables councils to provide local leadership for the whole community, and to collaborate with each other and with other key stakeholders at a regional level.
- e. Open and transparent community participation in the decisions and affairs of local governments.
- f. Enhanced capability of the local government sector, with a focus on continuous improvement and sustainability.
- g. Efficient and effective service delivery and regulation that is responsive to current and future community needs.



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- h. Informed decision-making by local governments which is in the interest of their communities, within a legislative framework that supports balance and certainty in relation to the different interests of their communities.**
- i. Accountability of local governments to their communities through processes that demonstrate good governance.**
- j. Support for approaches and opportunities which foster collaboration and cooperation both within the local government sector and across all levels of Government.**

The Panel considered what the objectives for a legislative framework would be to support local governments having the agility, adaptability and flexibility to respond to changing community expectations and technology, and deliver long-term sustainability. In doing so, the Panel considered examples from across Australian jurisdictions and international best practice.

4. The Panel recommends an Act that is considerably shorter, less prescriptive and minimises the use of regulations by establishing clear principles, robust processes, model charters, guidelines and templates.

The Panel endorsed the Western Australian Local Government Association's (WALGA) call for a principles-based approach to the development of a new legislative framework.

This approach needs to be supported by robust processes for planning and decision-making, as well as model charters, guidelines and templates to set appropriate standards in areas such as establishment of subsidiaries, community engagement and local laws.

An enhanced internal audit and reporting regime is also essential to promote effective self-regulation and greater accountability to local communities (refer to Recommendation 59 regarding Audit, Risk and Improvement Committees).

5. The Panel recognises the diversity of local governments in Western Australia and supports a new Act which is responsive to this but does not recommend the adoption of a multi-tiered legislative framework.

The Panel considered the capacity and capability of Western Australia's local government sector more broadly, and the application of a legislative framework to support this.

The Panel explored having different requirements and obligations under the new Act depending on a local government's size, scale and/or demographics. However, finding the balance of what local governments should be required to do and for what reasons proved difficult. The Panel decided that a more practical approach was for the new Act to apply minimum standards to all local governments and, where applicable, to provide flexibility within the new Act that enables a diversity of obligations to be placed on or assumed by local governments dependent on their capacity and capability.



The Role and Functions of Local Government

- 6. The Panel recommends the inclusion of a statement of the role and principal functions of local governments that makes it clear their basic statutory responsibilities, retaining the overall power of general competency in the current Local Government Act.**

Communities and stakeholders need to be able to distinguish between local governments' basic statutory responsibilities for planning, service delivery and good governance on the one hand, and their discretionary activities on the other. This can be achieved by including a short statement that summarises statutory obligations. The South Australian Act offers a useful model (refer to **Attachment 2**).

The power of general competence provides significant autonomy to local governments. Under the *Local Government Act 1995* local governments are considered to be autonomous bodies established to provide for the good government of persons in their district. This general competency power is not, however, unlimited – local governments must comply with Commonwealth and State legislation.

Guiding Principles

- 7. The Panel recommends that the following overarching guiding principles are included in the new Act:**

To ensure the system of local government is sustainable, accountable, collaborative and capable, councils should:

- a. **Provide democratic and effective representation, leadership, planning and decision-making;**
- b. **Be transparent and accountable for decisions and omissions;**
- c. **Be flexible, adaptive and responsive to the diverse interests and needs of their local communities, including the traditional owners of the land;**
- d. **Consider the long term and cumulative effects of actions on future generations;**
- e. **Ensure that, as a general rule, all relevant information is released publicly, readily available and easy to understand;**
- f. **Provide services in an equitable manner that is responsive and accessible to the diverse needs of the community;**
- g. **Seek to continuously improve service delivery to the community in response to performance monitoring;**
- h. **Collaborate and form partnerships with other councils and regional bodies for the purposes of delivering cost-effective services and integrated planning, while maintaining local representation of communities and facilitating community benefit; and**
- i. **Participate with other councils and with the State and Federal government in planning and delivery of services, setting public policy and achieving regional, State and Federal objectives.**



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When developing the principles, the Panel considered the following to be important:

- Local governments should be effective, accountable and transparent institutions with inclusive processes which actively engage communities, build trust in government, and are responsive to their communities' needs;
- A collaborative approach across all levels of government to support sustainable development and effective decision making for the economic, social and environmental well-being of all Western Australians;
- A system of local government which supports continuous improvement and a highly capable local government sector, with accountable councils and administrations.
- Transparent and appropriate governance processes which uphold principles of integrity and build trust in the local government sector.



An Agile System

Establishment of a Local Government Commission

8. The Panel recommends:

- a. The Local Government Grants Commission and the Local Government Advisory Board should be combined into a single body responsible to the Minister and named the Local Government Commission, and including the functions of the Grants Commission in accordance with Commonwealth legislation.
- b. The role of the Local Government Commission should be to:
 - (i) Provide recommendations on major local government boundary changes, amalgamations and other necessary reforms;
 - (ii) Manage the distribution of Commonwealth grant funding to local governments in WA; and
 - (iii) Monitor the overall health and performance of the local government sector by identifying key issues and trends, and advise the Government and sector peak bodies accordingly.
- c. Members should be appointed to the Local Government Commission on the basis of their skills rather than as representatives.
- d. The Local Government Commission should consider the financial viability of local governments in making recommendations to the Minister.
- e. The Minister and sector peak bodies should have the power to refer matters to the Commission for assessment and advice.
- f. The Commission should play an independent role in monitoring the capacity and the financial health of the sector in collaboration with the Auditor General.
- g. Minor boundary adjustments where both local governments agree should be handled by the department.

The Panel considered that there were substantial opportunities and benefits in combining the existing Grants Commission and Advisory Board and in providing the new body with a more strategic role. The Grants Commission has access to considerable financial data on local governments and an understanding of the challenges facing the sector. This could be valuable in making recommendations to the Minister on boundary changes and other matters.

The Grants Commission's visiting program also means that it is in a position to identify and promote best practice and to identify local governments that would benefit from capacity building.

It was agreed that the new body should continue to provide recommendations on significant local government boundary changes and amalgamations, including all of those proposals where parties were not in agreement. To remove unnecessary regulatory burden, boundary changes of a minor nature which had the agreement of both local governments and the ratepayers in the affected area should be handled by the department in a streamlined process. Examples of this would be changing the responsibility for a road or park, or ensuring that a property (such as a farm) is in a single district.



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In addition to managing the distribution of Commonwealth grant funding to local governments in Western Australia and making recommendations on boundary changes, the role of the combined body should include monitoring the overall health of the sector by identifying issues and trends and advising the Minister. This combined body should be charged with providing frank and fearless advice to the Minister, the department, and local governments.

The new body should be constituted of members of varied skills, with administrative support provided by the department.

Enabling Structural Reform

9. **The Panel supports a legislative framework for a system of local government which promotes local democracy and has the in-built flexibility to enable different models of governance which facilitate community participation, provide for representation of the whole community, and for efficient and effective service-delivery for the community.**
10. **The Panel recommends that through their Partnership Agreement and the proposed Local Government Commission, State and local government consider options to facilitate structural reform that will strengthen the capacity and resilience of the local government system. Those options should include:**
 - a. **Revised processes for boundary changes and mergers.**
 - b. **Substantially increased cooperation between local governments through an enhanced model of joint subsidiaries.**
 - c. **Provision for the establishment of community boards within local government areas.**

Making specific proposals for structural reform – in particular ‘forced’ amalgamations – was beyond the Panel’s terms of reference. However, as noted in Part A of this report, the COVID-19 crisis has focused attention on the need to maximise the capacity and resilience of the *system* of local government. Various options for structural reform have a role to play, and the new Act should include measures to facilitate necessary adjustments.

The Panel sees significant flaws in the current provisions for boundary changes and amalgamations of local government areas. Procedures for minor boundary changes appear unnecessarily complex, whilst the use of the boundary change mechanism to undertake de facto amalgamations – as approved by the Supreme Court in 2014 – raises serious issues about due process. It effectively bypasses the ‘Dadour’ provisions for local referenda, which themselves can be seen as unduly restrictive when local government needs to adapt to changing circumstances.

These issues have been debated repeatedly across Australia. The Panel saw potential in the new provisions for boundary changes and mergers adopted in early 2019 in South Australia (sections 26-28). The process was negotiated with the Local Government Association. It is based on a set of principles (refer to **Attachment 3**); administered *independently* by the Grants Commission; requires detailed investigation and extensive community consultation on major boundary adjustments and amalgamations; but has no requirement for referenda.



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The new Local Government Commission proposed under Recommendation 8 could play a similar role in Western Australia, monitoring the capacity and health of the local government system, identifying action required to address any deficiencies, and handling major boundary changes. The Panel is also recommending that the structural reform 'toolkit' be augmented with an improved model of joint subsidiaries (Recommendations 14 and 39), plus a new option for establishing community boards (Recommendation 11). Robust, multi-functional joint subsidiaries could offer an alternative to amalgamations, whilst community boards could be used to maintain local identity, democracy and services in merged local government areas.

11. The Panel recommends an additional legislative option for local governments to establish community boards.

The Panel noted that with 137 local governments ranging in populations from less than 200 to over 200,000, Western Australian local governments can be either too small to meet their responsibilities, or too big to be properly representative of different localities within them, and respond adequately to varying community needs and demands. Accordingly, there is a need for mechanisms in the new Act that would, on the one hand, encourage small councils to combine their efforts 'upwards' through regional cooperation and/or mergers, and on the other, enable large councils to devolve some of their responsibilities 'downwards' in order to promote effective community governance.

The Panel concluded that the new Act should therefore include an option for local governments to establish community boards along the lines of those that have operated successfully in New Zealand for more than 30 years, but with flexibility to tailor implementation of the model to particular local circumstances. Community boards could either replace councils that have been merged into a larger entity, thus maintaining local identity and democracy in former local government areas; or be established for specific localities within a large local government area – a suburb or group of suburbs, a rural district with a distinct identity and a sense of community, a town within a large shire, a remote Aboriginal settlement, and so on.

Key features of the community boards model should include:

- Ultimate authority to rest with the 'parent' local government, which would determine the functions and budgets (if any) of boards in its area – the boards would not be incorporated as local governments in their own right.
- Empowering the Local Government Commission to require the establishment of boards as part of a merger.
- Giving local communities the right to petition the Local Government Commission for the establishment of a board.
- No requirement for boards to cover the whole of a local government area.
- Membership options ranging from a majority being locally elected to all members being appointed by the 'parent' local government after a community nomination process.
- Mechanisms for boards to advocate to the 'parent' local government on behalf of their communities, and to play a significant advisory role in planning and budgeting processes.



Expanded Regional Cooperation

12. The Panel recommends that the new Act should promote and mandate expanded regional cooperation between local governments by:

- a. Making increased collaboration a specific objective and principle.**
- b. Providing an improved model of joint (regional) subsidiaries that can be used for strategic planning, resource sharing, shared services delivery and commercial enterprises (see also Recommendations 14 and 39).**
- c. Requiring regional cooperation as part of IPR (see also Recommendation 35).**

13. The Panel recommends that consideration also be given to the potential need for a new form of ‘regional authority’ to enable collaboration on specific issues between governments and with other key stakeholders.

While there are promising signs of increasing regional cooperation between local governments for certain functions and in some parts of the state, the Panel formed the view that much more could and should be done – as proposed in WALGA’s 2008 report *The Journey: Sustainability into the Future*. The evident limitations of the current model of regional subsidiaries is a particular concern. The Panel proposes that increased collaborative working should be framed as a specific objective of the new Act: that could be realised through a streamlined model of joint subsidiaries and by adding a regional dimension to IPR, as explained under Recommendations 34 and 35.

The Panel also noted the potential need for a new form of collaborative ‘regional authority’ that overlays local government areas and can bring together local governments, state (and where necessary, federal) agencies and other key stakeholders to address specific issues. Such an arrangement might be required when regional issues, such as provision of services to remote Aboriginal communities or complex environmental management problems, exceed the scope of local governments and joint subsidiaries.

14. The Panel recommends:

- a. The regional council model is discontinued.**
- b. A flexible model of joint (regional) and single (local) subsidiaries be introduced in order to enable:**
 - (i) collaboration between local governments; and/or**
 - (ii) involvement of local government in economic development including commercial activities.**

Greater cooperation and collaboration is one way to address financial sustainability and capacity of local governments without the fear of loss of identity. The Panel noted that there are a range of areas that could potentially be delivered jointly by local governments, such as corporate services, economic development, IPR, waste management and community planning.

The current Local Government Act provides for two formal approaches: regional local governments and regional subsidiaries. The Panel recommends that there would be benefits to having only one broader legislative model of collaboration. A single flexible model could reduce complexity and provide for a more tailored compliance regime. Local governments would still have the flexibility to enter into voluntary arrangements outside of the legislated model. This would remove the regional



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local government model under the new Act, noting the need for appropriate transitional provisions for those already established.

Further discussion and recommendations on this new flexible model, including its use for economic development, can be found under Smarter Planning and Service Delivery at Recommendations 37 to 40.

Advancing Intergovernmental Cooperation

15. The Panel recommends that the new Act include a set of principles for intergovernmental relations that make clear local government's role and obligations as part of the broader system of government, and that underpin a range of ongoing arrangements such as the State Local Government Partnership.

The Panel welcomed the progress being made through the State Local Government Partnership Agreement. It appreciated the difficulty of requiring such agreements under legislation, but at the same time sees an opportunity to promote and support ongoing improvements to state-local relations by including relevant principles in the new Act. The British Columbia Community Charter Act includes a set of principles that may offer a starting point for further discussion (refer to **Attachment 4**). The Panel noted, however, that any set of principles must make clear not only the need for mutual respect, consultation and cooperation, but also local government's responsibility to see itself and act as *government*, and to accept its ongoing obligations to plan, deliver services and provide good governance as part of the broader public sector.



Inclusive Local Democracy

Relations with Aboriginal Peoples and Communities

- 16. The Panel recommends that the new Act recognises the unique status of Aboriginal people as traditional owners of the land and ensures that they are empowered to engage in decision-making in their local communities.**
- 17. The Panel recommends that further consideration is given to the manner of recognition, and the options for inclusion, engagement and shared decision making between local governments and Aboriginal communities, through consultation with the Department of Premier and Cabinet and the Aboriginal Advisory Council of Western Australia, and with reference to practices in other states, the Northern Territory and New Zealand.**

The Panel identified a need for the new Act to include specific provisions for engagement with Aboriginal peoples and communities, including new consultative mechanisms and an obligation to plan for, and where appropriate undertake, delivery of essential services to local communities.

The Panel noted that while legislative statements mandating general recognition of the diversity of communities are common in the local government context, statements recognising the unique role of Aboriginal people in the community and the potential role of local government in partnering to achieve outcomes are less common in local government legislation in Australian State jurisdictions.

Models that should be further explored include the *Local Government Act 2020* (Victoria) where the definition of 'municipal community' includes 'traditional owners of the land in the municipal'; the *Local Government Act 2002* (New Zealand) which specifically references the need to provide opportunities for Maori people to contribute to the decision making process and the *Local Government Act 2008* (Northern Territory) which includes in its preamble "the rights and interests of Indigenous traditional owners, as enshrined in the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) and the *Native Title Act 1993* (Cth), must also be recognised and the delivery of local government services must be in harmony with those laws".

- 18. The Panel recommends further consideration is given to the issue of service delivery by local governments in remote communities, and appropriate adjustments to Integrated Planning and Reporting requirements.**

There is a need for local governments to work closely with indigenous communities and accept their responsibilities to ensure that adequate services are offered to all citizens, by the local government itself and/or in conjunction with other governments and agencies. While it was recognised that there are unique challenges with service delivery to remote communities, IPR processes should require identification of their needs, plus effective engagement and shared decision making with Aboriginal people.



Elections

19. Optional preferential voting be adopted in place of the current first past the post system.

The Panel discussed voting methodologies and agreed that the first past the post system can often lead to outcomes that do not adequately represent the community's preferences with successful candidates being elected without a clear majority of votes.

There was support for the adoption of optional preferential voting, a variant to preferential voting whereby the voter can mark their preference of all or some of the candidates on the ballot paper, with "1" indicating their first preference. It was considered that this would provide results that are most representative of the community's views and would not require electors to vote for candidates about which they had little knowledge.

20. The principle of one vote per person be included in the legislation, subject to Recommendation 21 below.

21. Property franchise voting should be replaced with the requirement for local governments to introduce mechanisms for regular and effective consultation with the business community.

The Panel considered that there are two sides to local democracy: involvement in local decision-making to influence and inform the decisions that are being made by council, and elections. If structures and processes are in place to ensure all segments of the community are engaged, there may no longer be a need to extend election franchise beyond residents of the district.

The Panel noted that the introduction of compulsory voting was previously recommended by the Robson Review and was suggested by several submissions, but believes that before this change is considered, recommendations contained within this report should be implemented to increase voter participation and possibly negate the need for the introduction of compulsory voting.

The Panel considered democratic principles, the right of business owners and operators to participate in and inform local government decision-making, the relatively small take-up of the property electoral franchise and the administrative burden for local governments to retain a separate register for the small number of owner occupiers that are currently registered to vote. The Panel believed that there are other avenues that local governments could and should use to ensure that business and landowner views are adequately heard through mechanisms such as a business advisory group.

22. Local government elections are held once every four years, two years after but to otherwise accord with the timing of the State election.

The Panel discussed the merits and disadvantages of all elected members being elected at the same time. While acknowledging the potential for loss of corporate knowledge if no councillors were re-elected, the benefits of one election held every four years midway between State Government elections has the potential to increase participation and would reduce costs for local governments.



23. All local government elections should be overseen by the Western Australian Electoral Commissioner.

The Panel decided that the Western Australian Electoral Commission (WAEC) was the most appropriate organisation to coordinate local government elections. Having the one body responsible for conducting elections would allow for greater consistency across local governments. It was acknowledged that there would be higher costs associated with WAEC run elections; however, this would be offset by elections being held only every four years.

24. Provision in the new Act for electronic/online voting to be introduced in the future once the integrity of the process can be assured (including allowing for a pilot).

While believing that electronic and online voting was not yet mature enough to be introduced, the Panel decided that new technologies would be likely to become practical in the life of the new Act and that the legislation should allow for the piloting and introduction of these. In the event online voting is introduced, postal / in person voting should remain an option.

25. The Panel makes the following further recommendations in relation to elections:

a. Postal voting be required, with lodgement of these votes to be allowed in person on and before election day.

To improve equity, the Panel determined all elections should be postal with the ability to lodge those votes in person, including on election day, being retained. The need for voting to be able to be carried out via the post has been demonstrated by the current COVID-19 pandemic.

b. The election process extended to provide more time for the issuing and receipt of postal votes.

To optimise participation in the electoral process and in recognition of the changes to postal services in Australia, an extension to the electoral timeframe is recommended. This should allow additional time for the issuing of postal votes and more time for electors to return their votes. The timeframe should be set through regulations in consultation with the Western Australian Electoral Commissioner.

c. The information local government candidates must provide at nomination should be expanded to ensure that adequate information is given for voters to make an informed decision. Candidate nomination forms should also include declaration of membership of a political party and these forms should be published and available during the election period.

The Panel discussed methods to increase community knowledge of candidates including increasing the length of the candidate profile statements, providing more structure for these, and publishing candidate answers to WAEC approved questions on local governments' websites. The Panel was supportive of additional information being provided by candidates in local government elections. This would enable voters to make more informed voting decisions, rather than relying on the 150-word statement. This could be achieved through set questions in regulations to which candidates would respond in the form of a statutory declaration. The Victorian provisions serve as a model.



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- d. A caretaker policy should be introduced barring elected members up for re-election from representing the council at events, handing out council grants or donations and moving substantive notices of motion in the period before the election, and a requirement to comply with this policy should be included in the Code of Conduct.**

The Panel also considered ways to increase transparency and accountability and reduce conflicts during a local government election period. The Panel agreed that the Code of Conduct should include caretaker provisions to be imposed from the close of nominations to the date of the election.

The Panel acknowledged the need to protect the CEO from potential conflicts during the caretaker period and, consistent with Recommendation 59, the CEO would no longer receive or investigate complaints.

- e. The donor and the candidate should co-sign each declaration of a gift made.**

In order to ensure integrity in the election process, the Panel agreed that there should be a requirement for the declaration of a gift to be signed by both the candidate and the donor.

- f. Donations via crowd funding platforms should be regulated so far as possible.**

The Panel also acknowledged the increasing likelihood that candidates will receive donations through crowd funding platforms which makes identifying individual donors difficult and determined that the department should investigate the legality and practicality of regulating crowd funding donations to ensure integrity in the election process is upheld.

26. In respect to elected member representation, the Panel recommends:

- a. Population should be used to determine the number of elected member positions:**

- (i) Population of up to 5,000 – 5 councillors (including President).**
- (ii) Population of between 5,000 and 75,000 – 5 to 9 councillors (including Mayor/President).**
- (iii) Population of above 75,000 – 9 to 15 councillors (including Mayor).**

- b. Ward boundary reviews, to ensure equitable representation is maintained, should be conducted every four years by the Office of the Electoral Distribution Commissioners, with the support of the WAEC and should be conducted using similar processes and principles that are in place for state electoral boundaries as contained in the *Electoral Act 1907*.**

- c. Current classification bands 3 and 4 should not have multiple wards unless the Local Government Commission permits it in the interests of ensuring local democracy is enabled in certain communities.**

- d. The changes to wards and elected member numbers due to the above recommendations should be phased in.**



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The Panel gave careful consideration to the recommendations of the Local Government Advisory Board in relation to wards and councillor numbers. Wards in local governments with small populations were seen as unnecessarily increasing fragmentation and detracting from the requirement for elected members to act in the best interests of the entire community.

However, the Panel acknowledged there may be situations, for example remote communities, where it is important to ensure there is balanced representation on council. The Panel decided local governments in bands 3 and 4 can apply to the new Local Government Commission for wards should it be necessary to enable local democracy in their districts.

The Panel considered that it was desirable for councils to have an odd number of positions.

e. With the introduction of four-year elections, council elected mayors/presidents should be elected for two-year terms.

The Panel considered that it was important to provide a council with the ability to elect a new mayor/president to replace one who had lost the confidence of the other members of council within their four-year term. The Panel decided the fairest and most efficient way to do this was to have two year terms for council elected mayors and presidents which will provide the opportunity for council to replace them after this period should there be dissatisfaction with their performance amongst council.

f. No restriction should be placed on the number of terms an elected member or mayor/president can serve.

The Panel agreed that there should be no change made to the current situation with no limits applying to the number of terms a councillor and mayor/president can serve.

27. The Panel recommends further consideration should be given to strengthening the provisions of the City of Perth Act to reflect the unique role the City of Perth plays in the development of the State economy. In addition, consultation should be undertaken with the City of Perth and other relevant stakeholders as to whether property franchise voting should be retained in the City of Perth.

The Panel noted that property franchise voting may nevertheless be appropriate for the City of Perth and suggested that the Department could undertake further consultation to determine if the *City of Perth Act 2016* should be amended so property franchise voting continues to apply in the City of Perth.

The Panel recognised the *City of Perth Act 2016* might be appropriate legislation to further strengthen the relationship between the State Government, business and the City of Perth in promoting the social and economic interests of the whole State.



Redefinition of Roles and Responsibilities

28. The Panel recommends significant changes in the Act to the current statements of roles and responsibilities for mayors/presidents, councillors and CEOs and that the Act should include a new statement of responsibilities for the ‘council’ which captures the roles and responsibilities of all councillors acting collectively as the council.

The revised statements of roles and responsibilities seek to address more clearly the following issues:

- Community leadership
- Strategic planning
- Continuous improvement
- Executive function (for mayors/presidents)
- Guiding the CEO (for mayors/presidents)
- Training

29. The Panel recommends the following as the role of council:

The council —

- (a) considers the diversity of interests and needs of the local community;
- (b) is accountable to the community for the local government’s performance;
- (c) ensures adequate opportunities and mechanisms for engagement with the local community;
- (d) ensures the timely development and adoption of the strategic plans, programs and policies of the council and promotes the effective and consistent implementation of these;
- (e) develops and adopts strategic plans and a budget for the local government;
- (f) keeps the local government’s resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review;
- (g) provides strategic direction to the CEO in order to achieve high-quality administration and performance of the local government’s functions in accordance with the Local Government Act and local government’s policies;
- (h) carries out an annual performance review of the CEO and in agreement with the CEO adopts Key Performance Targets for the following year;
- (i) provides a safe working environment for the CEO, officers and councillors;
- (j) reviews annually the delegations of the council; and
- (k) performs such other functions as are given to a council by this Act or any other written law.



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30. The Panel recommends the following as the role of councillors:

A councillor —

- (a) without bias represents the current and future interests of all people who live, work and visit the district;
- (b) provides leadership and guidance to the community in the district;
- (c) facilitates communication between the community and the council;
- (d) accurately represents to the community the policies and decisions of the council;
- (e) participates in the development of strategic plans;
- (f) must be prepared to –
 - (i) participate with an open mind in the local government’s decision-making processes;
 - (ii) be an active and contributing member of the council; and
 - (iii) make considered and well-informed decisions;
- (g) makes all reasonable efforts to acquire and maintain the skills necessary to perform the role of councillor; and
- (h) performs such other functions as are given to a councillor by this Act or any other written law.

31. The Panel recommends the following as the role of the mayor/president:

In addition to the responsibilities of a councillor, the mayor or president —

- (a) provides leadership and guidance to the community in the whole district;
- (b) carries out civic and ceremonial duties on behalf of the local government;
- (c) acts as the principal spokesperson on behalf of the council and explains and upholds the decisions of the local government;
- (d) encourages good working relations between councillors, and between the council and the CEO;
- (e) provides guidance to councillors about what is expected of a councillor including in relation to:
 - (i) the role of a councillor;
 - (ii) the councillor code of conduct; and
 - (iii) standing orders
- (f) liaises with the CEO on the local government’s affairs and the performance of its functions;
- (g) presides at meetings in accordance with this Act;
- (h) leads the development of strategic plans;
- (i) promotes partnerships between the council and key stakeholders;
- (j) leads and facilitates the presentation of the annual Council budget;



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- (k) initiates the annual performance appraisal of the CEO; and
- (l) performs such other functions as are given to the mayor or president by this Act or any other written law.

32. The Panel recommends the following as the functions of the CEO:

- (1) The CEO's functions are to —
 - (a) advise and assist the council in relation to the functions of a local government under this Act and other written laws;
 - (b) ensure that timely and accurate advice and information is available to the council so that informed decisions can be made;
 - (c) ensure that the mayor and other councillors are given the administrative and professional support necessary to effectively discharge their role;
 - (d) advise the council on appropriate forms of community engagement;
 - (e) advise and consult the mayor and council on the development and implementation of the strategic plans, programs, strategies and policies of the council;
 - (f) prepare, in consultation with the mayor and council, the draft budget;
 - (g) ensure that the policies and lawful decisions of the council are implemented in a timely and efficient manner;
 - (h) conduct the day-to-day management of the local government in accordance with the strategic plans, programs, strategies and policies of the council;
 - (i) ensure the effective and efficient management of the local government in a way that promotes —
 - (i) the effective, efficient and economical management of public resources;
 - (ii) excellence in service delivery; and
 - (iii) continual improvement;
 - (j) maintain systems to enable effective planning and accurate reporting of the financial and service performance of the local government to the council and community;
 - (k) speak publicly on behalf of the local government when approved by the mayor or president to do so;
 - (l) be responsible for the employment and management of local government employees, except with respect to the position of CEO, through management practices that —
 - (i) promote equal employment opportunities;
 - (ii) are responsive to the local government's policies and priorities; and
 - (iii) provide a safe working environment;



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- (m) ensure the local government complies with this Act and any other written law;
 - (n) ensure that records, proceedings and documents of the local government are properly kept for the purposes of this Act and any other written law; and
 - (o) perform any other function specified or delegated by the council or imposed under this Act or any other written law as a function to be performed by the CEO.
- (2) The CEO must inform and consult the council when determining, or making, significant changes to –
- (a) the organisational structure for the staff of the local government; or
 - (b) the processes, terms or conditions that are to apply to the appointment of senior executive officers; or
 - (c) the appraisal scheme that is to apply to senior executive officers.

Community Engagement and Governance

33. The Panel recommends that the following community engagement principles should be included in the new Act:

- a. Councils actively engage with their local communities;**
- b. Councils are responsive to the needs, interests and aspirations of individuals and groups within its community;**
- c. Community engagement processes have clearly defined objectives and scope;**
- d. Participants in community engagement have access to objective, relevant and timely information to inform their participation;**
- e. Participants in community engagement are representative of the persons and groups affected by the matter that is the subject of the community engagement;**
- f. Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement; and**
- g. Participants in community engagement are informed of the ways in which the community engagement process will influence council decision-making.**

The Panel considers the community key to the effective functioning of the local government, with the local government being there for and to respond to the community. It is therefore vital that all segments of the community are heard and can participate in decision-making.

34. The Panel recommends a Community Engagement Charter be required as a mechanism for guiding and enhancing community participation in local decision-making, and that a model charter be prepared to set parameters and provide guidance on mechanisms to be used.

The Panel agreed that all local governments should be required to have a Community Engagement Charter, with individual local governments responsible for ensuring they are fit for purpose. The



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department should provide suitable guidance material and templates for those local governments that wish to utilise these.

The Panel proposed that triggers for consultation be included, such as borrowing, change of purpose in land use, and major changes to strategy.

The Panel considered that the Charter should be accessible, flexible, and include the deliberative community engagement requirements for IPR. The Charter should also include a reporting mechanism in the annual report.

The Panel believed that elected members have an important role to play in community engagement in listening to the community and that this should be outlined in the Charter. Training should be available to elected members in this area.

35. The Panel recommends the Annual Electors' Meeting is replaced by an Annual Community Meeting whereby:

- a. As a minimum, councils provide information on their achievements and future prospects;**
- b. Councils report on the local government's financial performance and performance against relevant Council Plans;**
- c. Both the mayor/president and the Chair of the Audit Committee address the meeting;**
- d. There is ample time for questions; and**
- e. Wider community participation is encouraged through different delivery mechanisms.**

The Panel recommended the retention of an annual meeting (to replace the Annual Electors' Meetings) which will facilitate community participation through more modern delivery mechanisms to reach people who may not be able to attend ordinary council meetings (for example, using Zoom and/or webinars). At this meeting there should be an annual performance statement made by the mayor/president, a report from the chair of the Audit, Risk and Improvement Committee and a question and answer session.



Smart Planning and Service Delivery

Enhanced Integrated Planning and Reporting

36. The Panel recommends the following IPR Principles are included in the new Act:

- a. Councils plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services to meet the diverse needs of the local community;
- b. Strategic planning identifies and incorporates, where appropriate, regional, State and Federal objectives and strategies concerning the economic, social, physical and environmental development and management of the community;
- c. Strategic planning addresses the community's vision;
- d. Strategic planning takes into account the resources needed for effective implementation;
- e. Strategic planning identifies and addresses the risks to effective implementation; and
- f. Strategic planning is a key accountability tool that provides for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

37. The Panel recommends:

- a. IPR be given greater prominence in the new Act as the centrepiece of 'smart' planning and service delivery.
- b. The new Local Government Commission and the department should take steps to improve understanding and skills across the sector to ensure consistent implementation of IPR requirements.
- c. IPR provisions in the Act should be expanded to include the issues currently covered in the regulations (suitably updated in accordance with these recommendations).
- d. IPR provisions and guidelines should be amended to, amongst other things –
 - (i) Highlight the central goal of advancing community well-being (economic, social, cultural and environmental).
 - (ii) Replace the current requirement for a Strategic Community Plan with a more flexible framework for 'Community Strategies'.
 - (iii) Reframe Corporate Business Plans as broader 'Council Plans' prepared by each incoming council.
 - (iv) Mandate deliberative community engagement in the preparation of both Community Strategies and Council Plans.
 - (v) Require a 'regional issues and priorities' section within Council Plans, to be prepared in consultation with neighbouring/nearby local governments.
- e. Provision should be made for a baseline reporting system as part of the IPR framework, and local governments should be required over time to report against a



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wider range of performance measures covering financial management, service delivery, governance and community wellbeing.

- f. Annual reports should include a statement of performance against the objectives, programs and projects set out in Community Strategies and Council Plans.**
- g. The Audit, Risk and Improvement Committee (see Recommendations 53 and 54) should monitor the local government's performance in implementing the IPR framework, including compliance with relevant statutory obligations, and report its assessment to the community (for example, as an addendum to the council's annual report and/or as a statement to the Annual Community Meeting proposed in Recommendation 35).**
- h. That all IPR plans be reviewed every four years (to align with the new election cycle), two years or one year depending on the plan.**

The Panel believes that strengthening and reframing the Act's provisions for IPR would promote and link more effective strategic and corporate planning, regional cooperation, community engagement, financial management, service delivery, and monitoring and reporting of outcomes.

The Panel noted some excellent examples of emerging regional cooperation in strategic planning, and opportunities for creative use of IPR to promote a more holistic approach to community wellbeing, and in particular for collaborative planning with Aboriginal peoples and communities. However, it was concerned that the current IPR framework is not fully understood across the sector, and that implementation remains patchy. There is an evident need for more work to develop and explain the framework, and for further assistance to individual local governments and regional groups to enhance their ability both to meet basic IPR requirements, and to grasp opportunities to make better use of IPR as a tool to achieve desired outcomes for places and communities.

The Panel concluded that reframing the current requirements for Strategic Community Plans and Corporate Business Plans would be helpful in explaining the scope and intent of IPR. This would involve:

- Clarifying the difference between 'aspirational' strategies on the one hand, and plans that commit a council to pursue specific courses of action on the other.
- Demonstrating how IPR offers pathways for local governments to work together at a regional level, as well as to plan with communities for districts and neighbourhoods.

The Panel therefore proposes that Strategic Community Plans be replaced by multi-level 'Community Strategies' that could be prepared for regions, individual local government districts, and smaller areas/localities within a local government district. Corporate Business Plans should be reframed as broader 'Council Plans' that give effect (as far as possible) to Community Strategies. These proposals draw on current practice in Victoria (council plans and community planning) and New South Wales (joint organisations developing regional strategies).

The Panel also examined the requirement for Victorian local governments to report on a wide range of key performance indicators and considered this type of reporting to the community to be highly desirable. To alleviate the burden this could place on some local governments, it proposes that reporting should be phased in, starting with indicators for financial management, service delivery and governance, and expanding to broader well-being measures over time. Reporting should be made freely available through a statewide online platform.



Part of the reporting framework could be an annual declaration that the local government is successfully meeting its obligation to provide essential basic services to its community. This could be a function of the Audit, Risk and Improvement Committee.

Minimum Service Levels

38. The Panel recommends:

- a. **As a minimum, local governments must seek to identify and provide, or offer, to all its citizens, a minimum level of services to meet statutory obligations.**
- b. **The Minister should have the power to direct a local government if it fails to provide or offer these services.**
- c. **The new Act should incorporate financial sustainability principles which also link to the IPR framework.**
- d. **Local government services and programs should be aligned to the IPR framework.**
- e. **Local governments conduct regular reviews of services and service levels including community consultation.**

The Panel strongly believed that all citizens in Western Australia are entitled to a minimum level of service delivery, whether it be a metropolitan local government or a remote community. However, the diversity of the sector means that services may vary significantly between local governments. The Panel felt that while there are some services where it is reasonable to have discretion, there are some minimum services that all local governments must provide.

The Panel was cognisant of the financial constraints and capability of local governments to be able to deliver basic services and in some cases, providing services independently would be challenging. In these situations, local governments should collaborate using the joint subsidiary model.

As noted earlier, service delivery to remote communities was identified as an area that could be particularly challenging due to financial constraints, isolation and access (among other things). The Panel strongly supported identification of service needs through the IPR process and minimum services being delivered. However, financial and cultural barriers will sometimes need to be addressed through broader whole of government initiatives. New mechanisms may be needed to facilitate such initiatives (such as the South Australian Outback Communities Authority). A community should have the right to decline a particular service or services if they have other arrangements in place.

The Minister should have a qualified reserve power to intervene in certain situations and provide enforceable directions to local governments. This would include where minimum services were not being provided and in the event of a natural disaster or pandemic.

Local and Joint Subsidiaries

39. **The Panel recommends local governments should continue to play an active role in economic development at both local and regional levels. The IPR framework should encourage local governments to be cognisant of State Government plans when developing strategies for economic development.**



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40. The Panel recommends that the new Act should provide the freedom for local governments to be involved in commercial activities where it is in the public interest and subject to competitive neutrality principles.

The Panel noted that local government provides an important stimulus in the economy, especially in regional areas, and that it is important that a legislative framework does not unnecessarily restrict the ability for local governments to be involved in economic development.

The Panel was of the view that there are not currently any specific barriers in the Local Government Act that hinder the ability for local government to grow their economy. They also noted that local governments' involvement in economic development should be voluntary, and subject to the needs and desires of the local community. The new Act should provide appropriate governance and accountability measures covering these activities.

41. The Panel recommends that 'beneficial enterprises' not be introduced as a new mechanism for local government commercial activities, but that instead an updated and more flexible subsidiary model should provide for the following:

- a. Local government autonomy to establish a single or joint subsidiary to:
 - (i) Carry out any scheme, work or undertaking on behalf of the council;
 - (ii) Manage or administer any property or facilities on behalf of the council;
 - (iii) Provide facilities or services on behalf of the council; and/or
 - (iv) Carry out any other functions on behalf of the council.
- b. The subsidiary to be established through a charter.
- c. The charter to be certified by an independent and suitably experienced legal practitioner as within power and National Competition Policy.
- d. Public notice of the proposal to establish the subsidiary to ensure that there are no private operators that would be significantly disadvantaged.
- e. The subsidiary to be able to undertake commercial activities (within the limits of competitive neutrality and a thorough risk assessment).
- f. The subsidiary to have the ability to acquire, hold, dispose of or otherwise deal with property.
- g. Dividends able to be paid to member local governments.
- h. The requirement for employees of the subsidiary to be employed under the same award or agreement conditions as the relevant local government/s and within the jurisdiction of the Western Australian Industrial Relations Commission.
- i. No requirement for ministerial approval at the outset, but reserve powers for the Minister for Local Government to intervene if issues arise should be included.

42. The Panel recommends local governments should utilise the subsidiary models and, as a general rule, should not form entities outside this, such as under the Associations Incorporation Act, except as a means of establishing or maintaining partnerships with other local or regional organisations in those instances where the local government is not the dominant party.



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The Panel noted that the current regional subsidiaries model could be improved in relation to their establishment, scope of operations and governance. It was noted that the current model has not been utilised by the sector as its scope is perceived to be too limiting.

While the Panel supported local governments being innovative and able to operate when market failure is identified, it was of the view that the new Act should explicitly require that local governments operate in accordance with competitive neutrality principles when establishing a subsidiary and setting fees and charges.

The Panel also noted concerns that a local government may use a subsidiary to reduce employee pay and conditions and considered that this should be prohibited in the Act.

The introduction of a new subsidiaries model, similar to the Tasmanian model, would allow local governments the flexibility to operate on a commercial basis (within reason). It is recommended that if this is to occur, adequate controls would need to be introduced, including community consultation, model charters, appropriate reporting and audit measures and providing the ability for the Minister to intervene if considered necessary.

The legislative framework for the model should provide autonomy for local governments to establish a subsidiary without Ministerial oversight while retaining reserve powers for the Minister if required. There should be measures to ensure greater transparency and accountability to the community.

The Panel also discussed concerns with local governments using the Associations Incorporation Act to establish entities outside the Local Government Act and considered that as a general rule this be prohibited under the new Act. Local governments should encourage non-government providers to establish and govern associations where appropriate for community-led service delivery, with local governments only stepping in if the association cannot operate effectively or needs to be wound up.

Modernise Financial Management

43. The Panel recommends the following financial management principles be included in the new Act:

- a. Councils should have regard to achieving intergenerational equity, including ensuring the following:**
 - (i) Policy decisions are made after considering their financial effects on future generations;**
 - (ii) The current generation funds the cost of its services; and**
 - (iii) Long life infrastructure may appropriately be funded by borrowings.**
- b. Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with the council's financial policies and strategic plans;**
- c. Financial risks are monitored and managed prudently having regard to economic circumstances;**
- d. Financial policies and strategic plans, including the Revenue and Rating Strategy and Investment policy, seek to provide stability and predictability in the financial impact on the community; and**



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e. **Accounts and records that explain the financial operations and financial position of the council are kept.**

44. Having regard to the need for sound financial decision-making and accountability, the Panel recommends the following:

- a. **Local governments should be required to adopt or justify departures from a model investment policy to the Audit, Risk and Improvement Committee and relevant State Government Agency.**
- b. **Local governments should be able to use freehold land to secure debt.**
- c. **Debt should not be used for recurrent expenditure except in an emergency situation.**
- d. **Notice should continue to be required to be given for borrowings not included in the local government's annual budget.**
- e. **Building upgrade finance is permitted for specific purposes such as cladding, heritage and green improvements.**
- f. **Local governments should adopt program budgeting to more clearly show the actual cost of delivering a service or undertaking an activity.**
- g. **Local governments should report on the percentage of their expenditure spent on local businesses in their annual report.**

It is important that local governments are enabled through the legislation to invest their reserves effectively to maximise revenue. Given that the funds are public money, this must be balanced to ensure that local governments and their communities are not unnecessarily exposed to risk. The Panel agreed that local governments should be required to prepare an investment policy, dealing with approved investments and risk levels amongst other things.

Local government legislation in Queensland contains a tiered investment structure, with local governments having the power to invest based on their tier. This takes into consideration risk levels and credit ratings. The Panel suggested that further expert analysis be undertaken to inform potential implementation in Western Australia.

Local governments generally have low levels of debt relative to security, income levels and service responsibilities. The Panel noted that there are benefits to using debt for financial management when the benefits of the capital investment are multi-generational. On this basis, the Panel recommended expanding the ability for local governments to use freehold land to secure debt.

Building upgrade finance, which is operating in some other jurisdictions, is a scheme whereby a local government administers loans issued by financiers to non-residential building owners to upgrade their buildings. The Panel saw merit in allowing the introduction of the scheme for prescribed purposes such as upgrading heritage buildings or environmental upgrades. The introduction of building upgrade finance will need to have appropriate safeguards in place which could be modelled on the approach used in other States.

The Panel was of the view that the budget needs to be more closely integrated with IPR processes. As one measure to achieve this alignment, local governments should transition to budgeting on the basis of service delivery. This would require each service or program to be fully costed, ensuring elected members (and ultimately the community) understand the cost of providing the service and



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encourage critical review of costs. This would also allow the community to provide more informed input into the Council Plans.

Program budgeting will result in better information leading to more informed decisions. Reporting on actual cost of services could result in decisions to allocate limited resources in different ways and gain greater acceptance by the community.

The positive impact a local government can have on their local economy through using businesses within their district and region were noted by the Panel. The view was held that there would be benefits for the community in seeing how much the local government had spent locally and with which businesses. This would be included in the Annual Report as a “local content” report.

Procurement

45. The Panel recommends that local government procurement thresholds, rules and policies are, where applicable, aligned with the State Government, including (but not limited to):

- a. **Tender threshold (currently \$250,000);**
- b. **Procurement rules and methods for goods and services under the tender threshold;**
- c. **Procurement policies, including sustainable procurement, procuring from disability enterprises, buy local (where ‘local’ refers to Western Australia or a specific region of the state determined by the local government) and Aboriginal businesses; and**
- d. **Using TendersWA as the primary tender platform.**

The Panel agreed that procurement needs to be open, transparent, fair and ensure adequate market testing, value for money and local consideration.

The Panel supported aligning local government and State Government procurement frameworks, including the tender threshold, procurement rules under the tender threshold and the publication of tenders and high value contracts on TendersWA. By increasing consistency between State and local government, and transparency of procurement rules and processes it creates a business-friendly environment and increases confidence in the process.

Local governments should be able to advertise tenders on other platforms, in addition to TendersWA, if they so choose.

46. The Panel recommends the development of a model procurement policy for all local governments. If a local government chooses to deviate from the policy it should to be required to explain its reasoning to the responsible State Government agency.

In keeping with the recommended alignment to the State procurement framework, a model procurement policy should be developed that is consistent, as much as practicable, with the State rules that apply for purchasing goods under the tender threshold. The Panel believed development of a model procurement policy would assist local governments with the procurement process and increase consistency between local governments. If a local government chose to deviate from the model, local governments should have to justify the deviation by explaining their reasoning.



47. The Panel recommends enhancing legislation to regulate and guide the establishment and management of panel contracts.

It was acknowledged that local government preferred supplier panels are important and need to be retained; however, their establishment and operation needs to be regulated. The Panel supported the continuance of the WALGA Preferred Supplier Panel, subject to regular oversight and checks and balances to ensure that it is constituted correctly and there is accountability.

48. The Panel recommends a requirement for local governments to have an open register of local businesses with local governments determining what is considered 'local' to their community.

The Panel recommended the introduction of an open register of local businesses where local businesses can register with the local government and outline the services and goods they provide. This will assist local governments to support local businesses when procuring goods under the tender threshold, and in informing them of open tenders. Local governments should determine what is considered 'local' to their community.

49. The Panel recommends breaches of the local government procurement rules to be referred to the Office of the Independent Assessor to use the appropriate powers under the new Local Government Act.

There are currently limited penalties for non-compliance with the procurement rules in the Local Government Act. The Panel supported the compliance model in the State Government procurement rules whereby greater oversight and less autonomy is the result of compliance breaches and believed the Office of the Independent Assessor should have the power to address cases of non-compliance. (See Recommendation 54 for more information on the Office of the Independent Assessor).

Rating and Revenue

50. The Panel recommends:

- a. Rate capping should not be introduced.
- b. Local governments should be required to develop and publish a rates and revenue strategy, that would amongst other things replace the need to have fees and charges set in the annual budget.
- c. The Economic Regulatory Authority (ERA) should be asked to undertake a review of the rating system, including a thorough examination of the case for the current wide range of exemptions.
- d. The current rates exemptions should be retained until after the ERA review.
- e. Property owners seeking an exemption should be regularly required to prove they meet the criteria for an exemption.
- f. Local governments should charge a separate waste charge applying to all properties which have a waste service, including exempt properties.



g. The Valuer General should be asked to undertake a review of the rating methodology with the aim of smoothing out significant fluctuations in valuations.

The Panel noted the importance of rates as local government's principal own source revenue, but equally the need to ensure transparency and fairness in the way rates are calculated and imposed.

With local governments increasingly being required to provide more services and to a higher level to their communities, as well as maintaining their existing assets, the Panel noted that there is concern as to how local governments will continue to fund this in the future given their limited revenue sources.

Of all revenue sources, the most important own source revenue for local governments is rates revenue. Local governments are permitted to impose differential general rates according to land zoning, land use (including if the land is vacant) or a combination of the two.

The Panel was supportive of local governments being required to develop a rates and revenue strategy, as is in place in other jurisdictions. The strategy would include the schedule of fees and charges set by local governments (currently included in the budget), the methodology where the fees are set at cost recovery, the rate/s in the dollar and associated objects and reasons for differential general rates. This would increase transparency for ratepayers and enable local governments to demonstrate the actual cost of services to consumers.

It was acknowledged that there are limitations on local governments' ability to raise revenue due to the current rate exemption categories. Rate exemptions result in local governments needing to cover the rates shortfall by other means, raising the funds from other groups of ratepayers or alternatively reducing services or asset maintenance.

It was accepted that there may be sound reasons why certain exempt categories should be retained, including linkages to State Government policies and initiatives. The Panel recommends that applicants should be required to prove each year that they still fit the criteria for the exemption, especially for organisations claiming charitable status.

51. The Panel recommends that local governments should be able to set reasonable fees and charges according to a rating and revenue strategy, with the oversight of the Audit, Risk and Improvement Committee.

52. The Panel recommends that local governments and State Government apply cost recovery principles when setting fees and charges.

While local governments have the power to set their own fees and charges generally, there are a number of fees and charges that local governments have no control over. Only a few of these are set under the current Local Government Act.

The Panel agreed that fees and charges set in legislation can provide consistency between local governments. It was also noted that while the fees and charges may be consistent, there is likely to be a different level of service provided by local governments.

It was also noted that while local governments are encouraged to adopt a cost recovery model when setting fees and charges, there may be circumstances where it is appropriate to set them lower for certain population groups (for example, seniors) or to encourage certain outcomes in the community.



Accountability, Self-Regulation and Integrity

Enhanced Accountability and Self-Regulation

53. The Panel recommends the role of audit committees be expanded to become Internal Audit, Risk and Improvement Committees and:

- a. The majority of the Committee members, including the Chair, should be independent of the local government and should be drawn from a suitably qualified panel.**
- b. To address the impost on small local governments, the committee could be established on a regional basis.**

54. The Panel recommends the main roles of the Audit, Risk and Improvement Committee should include:

- a. Developing an audit plan which focuses on compliance, risk (including procurement), financial management, fraud control, governance and delivery of the Council Plans;**
- b. Identifying continuous improvement opportunities and monitoring programs and projects in this area;**
- c. Conducting the mandatory internal audits as outlined in the audit plan; and**
- d. Providing advice to the council in relation to these matters.**

The Panel supported the expansion and strengthening of the role of local government audit committees to become Audit, Risk and Improvement Committees. Moving to a principles-based Act and providing local governments with more autonomy emphasises the need for self-regulation. This requires a robust process for accountability and transparency, justifying the need for the committee to have an independent chair. The Panel also concluded that, given the committee's expanded and critical role, there should be a majority of members not associated with the local government in any way and appointed and remunerated for their skills.

This aligns with the changes occurring within the State Government and the Office of the Auditor General recommendations.

Audit, Risk and Improvement Committees should be required to review matters such as compliance, risk management, financial management, fraud control and governance of the local government.

The Panel was of the view that an Audit, Risk and Improvement Committee could have a role in providing advice to council on decisions across a range of matters, including good governance, financial and risk management, and continuous improvement. The Chair could have a more public role, including in addressing council on relevant matters, reporting at the Annual Community Meeting and preparing a statement in the local government's annual report.

To address cost and access to suitable personnel to take on this role, regional Internal Audit, Risk and Improvement Committees should be permitted. In addition, consideration should be given to establishing a panel of approved independent members from which councils could choose.



Renewed Focus on Integrity

55. In relation to governance, the Panel recommends:

- a. Meeting procedures are standardised across all local governments, allowing for both a committee system and a public briefing system.
- b. Elected members should be required to lodge a declaration of interest as well as a confirmation of impartiality prior to meetings.
- c. Elected members who believe that they are unable to maintain impartiality on a particular matter should be permitted to withdraw from that part of the meeting provided a quorum is maintained.
- d. All votes should be recorded in the minutes on each motion with details of how each councillor voted.
- e. As a minimum, audio recordings of public parts of council meetings should be available on the local government's website when the minutes become available, with livestreaming to be encouraged.
- f. CEO contracts should be standardised and consistent with the Public Sector Commission's policy and relevant conditions for public sector employees.
- g. CEO contracts should be no more than five years and after two terms the local government must readvertise the position.
- h. The department should facilitate additional oversight in the recruitment and management processes of CEOs. This could include representation on the selection panel and/or screening of applicants.
- i. Primary and Annual Returns should include disclosure of membership of political parties and associations likely to be seen as exerting an influence on decision-making.

The Panel discussed ways to ensure council decision-making was transparent and accountable. It recommends that not only should actual conflicts of interest be declared before the council meeting, but that each councillor should make a declaration in relation to any item on the agenda on which they may not be impartial. This would include, for example, items where they had taken a public position or lobbied in relation to the matter before the meeting. If the councillor believes that they are unable to put those interests aside and make a decision in the best interests of the district as a whole, the person should be able to remove themselves from the meeting for that item, providing a quorum is maintained so that a vote can be taken. A declaration prior to the meeting would assist the CEO in determining whether or not a quorum is available for a matter.

While webcasting (livestreaming) of council meetings was preferred, given the technology constraints that could be experienced by some local governments, audio recordings of the meetings was considered as a practical minimum to ensure greater transparency in the decision making process. These recordings would be State records under the *State Records Act 2000*. The recordings should be required to be published on the website by the time the minutes were published.

The Panel agreed that the department should play an active role in assisting the council in the CEO recruitment and performance review processes. Another option is that prior to selection, the



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Department could provide a reference check and possible recommendations for training for the shortlisted candidates for the positions of CEO.

To increase transparency and foster greater trust in local government, the Panel believed that elected members should declare in their Primary and Annual Returns interests that could be perceived as affecting decision-making. This would include membership of political parties, business associations and the holding of any office in an incorporated association such as a sporting club.

Expanded Requirements for Training and Professional Development

56. The Panel recommends the following in relation to training:

- a. New CEOs (including CEOs moving to a substantially larger local government) should be required to undertake training and ongoing professional development as recommended by the selection panel.**
- b. There should be compulsory induction training and ongoing professional development for all councillors, including specific programs for mayors and presidents.**
- c. Training modules for all councillors should include in-depth material on IPR and land use planning.**
- d. The Minister should have discretion to exempt completion of training within the stipulated time on compelling grounds.**
- e. Expanded use of peer review and support should be encouraged both to help improve the performance of individuals and local governments.**

The Panel discussed the importance of training for elected members, including training beyond the foundation units in such areas as land use planning. Additional training should also be required of mayors and presidents to provide them with such skills as leadership, conducting meetings and managing disputes. Training for new CEOs was also considered vital so that they had knowledge across the whole portfolio of their responsibilities. This need should be identified during the recruitment process and training should commence shortly after appointments are made. The Department could also identify training needs in CEOs and senior staff and advise the relevant mayor/president.

A New Early Intervention Framework

57. The Panel recommends that there should be an early intervention framework of monitoring to support local governments. The department should have additional powers to appoint and support the monitor with councils responsible for the direct costs of the monitor.

The Panel agreed that the department should assist councils through early intervention to remedy weaknesses and provide mentoring and support. This would be in addition to the department's role in policy development, legislation and statutory approvals.

A key benefit of an early intervention model would be the ability for the department to work with local governments to improve their performance, governance and compliance with legislation and to strengthen the capacity of local governments.



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This model should enable the department to appoint a monitor to support local governments that are experiencing governance issues. The role of a monitor would be to observe governance processes and report back on issues; provide advice to councils that are experiencing governance issues, and to make recommendations to the Minister for Local Government for further action. The relevant council should be advised of the terms of the monitor appointment.

The Panel saw value in a power to extend the role of a monitor to temporarily take over certain functions of a local government when good governance practices are not being adopted or services are not being delivered to segments of the community.

They also saw value in Department staff having the right of access to council meetings, including closed meetings.

58. The Panel recommends the Minister should have the power to direct local governments and make declarations in respect to the Local Government Act during a declared state of emergency.

The COVID-19 situation has highlighted the need for the Minister to be able to direct local governments and make declarations without having to apply to the State Emergency Coordinator so that the Local Government Act can be applied flexibly and adapt to the changing environment of an emergency.

Establishment of an Office of the Independent Assessor

- 59. The Panel recommends establishing an Office of the Independent Assessor that should:**
- a. Be an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints.
 - b. Be a statutory appointment by the Governor.
 - c. Upon assessment, refer the complaint back to the council (behaviour-related), the State Administrative Tribunal (SAT) (serious breaches), or to another appropriate body (such as, Corruption and Crime Commission, Public Sector Commission, Ombudsman) according to the subject of the complaint.
 - d. Replace the Standards Panel by investigating and making determinations on Rules of Conduct breaches. SAT will determine the penalties.
 - e. Amongst other powers, have the power to investigate, to order compulsory mediation and to deal with abuses of process.
 - f. Be required to notify the CEO and council of any matters on a confidential basis.
- 60. The Panel recommends consideration should be given to the appropriate recognition and management of complaints by an elected member against a CEO or other senior officer, with one option for these to be investigated by the Office of the Independent Assessor.**



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The Panel considered the range of bodies that currently play a role in ensuring the integrity of local governments. They supported the continuation of the Ombudsman's role in dealing with complaints related to local government administrative decisions.

The Panel supported the creation of an Office of the Independent Assessor, an independent "one stop shop" body to investigate and assess complaints against elected members. The Independent Assessor could assess and prioritise all complaints and, depending on the outcome of its investigations, refer it to the relevant agency. This could include the Corruption and Crime Commission, the Public Sector Commission, or the State Administrative Tribunal for mediation, possible further investigation and determination of a sanction/s. Where a complaint involves behaviour it could be referred back to the council to deal with under Part B of the new Code of Conduct provisions. It was suggested that the Queensland model for an Independent Assessor may provide appropriate guidance.

The Office of the Independent Assessor would require a team of investigators and the Panel considered that the Office could take over the department's current role in conducting inquiries and investigations. The Independent Assessor could advise the Minister on suspension and dismissals of elected members and councils. It could also have powers to make recommendations to the State Administrative Tribunal and local governments.

The Office of Independent Assessor would replace the Standards Panel, and have the power to investigate complaints of breach of Part C of the Code of Conduct. Its findings in relation to breaches of conduct could be referred to the State Administrative Tribunal for imposition of the penalty.

The Panel considered that there should be a power under the Act for the appointment of an acting CEO to temporarily take the place of a CEO if an investigation by the Office of Independent Assessor reveals serious deficiencies in the way the local government is administered.



Other Matters

Classification Bands

61. The Panel recommends:

- a. **The new Act should set principles for determining classification bands for local governments.**
- b. **These classification bands should be used by the Salaries and Allowances Tribunal for determining councillor and CEO payments, as well as providing a framework for distinguishing between local governments in relation to other matters.**

The Panel was of the opinion that the principles behind the setting of bands for the payment of salaries and allowances should be set in the new Local Government Act, rather than by the Salaries and Allowances Tribunal, with the Tribunal responsible for the setting of the monetary figures for each category.

These bands should have wider application; being used to determine whether a local government should have wards, as an example. This would create a level of consistency in treatment of local governments considered to be similar according to the principles.

Local Laws

62. The Panel recommends the increased harmonisation of local laws through the development of model local laws and deemed provisions.

63. The Panel recommends requiring local governments to justify to the Joint Standing Committee on Delegated Legislation any variation from the model or deemed provisions.

The Panel saw merit in laws being harmonised throughout the State; however, agreed that there should be flexibility for local governments to tailor local laws to address certain, limited, local matters.

The Panel also saw value in the introduction of deemed provisions which operate in a manner similar to the Planning and Development deemed provisions regulations. Deemed provisions are essentially uniform local laws which will operate across the State. They can also be amended from time to time and will override any inconsistent local laws.

The benefit of deemed provisions is that there is more consistency across the State for matters where harmonisation is considered important. It also reduces the need for local governments to develop their own laws with the accompanying capability and capacity implications.

The development of model local laws which complement the deemed provisions will allow local governments the flexibility to introduce specific provisions to their districts. The “local” would be delivered through the identification of certain elements that could be district or region specific, with the council having the power to specify these.

The Joint Standing Committee on Delegated Legislation, in approving the model local laws or deemed provisions, would approve the extent to which these could be altered without referral back to the Committee. Further public consultation would not be required on these variations but could be undertaken by the local government.



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The use of model local laws and deemed provisions would reduce the administrative burden on local governments to consult. If a local government wanted to introduce provisions outside the model or deemed provisions, consultation would be required and the law would need to be scrutinised by the Joint Standing Committee on Delegated Legislation. The local government should have to justify to the Committee why such a deviation was necessary or desirable.

The Panel also supported a restriction on the range of matters over which a local government could introduce a local law; with approval necessary outside of this.

Western Australian Local Government Association

64. In relation to WALGA, the Panel recommends:

- a. WALGA not be constituted under the new Act;**
- b. A transition period is provided to ensure continuity in operations of WALGA while it is re-formed under other legislation; and**
- c. Recognition of WALGA's Preferred Supplier Program and mutual insurance coverage in the legislation should be accompanied by appropriate oversight measures, including auditing.**

The Panel deliberated the merits of WALGA being constituted under the Local Government Act and determined that it was not appropriate to incorporate a member body under this legislation. This created confusion as to the extent of the Minister's powers over the organisation and WALGA's level of independence.

More appropriate legislation would appear to be the *Associations Incorporation Act 2015*. Transitional provisions should be included in the new Local Government Act to allow for the orderly reconstitution of WALGA without affecting their operations.

This change would not restrict the new Act (or other Acts) from referencing WALGA membership on boards and committees.

The Panel saw merit in the sector being able to use its aggregated buying power through use of WALGA's preferred supplier program and their mutual insurance coverage. Recognition of these initiatives in the legislation should be accompanied by a power for the Auditor General to conduct regular audits of these programs and related processes.



Operational Provisions

- 65. The Panel also identified the following operational matters to be considered when drafting the new Act:**
- a. The powers of entry in the current Local Government Act should be retained.**
 - b. The current evidence requirements in legal proceedings should be retained, however the requirement for the CEO to certify the documents should be removed. This should be delegated and the range of items that can be certified expanded after consultation with local governments.**
 - c. The new Act should be updated to reflect the modern signing of contracts.**
 - d. A more streamlined ability to dispose of impounded goods needs to be developed for the new Act.**
 - e. The new Act should enable councillors and members of the community (in the case of public questions and deputations) to remotely participate in council and committee meetings.**
 - f. Employment entitlements for local government employees should be transferrable across all three levels of Government.**



ATTACHMENT 1

Example of Introductory Sections

Northern Territory Local Government Act 2019 Part 1.2

Section 4(1).

The underlying principles of this Act are as follows:

- (a) Local government is a distinct and essential sphere of government.
- (b) The system of local government:
 - i. needs to be flexible and adaptable to the diverse interests and needs of the many communities within the Territory; and
 - ii. needs to be comprehensive, democratic, responsive to community needs and accountable both to local communities and the public generally.

Section 5.

The rights and interests of Indigenous traditional owners, as enshrined in the Aboriginal Land Rights (Northern Territory) Act 1976 (Cth) and the Native Title Act 1993 (Cth), are to be recognised and the delivery of local government services must be in harmony with those laws.

Section 6.

This Act provides for the following:

- (a) the establishment of a democratic and effective system of local government that recognises the diversity of communities in the Territory;
- (b) the conferral of wide powers on councils to act for the advancement, and in the best interests, of their local communities;
- (c) the enabling of councils to play a broad role in promoting the social, economic, environmental, and cultural well-being of their local communities;
- (d) the imposition of high standards of ethical conduct on council members;
- (e) the requirement on councils of high standards of governance, service delivery, asset management and financial accountability;
- (f) the requirement on councils to promote and assist constructive participation by their local communities in achieving effective local government for their areas.



ATTACHMENT 2

Example of Functions of a Local Government

South Australia Local Government Act

Section 7: Functions of a council

The functions of a council include—

- (a) to plan at the local and regional level for the development and future requirements of its area;
- (b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities);
- (c) to provide for the welfare, well-being and interests of individuals and groups within its community;
- (d) to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- (e) to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity;
- (f) to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);
- (g) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;
- (h) to establish or support organisations or programs that benefit people in its area or local government generally;
- (i) to manage and, if appropriate, develop, public areas vested in, or occupied by, the council;
- (j) to manage, improve and develop resources available to the council;
- (k) to undertake other functions and activities conferred by or under an Act.



ATTACHMENT 3

Possible Approaches to Structural Reform

South Australia Local Government Act

Following negotiations between the State government and the Local Government Association the South Australian Act was amended in 2018 to introduce a new, more flexible process for structural reform, set out in sections 26-32C (see below). Importantly, section 26(d) states that *the Commission should, so far as is relevant, give preference to structural changes that enhance the capacity of local government to play a significant role in the future of an area or region from a strategic perspective.*

Other principles (section 26(1)(c)) are as follows:

- i. the resources available to local communities should be used as economically as possible while recognising the desirability of avoiding significant divisions within a community;
- ii. proposed changes should, wherever practicable, benefit ratepayers;
- iii. a council should have a sufficient resource base to fulfil its functions fairly, effectively and efficiently;
- iv. a council should offer its community a reasonable range of services delivered on an efficient, flexible, equitable and responsive basis;
- v. a council should facilitate effective planning and development within an area, and be constituted with respect to an area that can be promoted on a coherent basis;
- vi. a council should be in a position to facilitate sustainable development, the protection of the environment and the integration of land use schemes;
- vii. a council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations;
- viii. a council area should incorporate or promote an accessible centre (or centres) for local administration and services;
- ix. the importance within the scheme of local government to ensure that local communities within large council areas can participate effectively in decisions about local matters;
- x. residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term);
- xi. a scheme that provides for the performance of functions and delivery of services in relation to 2 or more council (for example, a scheme for regional governance) may improve councils' capacity to deliver services on a regional basis and therefore offer a viable and appropriate alternative to structural change.

Key elements of the process set out in sections 27-32C of the Act include:

- Responsibility for processing boundary changes transferred from the former Boundary Adjustments Facilitation Board to the Grants Commission, which operates with a very high level of independence and determines the guidelines under which the process operates.
- The Minister is limited to being one party who can propose boundary changes or mergers for the Commission's consideration, and making the final decision to accept or reject the



LOCAL GOVERNMENT ACT REVIEW ►► DELIVERING FOR THE COMMUNITY

Commission's recommendation – a decision to reject the Commission's recommendation must be reported to Parliament.

- Changes or mergers can also be proposed by local governments (groups or individual), by either house of Parliament, and by a specified number of eligible electors.
- The Commission can decide not to investigate a proposal it considers trivial, a repeat of a previous proposal, or in some other way inappropriate or contrary to the public interest.
- Minor ('administrative') proposals can be processed quickly by the Commission with or without community consultation.
- A two-stage process is required for major ('general') changes – preliminary analysis followed (if considered appropriate) by detailed investigation and extensive community consultation (some sort of public inquiry).
- No requirement for binding referenda.
- All the Commission's findings and recommendations must be reported publicly on a website.



ATTACHMENT 4

Example of Principles for Inter-Governmental Relations

British Columbia Community Charter Act

Section 23. Agreements with other public authorities

- (1) A council may make agreements with a public authority respecting
 - a) activities and services within the powers of a party to the agreement, including agreements respecting the undertaking, provision and operation of activities and services,
 - b) operation and enforcement in relation to the exercise of authority to regulate, prohibit and impose requirements within the powers of a party to the agreement, and
 - c) the management of property or an interest in property held by a party to the agreement.

Principles of municipal-provincial relations (given effect in sections 276 and 277)

- (1) The citizens of British Columbia are best served when, in their relationship, municipalities and the Provincial government
 - a) acknowledge and respect the jurisdiction of each,
 - b) work towards harmonization of Provincial and municipal enactments, policies and programs, and
 - c) foster cooperative approaches to matters of mutual interest.
- (2) The relationship between municipalities and the Provincial government is based on the following principles:
 - a) the Provincial government respects municipal authority and municipalities respect Provincial authority;
 - b) the Provincial government must not assign responsibilities to municipalities unless there is provision for resources required to fulfill the responsibilities;
 - c) consultation is needed on matters of mutual interest, including consultation by the Provincial government on
 - (i) proposed changes to local government legislation,
 - (ii) proposed changes to revenue transfers to municipalities, and
 - (iii) proposed changes to Provincial programs that will have a significant impact in relation to matters that are within municipal authority;
 - d) the Provincial government respects the varying needs and conditions of different municipalities in different areas of British Columbia;



LOCAL GOVERNMENT ACT REVIEW ►► DELIVERING FOR THE COMMUNITY

- e) consideration of municipal interests is needed when the Provincial government participates in interprovincial, national or international discussions on matters that affect municipalities;
- f) the authority of municipalities is balanced by the responsibility of the Provincial government to consider the interests of the citizens of British Columbia generally;
- g) the Provincial government and municipalities should attempt to resolve conflicts between them by consultation, negotiation, facilitation and other forms of dispute resolution.

SHIRE OF DONNYBROOK BALINGUP	RECEIVED	11 SEP 2020	File No: FNC08/6	Officer: DNIM	Y Ref: 060R48131
			File No: 160R 71428		

Balingup Townscape Committee

Post Office Box 14
BALINGUP WA 6253

Mr. Ben Rose
C.E.O. Donnybrook Balingup Shire Council
PO Box 94
DONNYBROOK WA 6239

Dear Ben,

The Balingup Townscape Committee request a copy of the Donnybrook Townscape Committee expenditure for 2019 – 2020

Our Balingup Townscape allocation was reduced to \$5000 for 2020 -2021. Past budget allocations have been up to \$25,000.

Our projects for 2020 – 2021 were budgeted at \$15,000.

For a groups of 8 dedicated committee members who over this past year have recorded 300 voluntary hours and saved the Shire time and money the amount is disrespectful and devalues our work carried out in the community.

We have taken on many projects which the Shire is responsible for, projects that would have taken years to get put through the Shire for approval and for the allocation of time and money.

Some of our large projects have been:

1. The repair to the footbridge on Rothery Walk.
2. Clearing of Koolyamia Park.
3. Pruning of Wattles from infested areas.
4. Tree planting.
5. Watering of trees by Townscape members for six months.
6. Building of the Balingup Brook Weir.
7. Plantings around the Weir (busy bee)
8. Beautification of the entrance to the North End of Town (river rocks & plantings)
9. Signage for walk trails around town.
10. Plantings along the "Brook Walk"
11. Fencing along Brook Walk.
12. Picnic Tables and seats around scenic areas.
13. Lighting of the Village Green and War Memorial.
14. Northern entry statement.

There are many more projects which the committee has undertaken and a priority plan for future works in Balingup was always presented to the shire before the budget allocation.

While we understand the Donnybrook Townscape budget has been cut, many of the projects in Donnybrook are done by shire staff and not voluntary by the Townscape committee.

The projects which we are now unable to proceed with:-

- Beautification of the southern entrance to town.
- Solar lights highlighting the significant trees in town.
- Banner Poles (promoting local events in town)
- Tree planting.
- Canoe Launch Ramp at Birdwood Park

Restoring the retaining wall between the croquet lawn and the Brooke was in the 2019/20 budget.

We ask that the Shire Councilors review this decision and re allocate more funding to the Balingup Townscape Committee.

Kind Regards



Helen Christensen President
President Balingup Townscape Committee 10th of September 2020

C.C. to all Donnybrook Balingup shire Councilors

SHIRE OF DONNYBROOK BALINGUP RECEIVED	11 SEP 2020	Record No: KOR77429	File No: FNC08/6	Officer: DNM	X Ref:	Corresps:	Signed Off:
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Balingup Townscape Committee

Post Office Box 14
BALINGUP WA 6253

Mr. Ben Rose
C.E.O. Donnybrook Balingup Shire Council
PO Box 94
DONNYBROOK WA 6239

Dear Ben and Councilors,

Over the past years we have been hoping to have the Balingup Rothery Walk Bridge raised to stop deterioration caused to the base of the bridge.

Because of financial restraints this year we did not include this item in our budget request for the 2020/21 year. So the Townscape Committee is unable to fund the works needed on the footbridge and the walk.

The Bridge has been a very important in linking the town to the Transit Park, Bibulmen Track walk, recreation centre, bowling greens and tennis courts, sporting oval and for visitors to access the Small Farm field Day.

As the base sits under water for 5 months of the year the iron frame work of the bridge has become very fragile and needs immediate work carried out to make sure it remains safe for the public to use.

Works would include raising the bridge 1 meter and sand blasting the rusted frame underneath then painting the frame to protect it into the future. Plus raising the path to the new level of the bridge on the southern side.

The Balingup Townscape committee is of course willing to organize the works and we ask that funding be made available so that work can be carried out during the summer months when the water level drops and to ensure it will be completed for the April 2021 Small Farm Field Day.

We ask that the Shire and Councilors consider allocating funds immediately for this project or release money from the Drought Relief Funding.

Kind Regards



Helen Christensen President
President Balingup Townscape Committee 10th of September 2020

C.C. to all Donnybrook Balingup shire Councilors

SHIRE OF DONNYBROOK/BALINGUP
LOCAL GOVERNMENT ACT 1995
LIST OF ACCOUNTS AUTHORISED AND PAID BY THE CHIEF EXECUTIVE OFFICER IN ACCORDANCE WITH
DELEGATION NO. 3.2 AND PRESENTED TO COUNCIL ON 20 NOVEMBER 2020
MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
3529	BURST SMS KNOWN PTY LTD	TUIA LODGE - TOP UP OF BURST SMS SERVICES - 11.09.2020	\$	101.90	
3530	CROWN METROPOL PERTH	WALGA AGM - POLITICAL FORUM ACCOMMODATION & MEALS	\$	2,153.94	
3531	CROWN PERTH (PARKING)	WALGA AGM PARKING EXPENSES	\$	40.48	
3532	CHARTERED ACCOUNTANTS AU & NZ	2020/21 CHARTERED ACCOUNTANT ANNUAL SUBSCRIPTION FEE	\$	735.00	
3533	SUPA IGA DONNYBROOK	GROCERIES	\$	14.85	
3534	HENRY'S CAFE BRASSERIE	RURAL RESIDENTIAL OPPORTUNITIES MEETING - REFRESHMENTS	\$	16.70	
3535	LOCAL GOVT PROFESSIONALS AUST	2020/21 LOCAL GOVT PROFESSIONALS FELLOW MEMBERSHIP	\$	531.00	
3536	SECURE PARKING PTY LTD	PARKING EXPENSES FOR WALGA MEETING 19/09/2020	\$	9.23	
3537	SMARTSHEET AUSTRALIA PTY LTD	SMARTSHEET SUBSCRIPTION - 2020/21	\$	1,260.00	
EFT19993	AUSTRALIA POST	ADMIN POSTAGE EXPENSES - SEPT 2020	\$	3,769.17	
EFT19994	ABC FILTER EXCHANGE	TUIA LODGE - RANGEHOOD & EXHAUST CLEAN & FILTER CHANGE	\$	693.00	
EFT19995	WESTERN ALLPEST SERVICES	TUIA LODGE - QUARTERLY RODENT CONTROL	\$	160.00	
EFT19996	AUSTRALIAN SERVICES UNION	PAYROLL DEDUCTIONS	\$	51.80	
EFT19997	AMITY SIGNS	RURAL ROAD NUMBER PLATES	\$	161.70	
EFT19998	WINC AUSTRALIA PTY LTD	TUIA LODGE - CONTINENCE PRODUCTS, ADMIN - STATIONERY	\$	2,550.21	
EFT19999	ALLENS TRAFFIC MANAGEMENT	TRAFFIC MANAGEMENT EXPENSES	\$	10,946.10	
EFT20000	ABCO PRODUCTS PTY LTD	PUBLIC CONVENIENCES - CLEANING & TOILETRY SUPPLIES	\$	4,643.18	
EFT20001	BUNNINGS GROUP LIMITED	DB SES - TABLES, CHAIRS & HARDWARE FOR INCIDENT TRAILER	\$	360.73	
EFT20002	BDA TREE LOPPING	MELDENE ESTATE - PRUNING, DEADWOODING & TREE REMOVAL	\$	5,544.00	
EFT20003	BALINGUP LIQUOR & GENERAL STORE	VARIOUS BFB'S - DIESEL EXPENSES & MITIGATION EXPENSES	\$	221.01	
EFT20004	BANKS PEST AND WEED CONTROL	ANNUAL WEED SPRAYING OF 33 BRIDGES	\$	3,286.80	
EFT20005	BULLIVANTS PTY LTD	W&S - RECOVERY STRAP AND BOW SHACKLES	\$	789.50	
EFT20006	BP SERVICE STATION	MGNT DBK TRANSIT PARK, ADMIN - FUEL EXPENSES - AUG 2020	\$	3,330.19	
EFT20007	JOHN ROBERT BLENCOWE	RATES REFUND	\$	753.47	
EFT20008	BRECKEN HEALTH CARE	DBK LIBRARY - PRE EMPLOYMENT MEDICAL	\$	171.60	
EFT20009	BUNBURY HARVEY REGIONAL COUNCIL	ORGANICS DISPOSAL - SEPT 2020	\$	2,695.90	
EFT20010	STAFF REIMBURSEMENTS	REIMBURSE TELECOMMUNICATION PACKAGE	\$	79.99	
EFT20011	TS & KR BAILEY	RATES REFUND	\$	121.00	
EFT20012	COCA COLA AMATIL (AUST) P/L	DBK REC CTR - KIOSK DRINK PURCHASES	\$	269.94	
EFT20013	COATES HIRE OPERATIONS PTY LTD	HIRE OF ROLLER MULTI-TYRE FOR WINTER GRADING	\$	7,623.00	
EFT20014	CLIFFORD AUTO REPAIRS	DB15 & DB8250 - STANDARD VEHICLE SERVICING	\$	829.59	
EFT20015	COMBINED TEAM SERVICES	DBK REC CTR - SAFETY REPRESENTATIVE TRAINING	\$	995.00	
EFT20016	COOLAIR REFRIGERATION SERVICES	CHILD HEALTH CLINIC - SUPPLY & INSTALL NEW AIRCONDITIONER	\$	5,870.73	
EFT20017	CRS ELECTRICAL	PRESTON VILLAGE - REPAIR FAULT, ELECTRICAL SYSTEMS TRIPPING	\$	368.01	
EFT20018	CLEANAWAY	REFUSE COLLECTION - SEPT 2020	\$	26,424.83	
EFT20019	GR & SM CHAPMAN	RATES REFUND	\$	121.95	
EFT20020	DONNYBROOK MEDICAL SERVICES	DBK LIBRARY - PRE EMPLOYMENT MEDICAL	\$	165.00	
EFT20021	DONNYBROOK NEWSAGENCY	NEWSPAPERS SUPPLIES - SEPT 20	\$	97.60	
EFT20022	DONNYBROOK PHARMACY	P&G - BOOSTER VACCINATION	\$	37.54	

SHIRE OF DONNYBROOK/BALINGUP
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MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
EFT20025	SUPA IGA DONNYBROOK	TUIA LODGE - GROCERIES, FRUIT AND VEG - SEPT 2020	\$	3,898.26	
EFT20026	DONNYBROOK FAMILY BAKERY	TUIA LODGE - BAKERY ACCOUNT - SEPT 2020	\$	300.00	
EFT20027	DONNYBROOK DISTRICT HIGH SCHOOL	DBK LBRY - SHARED OPERATING EXPENSES - SEPT 2020	\$	1,110.97	
EFT20028	DONNYBROOK FARM SERVICE	POOL CHEMICALS, RETIC PARTS, FERTILISER, MISC ITEMS - SEPT 20	\$	2,846.39	
EFT20029	SUPA IGA DONNYBROOK	ADMIN, REC CTR & DEPOT - GROCERIES & SUNSCREEN - SEPT 20	\$	790.21	
EFT20030	DONNYBROOK GLASS	DBK REC CTR - REPAIRS TO FIRST AID ROOM WINDOW	\$	151.80	
EFT20031	CLEANAWAY DANIELS SERVICES PTY	TUIA LODGE - SHARPS DISPOSAL SERVICES	\$	1,032.82	
EFT20032	DONNYBROOK HOTEL	CATERING FOR COUNCIL BUDGET FUNCTION	\$	300.00	
EFT20033	DE LAGE LANDEN PTY LTD	LEASE CONTRACT - STACKING SWITCHES 22/09/2020 - 21/10/2020	\$	670.12	
EFT20034	DBCEC (WA) PTY LTD	ROAD REPAIRS, GRAVEL, PLANT HIRE & DRAIN CLEANING - SEPT 20	\$	32,178.85	
EFT20035	EARTHMAC PTY LTD	REPAIRS TO SIGN IN MAIN STREET	\$	4,718.07	
EFT20036	ESET SOFTWARE AUSTRALIA PTY LTD	ESET INTERNET SECURITY - ANNUAL FEE 20/21	\$	2,618.00	
EFT20037	DEP OF FIRE & EMERGENCY SERV	ESL CHARGES FOR COUNCIL OWNED PROPERTY	\$	8,920.65	
EFT20038	BUNBURY FREIGHT SERVICES	TUIA LODGE - FREIGHT FOR PHARMACEUTICAL SUPPLIES - SEPT 20	\$	121.77	
EFT20039	FLORIST GUMP	TUIA LODGE - FLOWER ARRANGEMENT	\$	86.00	
EFT20041	FAIRTEL PTY LTD	DONNYBROOK SES - PHONE AND NBN SERVICE	\$	154.00	
EFT20042	SUEZ RECYCLING & RECOVERY	PROCESSING OF RECYCLABLES - SEPT 2020	\$	2,177.18	
EFT20043	HARVEY NORMAN BUNBURY	MICROSOFT SURFACE PRO POWER SUPPLY UNIT	\$	124.00	
EFT20044	HASTIE WASTE PTY LTD	MGMT DBK LANDFILL SITE & BLN TRANSFER STATION - SEPT 20	\$	34,272.89	
EFT20045	COVERT SIGNS	ASSORTED SIGNAGE	\$	594.00	
EFT20046	HOLMAN ELECTRICAL SERVICES	TUIA LODGE - DISHWASHING MACHINE SERVICE - KITCH 1 & 2	\$	671.45	
EFT20047	SKIPPERS PLUMBING SERVICES	PLUMBING REPAIRS AND MAINTENANCE - SEPT 20	\$	1,073.57	
EFT20048	HACCP SYSTEMS & SERVICES	TUIA LODGE - HACCP SYSTEMS & SERVICES CONSULTANT	\$	2,640.00	
EFT20049	IT VISION	AMENDMENTS TO CRYSTAL REPORT TO FIT RATES NOTICES 2020/21	\$	550.00	
EFT20050	JASON SIGNMAKERS	L CLAMP BRACKETS FOR MOUNTING STREET SIGNS	\$	64.02	
EFT20052	WESFARMERS KLEENHEAT GAS P/L	TUIA LODGE - BULK LPG ORDER	\$	1,038.14	
EFT20053	RICHARD CROCKETT KNOX	RATES REFUND	\$	792.00	
EFT20054	LANDGATE CUSTOMER ACCOUNT	TITLE SEARCH EXPENSES	\$	26.70	
EFT20055	LIVING SPRINGS	BOTTLED WATER - ADMIN OFFICE	\$	154.00	
EFT20056	LGISWA	TUIA LODGE - INSURANCE EXPENSES 2ND INSTALMENT	\$	239,234.56	
EFT20057	MALATESTA ROAD PAVING & HOTMIX	JAYES RD - EMULSION	\$	800.00	
EFT20058	MCLEODS BARRISTERS & SOLICITORS	PROFESSIONAL FEES - LEASE DOCUMENTS	\$	2,020.94	
EFT20059	MARKETFORCE PRODUCTIONS	ADVERTISING EXPENSES - SEPT 2020	\$	1,416.84	
EFT20060	MOA BENCHMARKING	TUIA LODGE - RESIDENTIAL MONTHLY FEES FOR OCT 2020	\$	230.00	
EFT20061	MICROSOFT REGIONAL SALES	MICROSOFT EMAIL SERVICE 26/08/2020 - 25/09/2020	\$	1,210.77	
EFT20062	MORE TELECOM	TUIA LODGE - MONTHLY TELEPHONE SERVICES	\$	608.96	
EFT20063	MILLINDI ENTERPRISES	PREPARE & DELIVER BUSINESS CASE FOR DDSRP	\$	1,400.00	
EFT20064	ROBIN FRANCES MACLEAN	RATES REFUND	\$	765.21	
EFT20065	NEVERFAIL SPRINGWATER LIMITED	DBK REC CTR - BOTTLED SPRING WATER	\$	157.25	
EFT20066	NOVUS AUTO GLASS SOUTH WEST	DB5 - REPLACEMENT WINDSCREEN	\$	864.16	
EFT20067	OFFICEWORKS	DB SES - GENERAL STATIONERY SUPPLIES	\$	246.01	

SHIRE OF DONNYBROOK/BALINGUP
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MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
EFT20064	ROBIN FRANCES MACLEAN	RATES REFUND	\$	765.21	
EFT20065	NEVERFAIL SPRINGWATER LIMITED	DBK REC CTR - BOTTLED SPRING WATER	\$	157.25	
EFT20066	NOVUS AUTO GLASS SOUTH WEST	DB5 - REPLACEMENT WINDSCREEN	\$	864.16	
EFT20067	OFFICEWORKS	DB SES - GENERAL STATIONERY SUPPLIES	\$	246.01	
EFT20068	OFFICEWORKS - ACCOUNTS	TUIA LODGE - SEPTEMBER STATIONERY ORDER	\$	419.12	
EFT20069	PERKINS BUILDERS	DTCRP - CONSTRUCTION AWARD - RFT 03/1920	\$	40,815.50	
EFT20070	PFI CLEANING SUPPLIES	SHIRE ADMIN - CLEANING & TOILETRY SUPPLIES	\$	347.05	
EFT20071	PRESTON PRESS	MONTHLY SHIRE CONNECT DOUBLE PAGE FEATURE - OCT 2020	\$	440.00	
EFT20072	PRESTIGE PRODUCTS	DBK REC CTR - CLEANING MATERIALS	\$	275.77	
EFT20073	PRESTON VALLEY MAINTENANCE	VARIOUS BUILDING REPAIRS & MAINTENANCE	\$	3,944.60	
EFT20074	PFD FOOD SERVICE PTY LTD	DBK REC CTR - KIOSK ICE CREAM SUPPLIES	\$	143.30	
EFT20075	PRESTON POWER EQUIPMENT	POWER TOOL EQUIPMENT REPAIRS, PURCHASES & MAINTENANCE	\$	865.85	
EFT20076	PAYPAC PAYROLL SERVICES PTY LTD	TUIA LODGE - PAYROLL PROCESSING SERVICES - SEPT 2020	\$	907.04	
EFT20077	PATRICIA ST DESIGNS	STITCH POCKETS ON TWO SHIRTS - STAFF UNIFORM	\$	15.00	
EFT20078	DANIELLE MARGARET PESCI	DBK REC CTR - AQUA INSTRUCTOR EXPENSES	\$	500.00	
EFT20079	STAFF REIMBURSEMENTS	REIMBURSE INTERENET EXPENSES FOR OCT 2020	\$	39.95	
EFT20080	SPRINT EXPRESS	FREIGHT EXPENSES - SEPT 20	\$	40.70	
EFT20081	SLEE ANDERSON & PIDGEON	LEGAL FEES - BRIDGE ST HOUSING PROJECT - SEPT 2020	\$	1,397.00	
EFT20082	STEWART & HEATON CLOTHING CO.	BLN BFB - PROTECTIVE CLOTHING	\$	734.71	
EFT20083	SOUTHERN LOCK & SECURITY	ADMIN & DBK SES - ALARM MONITORING SERVICE FOR OCT 2020	\$	421.29	
EFT20084	SOS OFFICE EQUIPMENT	PHOTOCOPIER EXPENSES - SEPT 20	\$	1,740.03	
EFT20085	SPOTLIGHT PTY LTD	TUIA LODGE - TABLECLOTHS & RUNNERS	\$	120.00	
EFT20086	WA COUNTRY HEALTH SERVICE - SW	TUIA LODGE - RESIDENTS MEALS - AUGUST 2020	\$	18,794.40	
EFT20087	STALEY FOOD & PACKAGING	TUIA LODGE - PPE, LAUNDRY, KITCHEN & CLEANING CONSUMABLES	\$	3,582.43	
EFT20088	DAVID JOHN STEICKE	RATES REFUND	\$	594.00	
EFT20089	SURGICAL HOUSE PTY LTD	TUIA LODGE - PHARMACEUTICAL SUPPLIES	\$	2,021.28	
EFT20090	SIGNS PLUS	NAME BADGES FOR REC CENTRE STAFF	\$	198.50	
EFT20091	SUNNY INDUSTRIAL BRUSHWARE	CAT BROOM - FLAT POLY BRUSH SEGMENTS	\$	1,730.30	
EFT20092	ST JOHN AMBULANCE WESTERN	DBK REC CTR - FIRST AID KIT SERVICING	\$	75.00	
EFT20093	S & S PROPERTY MAINTENANCE	ADMIN, HALL DEPOT & CHAMBER - CLEANING FOR SEPT 20	\$	1,402.00	
EFT20094	SUMMIT REALTY SOUTH WEST	PRESTON VILLAGE - MARKETING PACKAGE - UNITS 3, 6, 8 AND 11	\$	495.00	
EFT20095	SOLAR POWER SOLUTIONS	BEELERP BFB - MODIFICATIONS TO OFF GRID SOLAR SYSTEM	\$	895.05	
EFT20096	SUSAN CINDY PEGG	DBK LIBRARY - REIMBURSEMENT OF WWC CHECK EXPENSES	\$	87.00	
EFT20097	SHRED-X PTY LTD & AUSTRALIAN	ADMIN OFFICE - SHREDDING BIN PICKUP	\$	226.05	
EFT20098	STRATAGREEN	PRUNING & LANDSCAPING TOOLS, GLOVES & SNAIL PELLETS	\$	838.51	
EFT20099	BARBARA LYNN SWINGLER	RATES REFUND	\$	594.00	
EFT20100	TELSTRA	TELEPHONE AND INTERENET EXPENSES	\$	3,714.28	
EFT20101	WA TREASURY CORPORATION	LOAN 90 & 93 - PRINCIPAL & INTEREST REPAYMENTS	\$	21,206.55	
EFT20102	TOLL TRANSPORT PTY LTD	FREIGHT EXPENSES	\$	461.90	

SHIRE OF DONNYBROOK/BALINGUP
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Chq/EFT	Name	Description		Municipal	Trust
EFT20103	TRUE BLUE TURF	DBK TOWNSCAPE - KENDA KIKUYA TURF	\$	2,906.64	
EFT20104	LANDGATE	VALUATION SERVICES - SEPT 2020	\$	247.14	
EFT20105	WATER CORPORATION	WATER AND SEWERAGE EXPENSES	\$	10,497.96	
EFT20106	SYNERGY	ELECTRICITY EXPENSES	\$	16,687.88	
EFT20107	WESTRAC EQUIPMENT PTY LTD	DB008 ROLLER - WINDOW LATCH	\$	124.36	
EFT20108	WORK CLOBBER	DBK REC CTR - STAFF UNIFORMS	\$	439.00	
EFT20109	WEST COAST FIT	DBK REC CTR - FITNESS INSTRUCTOR EXPENSES - AUG 2020	\$	655.00	
EFT20110	THE WARREN BLACKWOOD ALLIANCE	CONTRIBUTION TO COUNCILS PROJECT FOR 2020/21	\$	7,827.60	
EFT20111	ZIPFORM	PRINT AND MAILOUT OF RATES NOTICES AND INSERTS 2020/21	\$	5,336.41	
EFT20112	ERICA ZAPPA	RATES REFUND	\$	594.45	
EFT20113	PHILLIP ERNEST JONES	RATES REFUND	\$	2,000.00	
EFT20113a	SG FLEET AUSTRALIA PTY LIMITED	LEASE FOR CESM VEHICLE - OCT 20	\$	1,561.90	
EFT20113b	SHIRE OF DONNYBROOK BALINGUP	PAYROLL FOR PERIOD ENDING 21/10/2020	\$	130,247.88	
EFT20113c	SHIRE OF DONNYBROOK BALINGUP	TUIA LODGE - PAYROLL FOR PERIOD ENDING 21/10/2020	\$	89,603.72	
EFT20114	BUILD & CONST IND TRAINING FUND	BCITF LEVY COLLECTIONS - SEPT 2020	\$	752.27	
EFT20115	DEPT OF MINES, IND REG & SAFETY	BSL LEVY COLLECTIONS - SEPT 2020	\$	2,075.99	
EFT20116	ALLENS CIVIL & RURAL CONTRACTORS	PERSERERANCE BLVD VERGE WORKS	\$	3,943.50	
EFT20117	CR SHANE ATHERTON	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,739.50	
EFT20119	CLIFFORD AUTO REPAIRS	VEHICLE SERVICE - DB2222	\$	493.12	
EFT20120	DONNYBROOK MEDICAL SERVICES	TUIA LODGE - PRE EMPLOYMENT MEDICAL	\$	315.00	
EFT20121	DONNYBROOK PHARMACY	TUIA LODGE - PHARMACY ACCOUNT - SEPT 20	\$	16.99	
EFT20122	GRUMPY GNOME GARDEN SUPPLIES	SCREENED YELLOW SAND	\$	180.00	
EFT20123	DONNYBROOK FARM SERVICE	P&G - STAR PICKETS	\$	227.70	
EFT20124	ELIZABETH MCKIE DESMOND	RATES REFUND	\$	797.81	
EFT20125	DBCEC (WA) PTY LTD	HIRE OF WET PLANT - MELDENE PATH STAGE 2	\$	14,815.63	
EFT20126	FOWLER SURVEYS	UPPER CAPEL ROAD - SPOTTING CENTRE LINE, BARRIER	\$	3,344.00	
EFT20127	FORD AND DOONAN KARDINYA	DB SES - SUPPLY & INSTALL HITACHI 2.5KW WALL MOUNTED SPLIT	\$	2,909.50	
EFT20128	COVERT SIGNS	ASSORTED SIGNAGE & FIREBREAK BANNERS	\$	1,397.00	
EFT20129	SKIPPERS PLUMBING SERVICES	TUIA LODGE - REPLACE HOSE ON MIXER TAP & REPAIR VALVE	\$	573.79	
EFT20130	CR ANITA LINDEMANN	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,739.50	
EFT20131	CAMERON WALTER LIVINGSTON	RATES REFUND	\$	300.88	
EFT20132	CR ANNE MITCHELL	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,739.50	
EFT20133	CR JACQUELINE MASSEY	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	4,333.60	
EFT20134	MILLINDI ENTERPRISES	PREPARE & DEVELOP BUSINESS CASE FOR THE DDSRP	\$	3,500.00	
EFT20135	CR CHARLES NEWMAN	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,942.04	
EFT20136	PRESTON PRESS	OCT 2020 - FIREBREAK/FIRE SEASON & DOG/CAT REGISTRATIONS	\$	150.00	
EFT20137	PRESTON VALLEY MAINTENANCE	ADMIN - FURNITURE RELOCATION & DISPOSAL OF WASTE ITEMS	\$	2,565.20	
EFT20138	CR BRIAN PIESSE	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	6,472.96	
EFT20139	CR SHANE SERCOMBE	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,739.50	

SHIRE OF DONNYBROOK/BALINGUP
LOCAL GOVERNMENT ACT 1995
LIST OF ACCOUNTS AUTHORISED AND PAID BY THE CHIEF EXECUTIVE OFFICER IN ACCORDANCE WITH
DELEGATION NO. 3.2 AND PRESENTED TO COUNCIL ON 20 NOVEMBER 2020
MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
EFT20140	CR CHRISTOPHER SMITH	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,739.50	
EFT20141	S & S PROPERTY MAINTENANCE	ADMIN OFFICE & DEPOT - CLEANING FOR SEPT/OCT 2020	\$	892.00	
EFT20142	VIP GARDENING	MINNINUP COTTAGES - GARDENING CONTRACTOR - AUG 20	\$	330.00	
EFT20143	VEHICLES CLEANED BY JANINE	TUIA LODGE - CLEANING INSIDE & OUT X 2 VEHICLES - OCT 20	\$	90.00	
EFT20144	CR LEANNE WRINGE	COUNCILLOR ALLOWANCE - JULY TO SEPT 2020	\$	2,739.50	
EFT20144a	SHIRE OF DONNYBROOK BALINGUP	SPECIAL PAY FOR P/E 21/10/2020	\$	2,427.83	
EFT20144b	SHIRE OF DONNYBROOK BALINGUP	TUIA LODGE - SPECIAL PAY P/E 21/10/2020	\$	2,299.18	
EFT20144c	SHIRE OF DONNYBROOK BALINGUP	TUIA LODGE - SUPERANNUATION FOR OCTOBER 2020	\$	16,645.81	
EFT20144d	AUSTRALIAN TAX OFFICE	BAS - SEPT 2020	\$	110,796.00	
EFT20145	AUSTRALIAN SERVICES UNION	PAYROLL DEDUCTIONS	\$	25.90	
EFT20146	WINC AUSTRALIA PTY LTD	STATIONERY SUPPLIES	\$	228.58	
EFT20147	ALLENS TRAFFIC MANAGEMENT	TRAFFIC MANAGEMENT FOR OCT 20	\$	14,767.50	
EFT20148	D.A. CHRISTIE PTY LTD	REPLACEMENT ELECTRIC BBQ COOKTOP FOR AMPHITHEATRE	\$	2,978.58	
EFT20149	MAIA FINANCIAL	LEASE EXPENSES - 01/10/2020 - 31/12/2020	\$	1,160.81	
EFT20150	A1 APPLANCE CENTRE	TUIA LODGE - FUNCTION ROOM TELEVISION FAULT FINDING	\$	85.00	
EFT20151	APPLIANCE TESTING SUPPLIES	TEST AND TAG RECALIBRATION ANNUAL SERVICE	\$	324.50	
EFT20152	BUNNINGS GROUP LIMITED	EXPANSION JOINT FILLER, PINE LENGTHS, SCREWS - WEIR GATES	\$	112.72	
EFT20153	BOC LIMITED	TUIA LODGE - OXYGEN CONCENTRATOR HIRE - SEPT 20	\$	180.14	
EFT20154	BDA TREE LOPPING	MELDENE PATH STAGE 2 (SPUR PATH) TREE PRUNING	\$	1,188.00	
EFT20155	BP SERVICE STATION	MGNT DBK TRANSIT PRK, FIEL EXPENSES - SEPT 20	\$	3,251.53	
EFT20156	BLUE FORCE PTY LTD	PRESTON VILLAGE - EMERGENCY HELP MONITORING - SEPT 2020	\$	276.63	
EFT20157	BRC - BUILDING SOLUTIONS PTY LTD	BEELERUP BUSH FIRE STATION CONSTRUCTION - RETENTION PYMT	\$	10,420.74	
EFT20158	BLACKWOOD DAILY GRIND	CATERING FOR FIRE CONTROL OFFICER COURSE	\$	320.00	
EFT20159	BUNBURY GEOGRAPHE ECONOMIC	2020 - 20201 BGEA MEMBERSHIP FOR JULY 2020 TO OCTOBER 2020	\$	3,119.60	
EFT20160	BOLLARD SHOP	PURCHASE OF 2X BOLLARDS FOR RACECOURSE FLORA RESERVE	\$	532.40	
EFT20161	BUNBURY BRANCH COATES HIRE	HIRE OF MULTI ROLLER FOR WINTER GRADING PROGRAM	\$	5,164.50	
EFT20162	CITY & REGIONAL FUELS	DIESEL EXPENSES - SEPT 2020	\$	12,942.98	
EFT20163	CLIFFORD AUTO REPAIRS	SERVICE OF TOYOTA FORTUNER DB463	\$	356.40	
EFT20164	CENTRAL REGIONAL TAFE	RANGERS - DOG & CAT MGMT & CONTROL TRAINING	\$	935.50	
EFT20165	CRAVEN FOODS	DBK REC CTR - KIOSK CONFECTIONERY & SNACK SUPPLIES	\$	258.76	
EFT20166	CHRISTINE DENISE STEVENSON	2020 DDHS ROAD TRAUMA PREVENTION DAY CATERING	\$	500.00	
EFT20167	CROSS SECURITY SERVICES	LOWDEN BFB - SECURITY MONITORING EXPENSES - OCT TO DEC 20	\$	128.70	
EFT20168	CORSIGN WA	ROAD AND MISC SIGNAGE	\$	893.20	
EFT20169	DONNYBROOK MEDICAL SERVICES	TUIA LODGE - PRE EMPLOYMENT MEDICAL	\$	315.00	
EFT20170	DONNYBROOK DISTRICT HIGH SCHOOL	DBK LBRY - SHARED OPERATING COSTS - SEPT 20	\$	803.92	
EFT20171	DELL FINANCIAL SERVICES PTY LTD	LEASE EXPENSES - NOV 2020	\$	821.46	
EFT20172	DBCEC (WA) PTY LTD	HIRE OF WET PLANT - MELDENE PATH STAGE 2	\$	22,008.25	
EFT20173	EMERG SOLUTIONS PTY LTD	ARGYLE/IRISHTOWN BFB - BART SMS SERVICE ANNUAL FEE	\$	450.00	
EFT20174	FORTUS	MACHINERY TEETH	\$	245.63	

SHIRE OF DONNYBROOK/BALINGUP
LOCAL GOVERNMENT ACT 1995
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MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
EFT20175	FRONTLINE FIRE & RESCUE	MUNRO BFB - REPLACE AXE & CROW BAR DUE TO BREAK IN	\$	155.10	
EFT20176	FROM LEFT FIELD	PROVIDE AGED CARE SERVICES ADVICE	\$	2,453.33	
EFT20177	ROYAL GALA TOURS	VC MITCHELL PARK PROJECT VISIT TO PEMBERTON SPORTS CLUB	\$	495.00	
EFT20178	GARMIN	SUBSCRIPTION FOR MESSENGER AND GPS DEVICE - OCT/NOV 20	\$	60.00	
EFT20179	GREENWAY TURF SOLUTIONS PTY LTD	P&G - MALICE DUO MITICIDE X 5 LITRES	\$	1,859.00	
EFT20181	HARVEY NORMAN BUNBURY	ADMIN - OVEN & DISHWASHER REPLACEMENT	\$	1,410.00	
EFT20182	JR & A HERSEY PTY LTD	W&S - PROTECTIVE CLOTHING AND EQUIPMENT	\$	2,198.02	
EFT20183	ARJO AUSTRALIA PTY LTD	TUIA LODGE - 4 X SINGLE FOAM MATTRESSES	\$	2,110.00	
EFT20184	COVERT SIGNS	ROAD SIGNAGE	\$	176.00	
EFT20185	HEALTHCARE AUSTRALIA PTY LTD	TUIA LODGE - LMS CORPORATE MEMBERSHIP - ANNUAL FEE	\$	3,567.85	
EFT20186	KIRUP/BRAZIER BUSH FIRE BRIGADE	CATERING FOR ADVANCED BUSH FIRE FIGHTING TRAINING	\$	288.00	
EFT20187	KENSINGTON PHYSIOTHERAPY	TUIA LODGE - PHYSIOTHERAPY SERVICES - 02.09.2020	\$	2,948.00	
EFT20188	LIVING SPRINGS	BOTTLED WATER ADMIN OFFICE	\$	121.00	
EFT20189	LFA FIRST RESPONSE	THOMSON BROOK BFB - FIRST AID BAG	\$	123.09	
EFT20190	MALATESTA ROAD PAVING & HOTMIX	HAY RD - 250 LTRS OF EMULSION FOR ROAD REPAIRS	\$	400.00	
EFT20191	MJB INDUSTRIES PTY LTD	MELDENE PATHWAY - LONG BOX CULVERT	\$	4,648.60	
EFT20192	NATURALISTE HYGIENE SERVICES	SANITARY BINS - 12 MONTH CONTRACT COMMENCING OCT 2020	\$	6,024.07	
EFT20193	NATURALISTE GARAGE DOORS	DB SES - SERVICE X4 ROLLER DOORS	\$	506.00	
EFT20194	OFFICEWORKS	ADMIN - STATIONARY	\$	899.11	
EFT20195	BLACKWOODS	W&S - CAPACITOR 60 KIT AND DASH LABEL	\$	30.87	
EFT20196	PRESTIGE PRODUCTS	DBK REC CTR - CLEANING SUPPLIES	\$	276.87	
EFT20197	PRESTON VALLEY MAINTENANCE	REPLACE BROKEN FENCE AJOINING RESERVE ON YELVERTON ST	\$	363.00	
EFT20198	PFD FOOD SERVICE PTY LTD	DBK REC CTR - KIOSK ICE CREAM SUPPLIES	\$	206.80	
EFT20199	PRIME INDUSTRIAL PRODUCTS	W&S - ROUND BAR AND FLAT BAR	\$	231.66	
EFT20200	DANIELLE MARGARET PESCI	DBK REC CTR - AQUA INSTRUCTOR EXPENSES - 29/09 & 06/10 2020	\$	100.00	
EFT20201	HOLCIM (AUSTRALIA) PTY LTD	11 TONNES OF 7 MM AGGREGATE FOR ROAD REPAIRS	\$	615.73	
EFT20202	WREN OIL	OIL WASTE DISPOSAL FOR DEPOT	\$	236.50	
EFT20203	RTR FITNESS	DBK REC CTR - FITNESS INSTRUCTOR EXPENSES - JUL & OCT 2020	\$	200.00	
EFT20204	ROSTER WITH ROSS PTY LTD	TUIA LODGE - ZUUS PAYROLL - 12/10/2020 - 11/11/2020	\$	149.00	
EFT20205	SOS OFFICE EQUIPMENT	DBK LIBRARY - PHOTOCOPIER EXPENSES	\$	125.57	
EFT20206	BUNBURY TRUCKS	DB4170 TIP TRUCK - HYDRAULIC TANK SIGHT GAUGE RUBBER SEALS	\$	38.50	
EFT20207	SPORTSMARINE	DBK REC CTR - STADIUM PROGRAM SPORTING ITEMS	\$	1,165.00	
EFT20208	SOUTH WEST SEPTICS	ADMIN BLDG - EMPTY TANKS AND LEACH DRAINS	\$	1,460.00	
EFT20209	WA COUNTRY HEALTH SERVICE - SW	TUIA LODGE - RESIDENTS MEALS - SEPT 2020	\$	14,208.90	
EFT20210	STALEY FOOD & PACKAGING	TUIA LODGE - CLEANING, KITCHEN, LAUNDRY & PPE CONSUMABLES	\$	1,688.48	
EFT20211	SOUTH REGIONAL TAFE	AUS CHEM COURSE FOR P&G STAFF	\$	352.40	
EFT20212	SPORTSWORLD OF WA	DBK REC CTR - KIOSK GOGGLES, MASKS AND CAPS	\$	1,172.60	
EFT20213	SURGICAL HOUSE PTY LTD	TUIA LODGE - PHARMACEUTICAL SUPPLIES	\$	273.02	
EFT20214	SOUTH WEST CLEANING	ADMIN OFFICE - CLEANING FOR 07/07/2020	\$	165.00	

SHIRE OF DONNYBROOK/BALINGUP
LOCAL GOVERNMENT ACT 1995
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MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
EFT20215	TELSTRA	TELEPHONE AND INTERENET EXPENSES	\$	40.00	
EFT20216	TOTALLY WORKWEAR	PLANNING - PERSONAL PROTECTIVE EQUIPMENT	\$	203.50	
EFT20217	TOLL TRANSPORT PTY LTD	FREIGHT EXPENSES	\$	311.41	
EFT20218	VOGUE FURNITURE	ADMIN - REPLACEMENT OFFICE CHAIRS	\$	1,205.00	
EFT20219	STAFF REIMBURSEMENTS	TUIA LODGE - REIMBURSEMENT OF POLICE CLEARANCE EXPENSES	\$	55.80	
EFT20220	EST OF THE LATE RODNEY VIRGO	TUIA LODGE - REFUND CARE FEES 12/12/2019 - 26/12/2019	\$	828.15	
EFT20221	WATER CORPORATION	WATER AND SEWERAGE EXPENSES	\$	802.07	
EFT20222	SYNERGY	ELECTRICITY EXPENSES	\$	22,565.77	
EFT20223	VEOLIA ENVIRONMENTAL SERVICES	SWEEP OF BALINGUP MAIN ST, JAYES RD & BUS BAYS	\$	935.55	
EFT20224	WESTRAC EQUIPMENT PTY LTD	DB1250 LOADER - BATTERY SWITCH	\$	144.09	
EFT20225	WORK CLOBBER	2020/21 UNIFORM ORDER FOR DEPOT STAFF	\$	1,177.30	
EFT20226	JOAN PAVY	RATES REFUND	\$	594.00	
EFT20227	ZIP HEATERS (AUST) PTY LTD	ZIP HYDROTAP & MICROPURITY FILTER	\$	5,182.29	
EFT20228	SHAPE MANAGEMENT	TENDER DEVELOPMENT SERVICES - VC MITCHELL PRECINCT	\$	2,145.00	
EFT20229	LEONIE HELEN GOLDSMITH PEARCE	REFUND TUIA LODGE BOND	\$	151,321.88	
EFT20230	ROSALYN MARIE SCOTT	REFUND TUIA LODGE BOND	\$	151,321.88	
EFT20230a	WESTNET PTY LTD	INTERNET SERVICE EXPENSES	\$	990.57	
EFT20230b	SHIRE OF DONNYBROOK BALINGUP	PAYROLL FOR PERIOD ENDING 04/11/2020	\$	130,478.15	
EFT20230c	SHIRE OF DONNYBROOK BALINGUP	TUIA LODGE - PAYROLL FOR PERIOD ENDING 04/11/2020	\$	72,134.11	
EFT20230d	WESTNET PTY LTD	BALINGUP LIBRARY - NBN WIRELESS SERVICE - NOV 2020	\$	64.90	
53614	SHIRE OF DONNYBROOK BALINGUP	PETTY CASH RECOUP	\$	223.10	
53615	SHIRE OF DONNYBROOK BALINGUP	TUIA LODGE - STAFF RATES PAYROLL DEDUCTIONS FOR OCT 2020	\$	330.00	
53616	SHIRE OF DARDANUP	CONTRIB TO BUNBURY WELLINGTON GROUP OF COUNCILS - 2020/21	\$	550.00	
53617	SHIRE OF DONNYBROOK BALINGUP	TUIA LODGE ANNUAL FOOD BUSINESS REGISTRATION FEE 20/21	\$	56.00	
53618	ELGAS	DBK HALL - ANNUAL HIRE OF 2 X 45KG LPG BOTTLES 2020/21	\$	141.90	
53619	SHIRE OF DONNYBROOK BALINGUP	RESIDENTS KITTY RECOUP - OCTOBER 2020	\$	511.00	
DD25361.1	WA SUPER	PAYROLL DEDUCTIONS	\$	18,106.57	
DD25361.2	BT SUPER FOR LIFE	PAYROLL DEDUCTIONS	\$	104.50	
DD25361.3	COMMBANK GROUP SUPER	PAYROLL DEDUCTIONS	\$	206.94	
DD25361.4	AUSTRALIAN SUPER	PAYROLL DEDUCTIONS	\$	1,026.48	
DD25361.5	DILLON FAMILY SUPERFUND	PAYROLL DEDUCTIONS	\$	345.15	
DD25361.6	AMP LIFE LIMITED	PAYROLL DEDUCTIONS	\$	132.59	
DD25361.7	ONEPATH MASTERFUND	PAYROLL DEDUCTIONS	\$	299.44	
DD25361.8	UNISUPER	PAYROLL DEDUCTIONS	\$	53.33	
DD25361.9	REST SUPERANNUATION	PAYROLL DEDUCTIONS	\$	182.48	
DD25361.10	HOSTPLUS	PAYROLL DEDUCTIONS	\$	383.65	
DD25405.1	SPECTRUM SUPER	PAYROLL DEDUCTIONS	\$	46.26	
DD25405.2	UNISUPER	PAYROLL DEDUCTIONS	\$	34.59	
DD25405.3	REST SUPERANNUATION	PAYROLL DEDUCTIONS	\$	169.65	

SHIRE OF DONNYBROOK/BALINGUP
LOCAL GOVERNMENT ACT 1995
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MANUAL/AUTO CHEQUES

Chq/EFT	Name	Description		Municipal	Trust
DD25405.4	HOSTPLUS	PAYROLL DEDUCTIONS	\$	383.65	
DD25405.5	BT SUPER FOR LIFE	PAYROLL DEDUCTIONS	\$	148.08	
DD25405.6	WA SUPER	PAYROLL DEDUCTIONS	\$	19,113.28	
DD25405.7	AUSTRALIAN SUPER	PAYROLL DEDUCTIONS	\$	1,078.62	
DD25405.8	COLONIAL FIRSTCHOICE SUPER	PAYROLL DEDUCTIONS	\$	68.99	
DD25405.9	MLC NOMINEES PTY LTD	PAYROLL DEDUCTIONS	\$	61.11	
DD25405.10	COMMBANK GROUP SUPER	PAYROLL DEDUCTIONS	\$	187.28	
DD25405.11	DILLON FAMILY SUPERFUND	PAYROLL DEDUCTIONS	\$	325.23	
DD25405.12	AMP LIFE LIMITED	PAYROLL DEDUCTIONS	\$	101.99	
DD25405.13	ONEPATH MASTERFUND	PAYROLL DEDUCTIONS	\$	300.44	
DD25414.1	WA SUPER	PAYROLL DEDUCTIONS	\$	272.82	
				\$ 1,749,810.05	\$ -
				\$ 1,749,810.05	

SHIRE OF DONNYBROOK/BALINGUP
LOCAL GOVERNMENT ACT 1995

**LIST OF ACCOUNTS AUTHORISED AND PAID BY THE
 CHIEF EXECUTIVE OFFICER IN ACCORDANCE WITH
 DELEGATION NO. 3.2 AND PRESENTED TO COUNCIL
 ON 20 NOVEMBER 2020.**

SUMMARY:

<i>Bank</i>	<i>Cheque Number</i>	<i>Amount</i>
Municipal	CCP3529-CCP3537, EFT19993-EFT20230d, 53614 - 53619, DD25361.1- DD25361.10, DD25405.1 - DD25405.13 and DD25414.1	\$1,749,810.05
Trust		
<i>Monthly Cheque Totals</i>		<u><u>\$1,749,810.05</u></u>

CERTIFICATION OF EXECUTIVE MANAGER CORPORATE & COMMUNITY

This schedule of accounts paid under delegated authority (No 3.1) covering cheques numbered from CCP3529-CCP3537, EFT19993-EFT20230d, 53614 - 53619, DD25361.1-DD25361.10, DD25405.1 - DD25405.13 and DD25414.1 totalling \$1,749,810.05 is herewith presented to Council. The payments have been checked and are fully supported by vouchers and invoices which have been duly certified as to the goods and the rendition of services, prices and computations and the amounts shown were due for payment.


 EXECUTIVE MANAGER CORPORATE & COMMUNITY 13 / 11 / 2020
 DATE



**Monthly
Financial Reports**
Management Statements

**For the period ended
30th September 2020**

Shire of Donnybrook-Balingup

Monthly Report to Council

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Shire of Donnybrook / Balingup
Graphical Presentation of Key Financial Data
For Period ended 30th September 2020

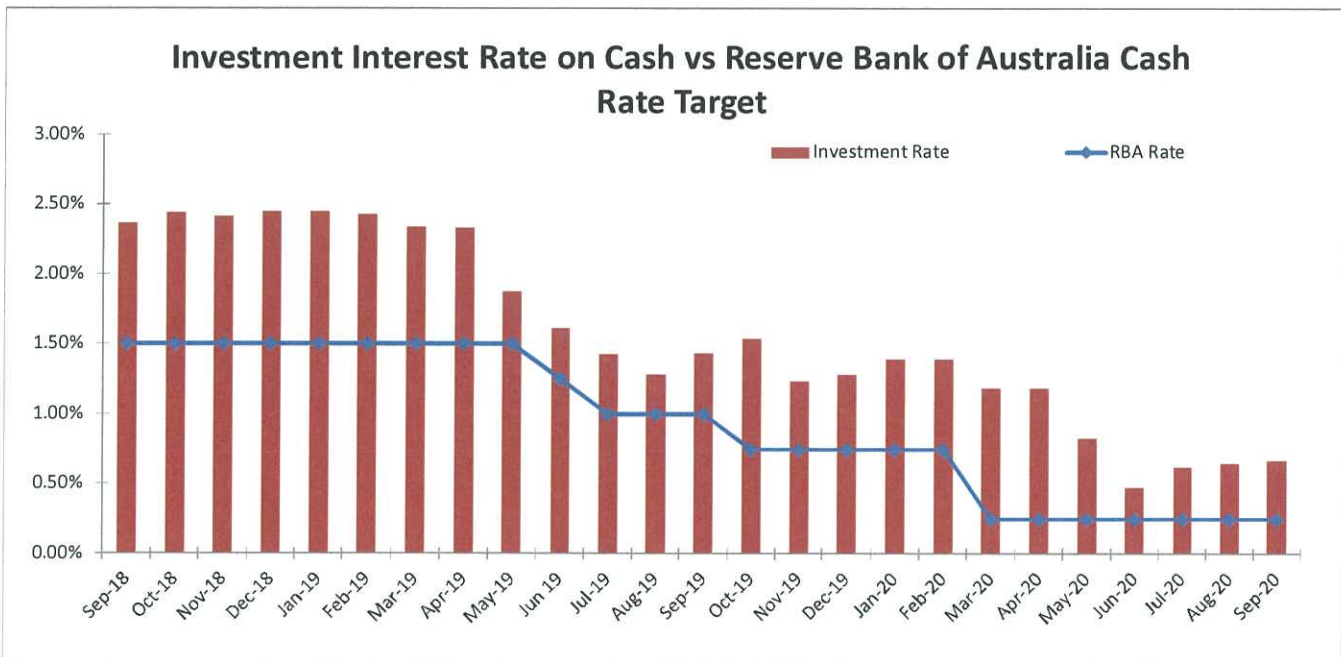
* **Cash & Investments**

As at reporting date total interest received on Shire Municipal and Reserve Funds are:

	YTD Actual	YTD Budget
Municipal Fund:	\$ 2,758	\$ 7,500
Reserve Fund:	\$ 3,890	\$ 15,831
	\$ 6,647	\$ 23,331



The following graph compares the Shire's interest rate on investments against the Reserve Bank's reference rate. Council has continued to maintain a return above the RBA cash target rate.

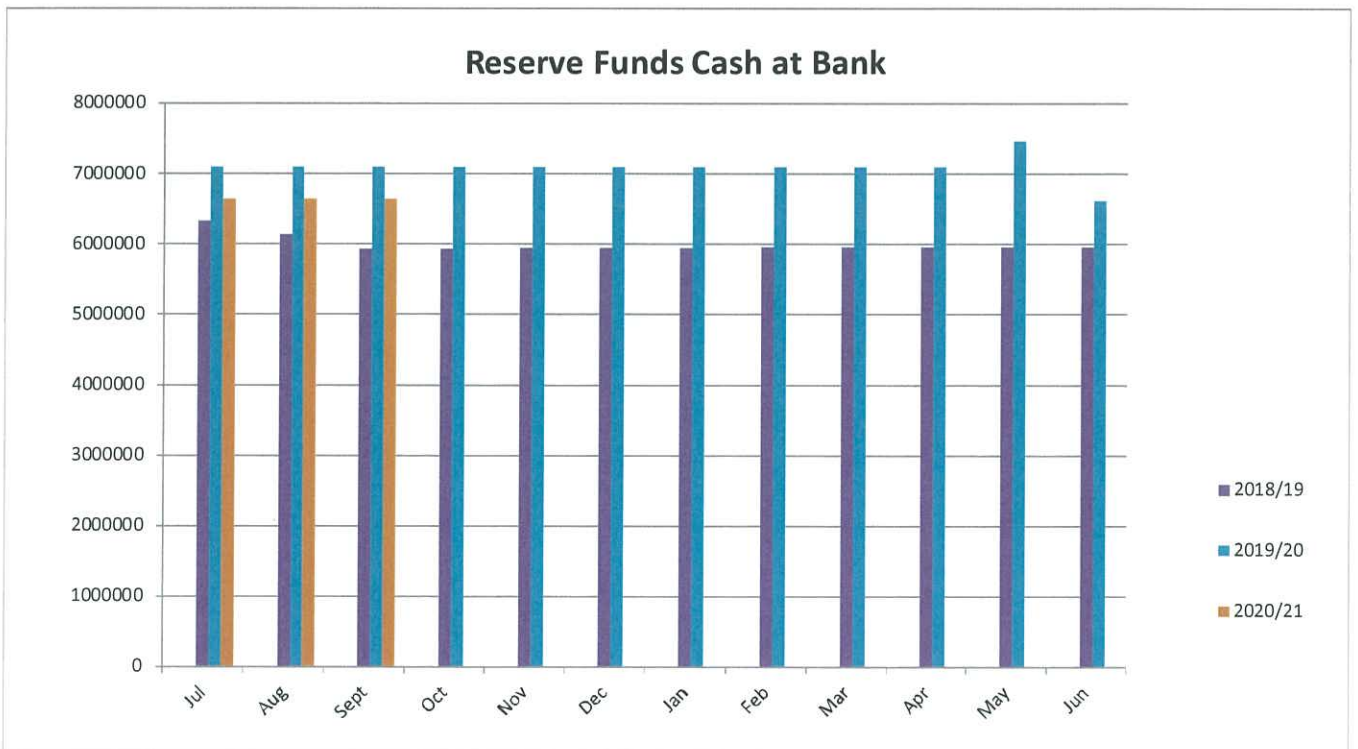
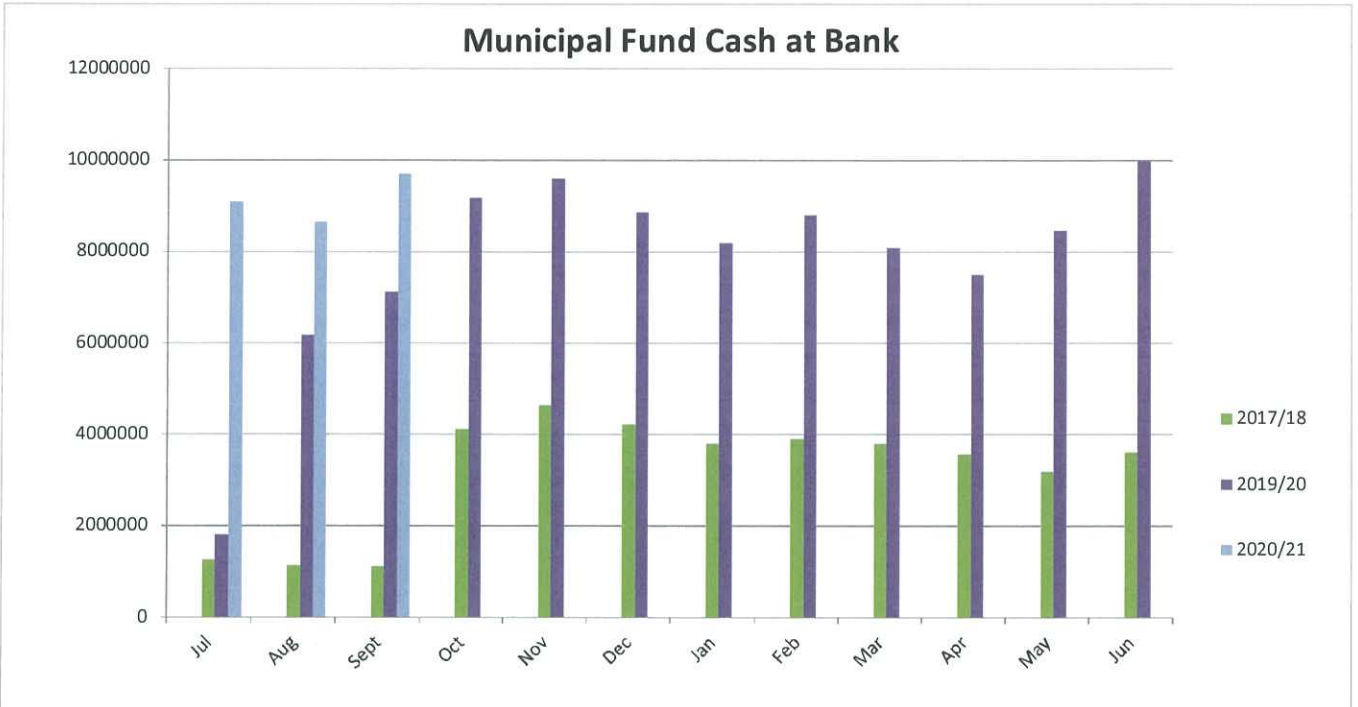


Shire of Donnybrook / Balingup
Graphical Presentation of Key Financial Data
For Period ended 30th September 2020

* **Cash & Investments**

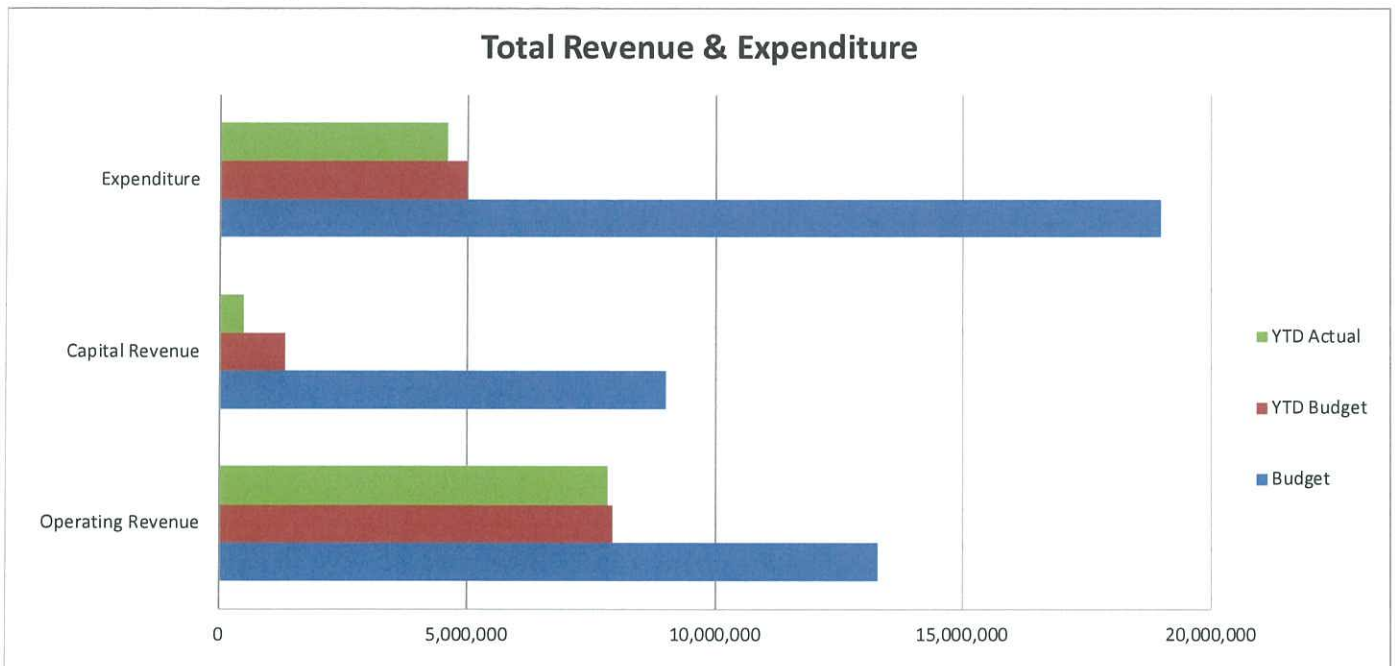
As at reporting date, the Shire's cash on hand as per the bank statements shows a reconciled balance of \$9,707,268.80. This includes investments held by the Shire of \$5,846,410.

Municipal Investment Funds total	\$	1,015,503
Restricted Funds - Bond Deposits	\$	4,830,908
 Municipal Fund Cash at Bank total	 \$	 3,860,858
Reserve Investment Funds Cash at Bank	\$	6,651,403
	\$	<u>16,358,671</u>



Shire of Donnybrook / Balingup
Graphical Presentation of Key Financial Data
For Period ended 30th September 2020

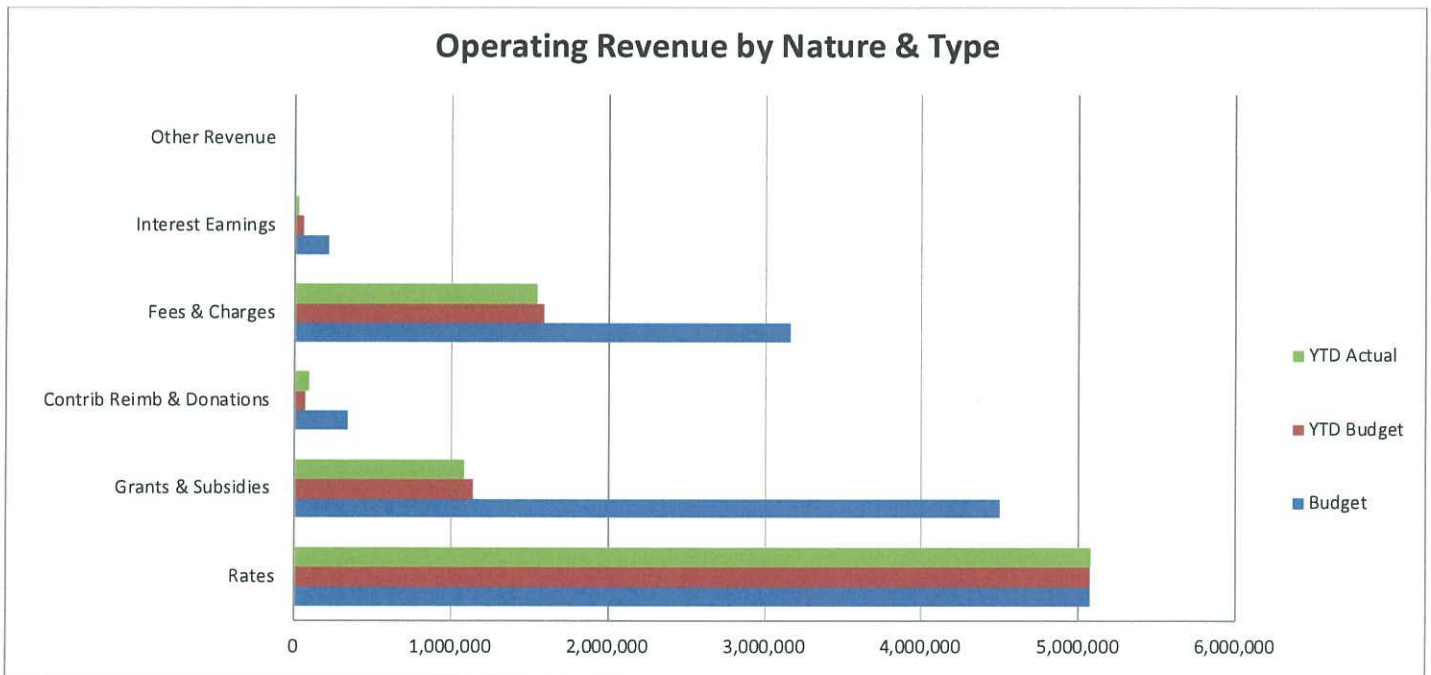
* **Nature & Type Reporting**



Total Revenue & Expenditure

	Adopted Budget	YTD Budget	YTD Actual	YTD Variance %
Operating Revenue	13,286,259	7,926,665	7,826,971	(1.26%)
Capital Revenue	8,994,403	1,324,022	474,538	(64.16%)
Expenditure	18,988,603	4,991,054	4,583,140	(8.17%)

A further detailed analysis of total operating revenue, capital revenue and expenditures is provided via the various nature and type subsections listed below:

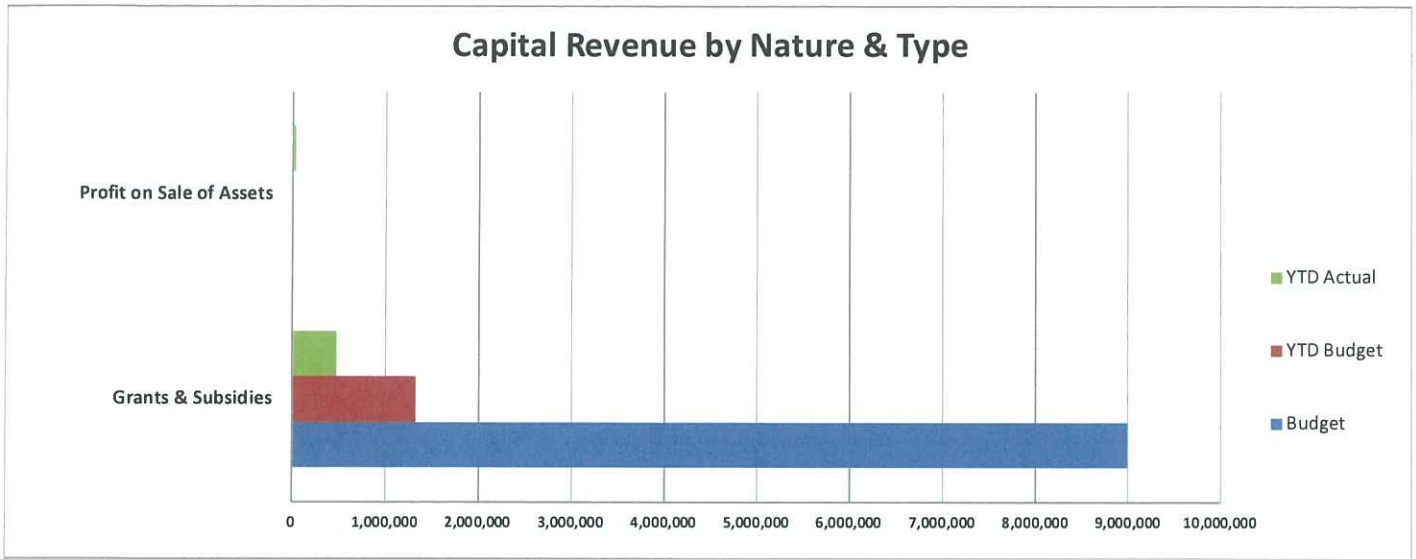


Operating Revenue by Nature & Type

	Adopted Budget	YTD Budget	YTD Actual	YTD Variance %
Rates	5,074,942	5,073,592	5,079,280	0.11%
Grants & Subsidies	4,498,690	1,138,673	1,083,380	(4.86%)
Contrib Reimb & Donations	339,678	70,494	93,925	33.24%
Fees & Charges	3,154,474	1,589,291	1,544,647	(2.81%)
Interest Earnings	216,825	54,204	25,567	(52.83%)
Other Revenue	1,650	411	171	(58.42%)
Total	13,286,259	7,926,665	7,826,971	

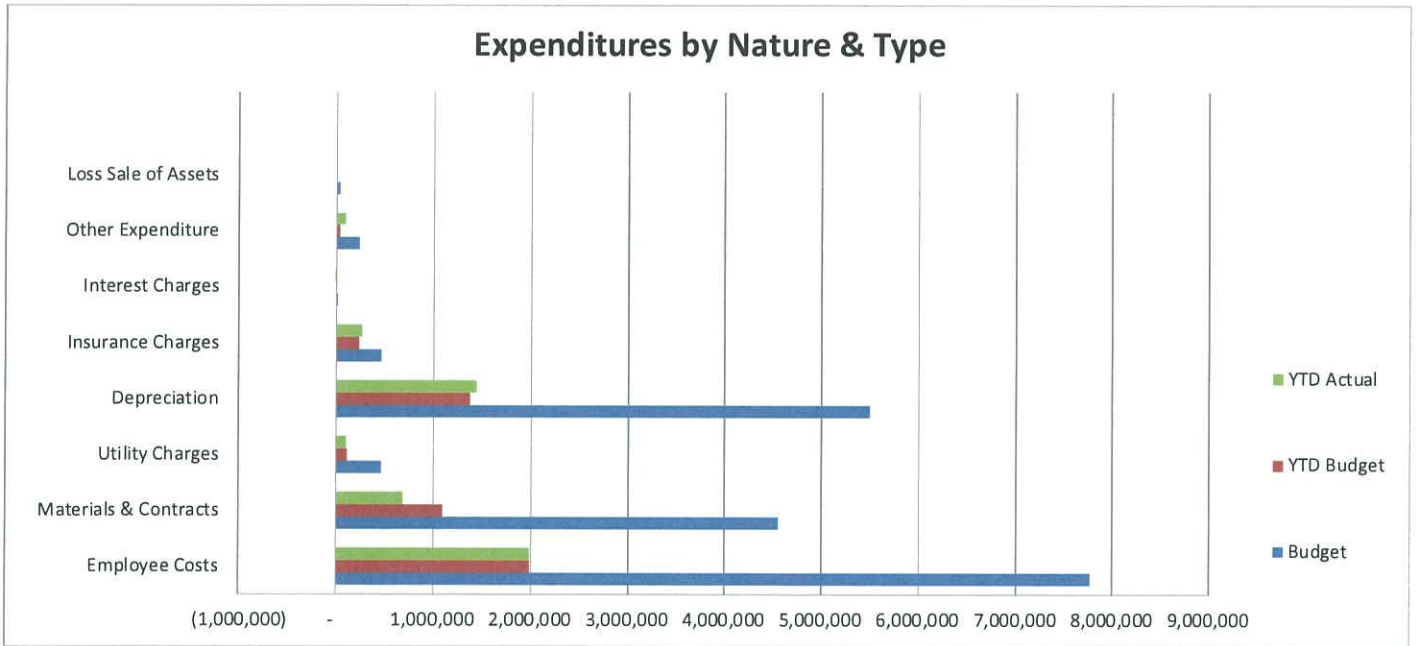
Shire of Donnybrook / Balingup
Graphical Presentation of Key Financial Data
For Period ended 30th September 2020

* **Nature & Type Reporting (continued)**



Capital Revenue by Nature and Type

	Adopted Budget	YTD Budget	YTD Actual	YTD Variance %
Grants & Subsidies	8,994,403	1,324,022	474,538	(64.16%)
Profit on Sale of Assets	9,869	0	36,350	
Total	9,004,272	1,324,022	510,888	

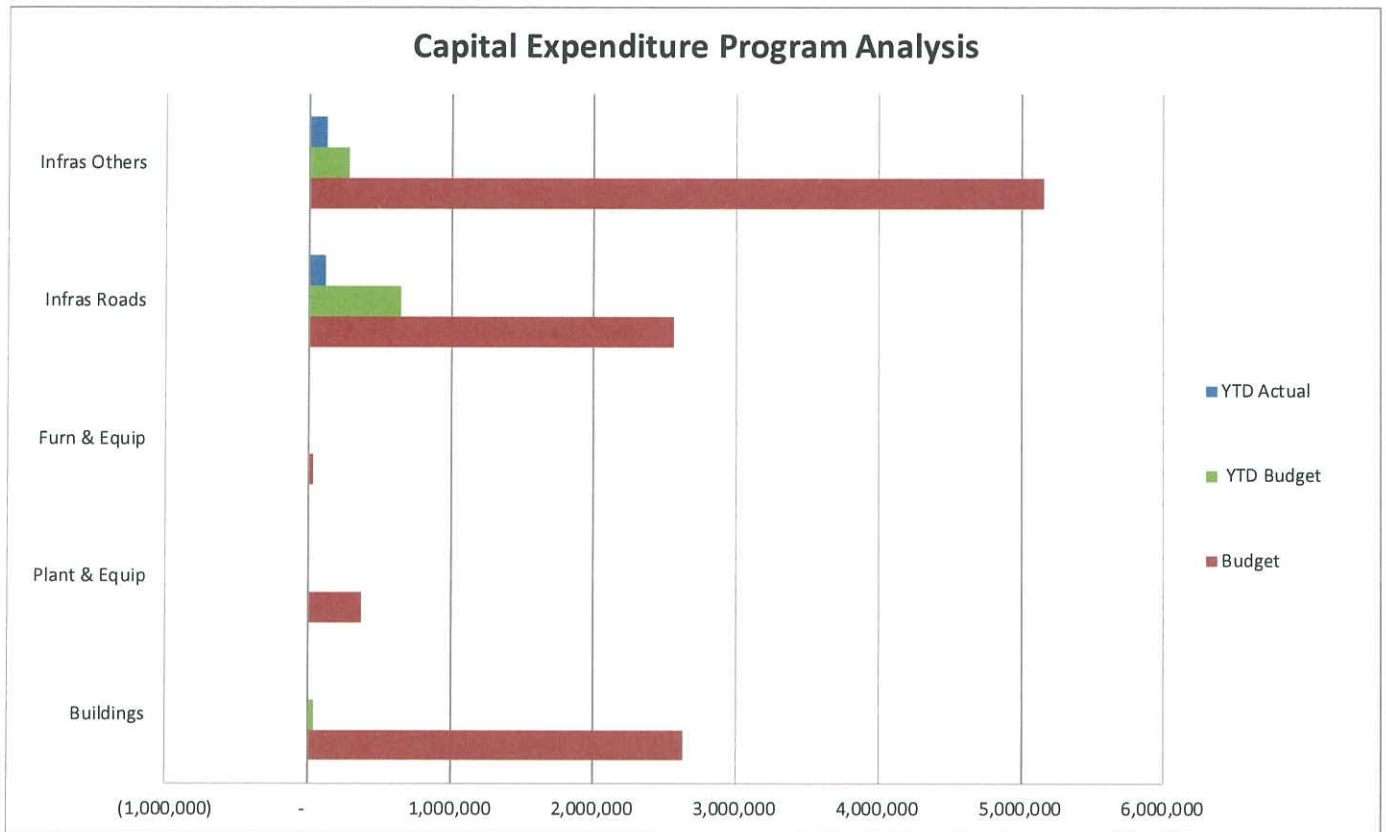


Expenditures by Nature and Type

	Adopted Budget	YTD Budget	YTD Actual	YTD Variance %
Employee costs	7,766,645	1,986,007	1,986,187	0.01%
Materials and contracts	4,559,200	1,087,997	689,843	(36.60%)
Utility charges	457,272	114,240	106,433	(6.83%)
Depreciation on Non Current Assets	5,494,234	1,373,523	1,437,192	4.64%
Insurance charges	456,518	229,308	262,225	14.36%
Interest charges	17,133	2,588	(1,371)	(152.98%)
Loss on sale of asset	32,470	0	0	0.00%
Other expenditure	237,601	36,636	98,107	167.79%
TOTAL	19,021,073	4,830,299	4,578,616	

Shire of Donnybrook / Balingup
Graphical Presentation of Key Financial Data
For Period ended 30th September 2020

* **Capital Acquisitions by Asset Class**



Capital Acquisitions

	Adopted Budget	YTD Budget	YTD Actual	YTD Variance %
Buildings	2,635,764	41,850	(1,670)	(103.99%)
Plant & Equipment	371,556	9,252	5,668	(38.74%)
Furniture & Equipment	38,000	9,498	12,088	27.27%
Infrastructure Roads	2,567,418	641,790	115,101	(82.07%)
Infrastructure Others	5,160,088	274,510	121,503	(55.74%)
TOTAL	10,772,826	976,900	252,690	

Shire of Donnybrook / Balingup
Operating Statement
For Period ended 30th September 2020

		Adopted Budget 2020/21	Budget Year-to-date 2020/21	Actual Year-to-date 2020/21
Operating Revenues				
Rate Revenue	3	5,074,942	5,073,592	5,079,280
General Purpose Funding	3	1,163,234	290,799	273,247
Governance	4	64,084	21,402	21,546
Law, Order & Public Safety	5	577,580	112,841	101,824
Health	7	173,013	43,245	41,541
Education and Welfare	8	4,047,772	915,796	908,963
Community Amenities	10	1,134,936	1,084,490	1,115,398
Recreation & Culture	11	261,529	65,349	36,215
Transport	12	198,310	171,307	162,761
Economic Services	13	480,781	120,175	35,242
Other Property & Services	14	110,078	27,669	50,954
		13,286,259	7,926,665	7,826,971
Operating Expenses Excluding Borrowing Costs Expenses				
General Purpose Funding	3	(202,110)	(63,286)	(47,396)
Governance	4	(1,049,323)	(313,880)	(285,141)
Law, Order & Public Safety	5	(1,372,958)	(400,733)	(327,103)
Health	7	(260,039)	(65,819)	(73,814)
Education and Welfare	8	(5,020,297)	(1,173,858)	(1,031,740)
Community Amenities	10	(1,709,555)	(429,286)	(376,042)
Recreation & Culture	11	(3,576,815)	(900,978)	(901,696)
Transport	12	(4,818,754)	(1,223,861)	(1,305,318)
** Economic Services	13	(844,600)	(211,420)	(100,653)
Other Property & Services	14	(118,200)	(44,884)	(129,849)
		(18,972,651)	(4,828,005)	(4,578,751)
Borrowing Costs Expenses				
Governance	4	(2,876)	(717)	(883)
Law, Order & Public Safety	5	(111)	(27)	(81)
Health	7	(3,668)	0	(365)
Education and Welfare	8	(4,617)	(30)	(803)
Recreation and Culture	11	(2,012)	(75)	(105)
** Economic Services	13	(2,667)	(1,445)	(175)
		(15,951)	(2,294)	135
Contributions/Grants for the Development of Assets				
Law, Order & Public Safety	5	62,241	15,558	0
Community Amenities	10	170,000	0	0
Recreation & Culture	11	4,030,671	250,000	0
Transport	12	4,611,491	998,464	474,538
Economic Services	13	120,000	60,000	0
		8,994,403	1,324,022	474,538
GAIN OR (LOSS) ON THE DISPOSAL OF ASSETS				
Governance	4	622	0	0
Community Amenities	10	5611	0	0
Transport	12	(21,321)	0	0
Economic Services	13	(7,514)	0	36,350
		(22,602)	0	36,350
Net Profit OR Loss / Result		3,269,458	4,420,388	3,759,242

** Note increased borrowing costs/decreased economic svcs operating expenditure for Collins Street Loan Interest **

Shire of Donnybrook / Balingup
Operating Statement (by Nature/Type)
For the Period ended 30th September 2020

	Adopted Budget 2020/21	Budget Year-to-date 2020/21	Actual Year-to-date 2020/21
OPERATING REVENUE AND EXPENDITURE			
(a) Summary by Nature and Type			
Revenue			
Rates	5,074,942	5,073,592	5,079,280
Grants and Subsidies (Operating)	4,498,690	1,138,673	1,083,380
Contributions Reimbursements and Donations (Operating)	339,678	70,494	93,925
Fees and Charges	3,154,474	1,589,291	1,544,647
Interest Earnings	216,825	54,204	25,567
Other Revenue	1,650	411	171
	<u>13,286,259</u>	<u>7,926,665</u>	<u>7,826,971</u>
Expenditure			
Employee Costs	(7,766,645)	(1,986,007)	(1,986,187)
Materials and Contracts	(5,201,797)	(1,248,752)	(694,367)
Utility Charges	(457,272)	(114,240)	(106,433)
Depreciation on Non Current Assets	(5,494,234)	(1,373,523)	(1,437,192)
Insurance Expenses	(456,518)	(229,308)	(262,225)
Interest Expenses	(17,133)	(2,588)	(1,371)
Other Expenses	(237,601)	(36,636)	(98,107)
	<u>(19,631,200)</u>	<u>(4,991,054)</u>	<u>(4,583,140)</u>
Less Applicable to Capital Works	(642,598)	(160,755)	(4,524)
	(5,702,344)	3,096,366	3,248,355
Non-operating grants, subsidies and contributions	8,994,403	1,324,022	474,538
Profit on asset disposals	9,869	0	36,350
Loss on asset disposals	(32,470)	0	0
Net result	<u>3,269,458</u>	<u>4,420,388</u>	<u>3,759,242</u>
Total Comprehensive Income	3,269,458	4,420,388	3,759,242

Shire of Donnybrook / Balingup
Operating Statement (by Nature/Type - detail)
For the Period ended 30th September 2020

OPERATING REVENUE AND EXPENDITURE	2020/21		
(b) Classified According to Nature and Type:	Original Budget	YTD Budget	Actual
<u>OPERATING REVENUE</u>			
Rate Revenue			
Rates	5,074,942	5,073,592	5,079,280
Grants & Subsidies (Operating)			
Other Grants	4,498,690	1,138,673	1,083,380
Grants & Subsidies (Capital)			
** Other Grants	8,978,371	1,320,014	474,538
Reimbursements (Operating)			
Reimbursements	334,838	69,294	84,810
Contributions & Donations (Operating)			
Contributions, Reimbursements & Donations	4,840	1,200	9,116
Contributions & Donations (Cap)			
Contributions, Reimbursements & Donations	16,032	4,008	0
Fees and Charges			
Waste Receptacle Fee	570,696	570,696	588,864
Waste Management Levy	498,070	497,267	497,343
Property Lease	426,507	106,602	90,794
Property Hire	58,106	14,520	5,274
Sale of Stock	8,000	1,998	629
Inspections	200	48	0
Other Charges	1,461,555	365,340	315,589
Fines and Penalties	5,100	1,269	422
Licenses, Approvals, Registrations	126,240	31,551	45,732
Interest Earnings			
Rates Penalty Interest Charge	37,500	9,375	8,421
Interest on Rates Instalments	16,500	4,125	2,033
Interest on Municipal Funds	159,325	39,831	11,823
Interest Other	3,500	873	3,290
Other Revenue			
Other Income	1,650	411	171
Profit on Sale of Non-Current Assets	9,869	0	36,350
Total Operating Revenue	22,290,531	9,250,687	8,337,859

Shire of Donnybrook / Balingup
Operating Statement (by Nature/Type - detail)
For the Period ended 30th September 2020

OPERATING REVENUE AND EXPENDITURE		2020/21		
(b) Classified According to Nature and Type:	Original Budget	YTD Budget	Actual	
<u>OPERATING EXPENDITURE</u>				
Employee Costs				
Salaries and Wages (Operating only, excludes Capital)	6,550,811	1,647,187	1,571,343	
Superannuation	691,204	172,770	172,818	
Workers Compensation	290,890	107,650	130,977	
Clothing and Uniforms	39,733	9,927	6,964	
Training Expenses	104,599	26,133	11,450	
Fringe Benefits Tax	52,042	13,004	20,793	
** Employee Provisions	0	0	61,959	
Other Employee Costs	37,366	9,336	9,883	
Materials				
Materials	4,751,661	1,136,246	562,811	
Phone/Fax	51,401	12,837	15,784	
Fuels & Oils	175,000	43,746	20,074	
Contracts				
Lease & Rental Expenses	0	0	2,177	
** Contract Labour	81,335	20,331	63,623	
Professional Services & Consultants	142,400	35,592	29,898	
Utility Charges				
Sewerage	20,824	5,196	9,159	
Electricity	324,480	81,090	77,474	
Water	111,968	27,954	19,799	
Insurance Expenses				
Insurance	456,518	229,308	262,225	
Interest Expenses				
Interest on Leases	4,612	1,143	0	
Interest on Loans	12,521	1,445	(1,371)	

Shire of Donnybrook / Balingup
Operating Statement (by Nature/Type - detail)
For the Period ended 30th September 2020

4. OPERATING REVENUE AND EXPENDITURE	2020/21		
	Original Budget	YTD Budget	Actual
(b) Classified According to Nature and Type:			
OPERATING EXPENDITURE (cont)			
Other Expenditure			
Postage	10,350	2,583	3,639
Other Expenditure	227,251	34,053	94,468
Loss on Sale of Non-Current Assets	32,470	0	0
Depreciation			
Depreciation on Assets	5,494,234	1,373,523	1,437,192
Less: Applicable to Capital Works	(642,598)	(160,755)	(4,524)
Total Operating Expenditure	19,021,073	4,830,299	4,578,616
NET PROFIT OR LOSS / RESULT	3,269,458	4,420,388	3,759,242

** Grants & Subsidies Capital (Other Grant) income below YTD budget - Drought Funding & Apple Funpark Renewal projects

** Employee provisions - new practice implemented for 2020/21 financial year, adjustments to employee provision for Annual and LSL entitlements processed quarterly in the financial reports.

** Contract labour exceeds budget YTD - this is recognised due to incorrect Nature or Type codes, staff are still working on fixing these allocations for future reports.

Shire of Donnybrook - Balingup
Statement of Financial Activity
For the Period ended 30th September 2020

		2020/21 Original Budget \$	2020/21 YTD Budget \$	2020/21 YTD Actual \$	Variances Budget to Actual YTD %
REVENUES					
General Purpose Funding (Excl. Rates)	3	1,163,234	290,799	273,247	(6.04)
Governance	4	64,084	21,402	21,546	0.67
Law, Order, Public Safety	5	577,580	112,841	101,824	(9.76)
Health	7	173,013	43,245	41,541	(3.94)
Education and Welfare	8	4,047,772	915,796	908,963	(0.75)
Community Amenities	10	1,140,547	1,084,490	1,115,398	2.85
Recreation and Culture	11	261,529	65,349	36,215	(44.58)
Transport	12	201,946	171,307	162,761	(4.99)
Economic Services	13	480,781	120,175	35,242	(70.67)
Other Property and Services	14	110,702	27,669	50,954	84.16
		<u>8,221,188</u>	<u>2,853,073</u>	<u>2,747,691</u>	<u>(3.69)</u>
EXPENSES					
General Purpose Funding	3	(202,110)	(63,286)	(47,396)	(25.11)
Governance	4	(1,052,199)	(314,597)	(286,024)	(9.08)
Law, Order, Public Safety	5	(1,373,069)	(400,760)	(327,184)	(18.36)
Health	7	(263,707)	(65,819)	(73,449)	11.59
Education and Welfare	8	(5,024,914)	(1,173,888)	(1,030,936)	(12.18)
Community Amenities	10	(1,709,555)	(429,286)	(376,042)	(12.40)
Recreation & Culture	11	(3,578,827)	(901,053)	(901,590)	0.06
Transport	12	(4,843,710)	(1,223,861)	(1,305,318)	6.66
Economic Services	13	(854,781)	(212,865)	(100,827)	(52.63)
Other Property and Services	14	(118,200)	(44,884)	(129,849)	189.30
		<u>(19,021,072)</u>	<u>(4,830,299)</u>	<u>(4,578,616)</u>	<u>(5.21)</u>
Net Operating Result Excluding Rates:		<u>(10,799,884)</u>	<u>(1,977,226)</u>	<u>(1,830,926)</u>	<u>(7.40)</u>
Adjustments for Cash Budget Requirements:					
Non-Cash Expenditure and Income					
(Profit)/Loss on Asset Disposals		22,601	0	36,350	
Depreciation on Assets		5,494,234	1,373,523	1,437,192	4.64
Adjust Current Asset - Land Held for Resale		0	0	(81,818)	
Adjust Non Current Liabilities & Employee Prov.		0	0	(6,193)	
Adjust Non Current Assets & Liabilities		0	0	15,279	
Capital Expenditure and Income					
Non Operating Grants, Subsidies & Contributions		8,994,403	1,324,022	474,538	(64.16)
** Purchase property, plant and equipment		(3,045,320)	(60,600)	(16,086)	(73.46)
Purchase and construction of infrastructure		(7,727,506)	(916,300)	(236,604)	(74.18)
Proceeds from disposal of assets		168,209	9,447	81,818	766.08
Proceeds from self supporting loan		9,143	2,286	0	
Repayment of borrowings		(61,290)	(5,208)	(6,574)	26.23
Principal elements of finance lease payments		(53,871)	(20,036)	(22,115)	10.38
Proceeds from Lease		275,000	0	0	
** Repayment of Life Lease		(308,000)	(308,000)	(308,000)	
Transfers to reserves (restricted assets)		(212,000)	0	(139)	
Transfers from reserves (restricted assets)		1,132,213	55,230	0	(100.00)
ADD Estimated Surplus/(Deficit) July 1 B/Fwd		1,037,126	1,037,126	1,018,549 **	(1.79)
LESS Estimated Surplus/(Deficit) June 30 C/Fwd		0	5,587,856	5,634,551	1
Budgeted deficiency before general rates		(5,074,942)	(5,073,592)	(5,079,280)	0.11
Estimated amount to be raised from general rates		<u>5,074,942</u>	<u>5,073,592</u>	<u>5,079,280</u>	
		<u>0</u>	<u>0</u>	<u>0</u>	

** Note: Decrease in YTD actual estimated surplus/(deficit) July 1 B/Fwd figure of \$46,992 - identified prior to EOFY audit, relates to \$4,165 accrued income for Preston Village and surplus funds from sale of Mead St land transferred to POS Trust account of \$50,857.

** Note: Sale of U8 Preston Village reclassified from building capital expense to repayment of life lease**

Variance Reporting Threshold - \$10,000

Account No.	Account Description	Account Type	Year to Date Budget 30/09/20	Actual to 30/09/20	Variance Amount	Variance %	Permanent Variation	Comment
GENERAL PURPOSE FUNDING								
4891	OPERATING INCOME INTEREST - RESERVE FUND	Inc	-15,831	-3,890	11,941	-75.43	x	Potential permanent variance - interest income is based on prevailing interest rates
GOVERNANCE								
1072	OPERATING EXPENDITURE FRINGE BENEFITS TAX	Exp	5,945	20,793	14,848	249.76		Budget timing variation - FBT reallocated in May 2021
LAW, ORDER & PUBLIC SAFETY								
6962	OPERATING EXPENDITURE BUSH FIRE MITIGATION - SEMC	Exp	47,682	13,686	-33,996	-71.30		Budget timing variation - dependant on timing of works
0384	CAPITAL EXPENDITURE BUSH FIRE BUILDINGS - CAP WORKS	Exp	15,006	3,516	-11,490	-76.57		Budget timing variation - dependant on timing of projects
0765	CAPITAL INCOME GRANTS (CAPITAL) - VFBF ESL ASSETS	Inc	-14,259	0	14,259	-100.00		Budget timing variation - grant funding due at completion of capital projects
EDUCATION AND WELFARE								
OPERATING EXPENDITURE								
Tuia Lodge								
1662	SALARIES (T/LODGE)	Exp	589,377	493,647	-95,730	-16.24		Budget timing variation
3832	MEDICAL SERVICES - (TUIA)	Exp	15,153	3,050	-12,103	-79.87		Budget timing variation
Other Welfare								
1037	ASSET MTC/REFURB - WELL AGED UNIT	Exp	13,581	40	-13,541	-99.71		Budget timing variation - minimal expenditure to date
OPERATING INCOME								
Tuia Lodge								
1693	CARE INCOME - ACFI SUBSIDIES	Inc	-509,748	-544,837	-35,089	6.88		Budget timing variation - subsidy reflects level of care
1703	BASIC DAILY CARE FEE	Inc	-190,710	-157,461	33,249	-17.43		Budget timing variation - income reflects level of care
1706	ACCOMMODATION FEE - DAILY ACCOMMODATION PAY	Inc	-46,446	-63,912	-17,466	37.61		Budget timing variation - income reflects level of care
1707	CARE INCOME - RESIDENT FEES - MEANS TESTED CA	Inc	-43,878	-22,982	20,896	-47.62		Budget timing variation - income reflects level of care
Other Welfare								
1843	FROM AGED HOUSING RESERVE	Inc	-13,581	0	13,581	-100.00		Budget timing variation - Reserve transfer dependant on timing of capital works projects
CAPITAL EXPENDITURE								
Tuia Lodge								
7384	BUILDINGS - TUIA LODGE	Exp	24,045	-743	-24,788	-103.09		Budget timing variation - minimal expenditure to date
COMMUNITY AMENITIES								
OPERATING EXPENDITURE								
1772	RUBBISH SITES MTC	Exp	105,840	94,190	-11,650	-11.01		Budget timing variation - normal operational variance
OPERATING INCOME								
1803	FEES & CHARGES - KERBSIDE BIN SERVICES	Inc	-570,696	-588,864	-18,168	3.18	x	Permanent variation - income higher than budget estimates
2223	FEES & CHARGES - APPLICATIONS	Inc	-6,909	-17,853	-10,944	158.41	x	Potential permanent variance - increased number of applications received to date
RECREATION AND CULTURE								
OPERATING EXPENDITURE								
Other Recreation & Sport								
2642	PARKS & RESERVES GENERAL	Exp	160,647	135,351	-25,296	-15.75		Budget timing variation - normal operational variance
2662	EGAN PARK	Exp	21,066	11,063	-10,003	-47.49		Budget timing variation - normal operational variance
2712	BLN PARKS & RESERVES	Exp	55,962	44,476	-11,486	-20.53		Budget timing variation - normal operational variance

Variance Reporting Threshold - \$10,000

Account No.	Account Description	Account Type	Year to Date Budget 30/09/20	Actual to 30/09/20	Variance Amount	Variance %	Permanent Variation	Comment
RECREATION AND CULTURE								
CAPITAL INCOME								
7105	GRANTS (CAPITAL) - ASSETS	Inc	-250,000	0	250,000	-100.00		Budget timing variation - Grant funding for Heritage Precinct dependant of timing of project milestones
TRANSPORT								
CAPITAL EXPENDITURE								
3210	ROADWORKS GENERAL	Exp	96,783	250	-96,533	-99.74		Budget timing variation - variance reflects timing of road program
3240	FOOTPATHS	Exp	51,249	5,254	-45,996	-89.75		Budget timing variation - minimal expenditure to date
3260	REGIONAL ROAD GROUP	Exp	268,794	66,698	-202,096	-75.19		Budget timing variation - variance reflects timing of road program
3300	ROADS TO RECOVERY FEDERAL FUNDING PROGRAM	Exp	106,221	17,152	-89,069	-83.85		Budget timing variation - minimal expenditure to date
3330	BLACKSPOT FUNDED ROAD WORKS	Exp	169,992	31,000	-138,992	-81.76		Budget timing variation - variance reflects timing of road program
CAPITAL INCOME								
0325	GRANTS - BLACK SPOTS	Inc	-113,333	-190,488	-77,155	68.08		Budget timing variation - variance reflects timing of road program
3251	GRANTS - LGGC SPECIAL PROJECTS (BRIDGES)	Inc	-625,500	0	625,500	-100.00		Budget timing variation - variance reflects timing of bridge program
3291	GRANTS - REGIONAL ROAD GROUP	Inc	-230,000	-284,050	-54,050	23.50		Budget timing variation - variance reflects timing of road program
3341	GRANTS - PATHWAYS PROGRAM	Inc	-25,623	0	25,623	-100.00		Budget timing variation - variance reflects timing of works program
OPERATING EXPENDITURE								
341M	GENERAL ROAD MAINTENANCE	Exp	249,102	346,794	97,692	39.22		Budget timing variation - variance reflects timing of road program
3450	BRIDGE MAINTENANCE	Exp	63,482	40,683	-22,799	-35.91		Budget timing variation
ECONOMIC SERVICES								
OPERATING EXPENDITURE								
3842	NOXIOUS WEEDS/PEST PLANTS	Exp	86,814	540	-86,274	-99.38		Budget timing variation - minimal expenditure to date
3912	AREA PROMOTION	Exp	18,750	1	-18,749	-100.00		Budget timing variation - minimal expenditure to date
OPERATING INCOME								
3413	GRANTS - PROGRAMS	Inc	-78,817	0	78,817	-100.00		Budget timing variation - income dependant on completion of works
CAPITAL EXPENDITURE								
8234	INFRASTRUCTURE OTHER	Exp	60,000	0	-60,000	-100.00		Budget timing variation - Commercial standpipes - no expenditure to date
CAPITAL INCOME								
0975	GRANTS (CAPITAL) - ASSETS	Inc	-60,000	0	60,000	-100.00		Budget timing variation - grant funding dependant on timing of capital expenditure
0275	PROCEEDS SALE OF LAND	Inc	0	-81,818	-81,818		x	Permanent variance - Sale of Lot 101 Marmion Street - Proceeds from sale of land to be transferred to POS Trust account
PUBLIC WORKS OVERHEADS								
Various A/cs	EXPENDITURE - PUBLIC WORKS OVERHEADS	Exp	387,706	330,010.43	-57,696	-14.88		
Various A/cs	INCOME - PUBLIC WORKS OVERHEADS	Inc	-21,996	-44,884.84	-22,889	104.06		
	TOTAL PUBLIC WORKS OVERHEADS		13,117	19,618	6,501	49.56		Public Works Overheads are currently \$19,618 under allocated
PLANT OPERATION COSTS								
Various A/cs	EXPENDITURE - PLANT OPERATION COSTS	Exp	211,266	268,946	57,680	27.30		
Various A/cs	INCOME - PLANT OPERATION COSTS	Inc	-7,548	-6,069	1,479	-19.59		
	TOTAL PLANT OPERATION COSTS		-12	71,525	71,537	-596143.67		Plant Operation Costs are currently \$71,525 under allocated
PROJECT OPERATION COSTS								
Various A/cs	EXPENDITURE - PROJECT OPERATION COSTS		76,239	146,976	70,737	92.78		
4197	LESS ALLOCATED TO PROJECTS	Exp	-74,001	-146,976	-72,975	98.61		
	TOTAL PROJECT OPERATION COSTS		2,238	0	-2,238	-100.00		Project Operation Costs are fully allocated across projects

Variance Reporting Threshold - \$10,000

Account No.	Account Description	Account Type	Year to Date Budget 30/09/20	Actual to 30/09/20	Variance Amount	Variance %	Permanent Variation	Comment
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TOTAL GROSS SALARY & WAGES

4570	TOTAL SALARIES AND WAGES	Exp	1,838,001	1,737,731	-100,270	-5.46		Wages and Salaries approx \$100k under YTD Budget - Potential permanent variance (Includes workers compensation payments of approx. \$37k and accrued salaries & wages \$55k)
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Note 1 Budget and Actual Income shown as negative figures.
 Budget and Actual Expenditure shown as positive figures.
 Therefore a negative variance indicates either more income or less expenditure than budget YTD estimate (positive effect on budget)
 Therefore a positive variance indicates either less income or more expenditure than budget YTD estimate (negative effect on budget)

Note 2 Salaries and Wages variances are shown in total only in Schedule 14 (Public Works Overheads)
 Variances relating to internal costings and allocations are not reported.
 Variances relating to amounts transferred to/from Reserve have not been reported.

Shire of Donnybrook / Balingup
Summary of Financial Activity - Cash
For the Period ended
30th September 2020

	Sch No	2020/21 Adopted Budget		2020/21 Actual	
		Income	Expenditure	Income	Expenditure
OPERATING SECTION					
General Purpose Funding	3	6,238,176	202,110	5,352,527	47,396
Governance	4	88,398	1,052,199	21,546	286,024
Law, Order & Public Safety	5	581,860	1,373,069	101,824	327,184
Health	7	173,013	263,707	41,541	73,449
Welfare Services	8	4,111,587	5,024,914	908,963	1,030,936
Community Amenities	10	1,134,936	1,709,555	1,115,398	376,042
Recreation & Culture	11	346,249	3,578,827	36,215	901,590
Transport	12	224,923	4,818,754	162,761	1,305,318
Economic Services	13	480,781	847,267	35,242	64,478
Other Property & Services	14	118,200	118,200	50,954	129,849
		13,498,123	18,988,601	7,826,970.83	4,542,266.47
CAPITAL SECTION					
Governance	4	170,295	186,507	0	1,197
Law, Order & Public Safety	5	66,241	83,910	0	7,695
Health	7	0	11,693	0	0
Welfare Services	8	548,822	578,425	0	320,572
Community Amenities	10	332,795	341,220	0	0
Recreation & Culture	11	4,214,145	4,283,128	0	132,986
Transport	12	4,880,807	5,543,734	474,538	120,354
Economic Services	13	154,000	167,370	81,818	6,574
Transfers To Reserves	15	0	212,000	0	139
		10,367,105	11,407,987	556,356.19	589,517.61
Total Income & Expenditure		23,865,228	30,396,588	8,383,327	5,131,784
Less Depreciation W/Back			(5,494,234)		(1,437,192)
Net		23,865,228	24,902,354	8,383,327	3,694,592
Add Surplus July 1 B/Fwd		1,037,126		1,018,549	
Adjust Current Asset Land Held for Resale					81,818
Adjust Employee Entitlements					6,193
Adjust to NCL (Leave Provisions)				15,279	
Surplus/Deficit C/Fwd			0		5,634,551
		24,902,354	24,902,354	9,417,155	9,417,155

** Decrease in 2020/21 actual opening surplus of \$46,992 identified prior to EOFY audit, relates to \$4,165 accrued income for Preston Village and surplus funds from sale of Mead St land transferred to POS Trust account of \$50,857.

**Shire of Donnybrook / Balingup
Summary of Financial Activity - Cash
For the Period ended
30th September 2020**

Surplus/Deficit Summary C/Forward Represented by;

(A) Cash at Bank and on Hand	9,709,429	
Sundry Debtors Rates	5,140,714	
Receivables/Debtors	(84,364)	
Contract Assets	413,642	
Accrued Income	4,165	
GST Asset Clearing A/C	29,842	
ESL Asset Clearing A/C	335,063	
Stock on Hand	<u>124,922</u>	15,673,413
(B) Provision for LSL Current	(449,010)	
Provision for A/L Current	(549,662)	
Add Cash Backed Reserve	192,881	
Contract Liability	(3,603,690)	
GST Liability Clearing A/C	(9,551)	
ESL Liability Clearing A/C	(297,540)	
PAYG Clearing A/C	(106,573)	
Prepaid Rates	(37,788)	
Restrictive Liability (Bonds)	(4,911,984)	
Sundry Creditors	<u>(265,944)</u>	(10,038,861)
Net Current Assets		<u><u>5,634,551</u></u>

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

1. SIGNIFICANT ACCOUNTING POLICIES

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

(a) Basis of Accounting

The financial report has been prepared in accordance with applicable Australian Accounting Standards, (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. The report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

(b) The Local Government Reporting Entity

All Funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this budget.

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

All monies held in the Trust Fund are excluded from the financial statements.

(c) Rounding Off Figures

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

(f) Rates, Grants, Donations and Other Contributions

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

(g) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST.

(h) Superannuation

The Shire of Donnybrook / Balingup contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

(i) Fixed Assets

Property, plant and equipment and infrastructure assets are brought to account at cost or fair value less, where applicable, any accumulated depreciation, amortisation or impairment losses.

Effective from 1 July 2012, the Local Government (Financial Management) Regulations were amended and the measurement of non-current assets at Fair Value became mandatory.

(j) Investments

All investments are valued at cost and interest on those investments is recognised when accrued.

(k) Impairment

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication that they may be impaired.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating units exceeds its recoverable amount. Impairment losses are recognised in the income statement.

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(l) Depreciation of Non-Current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the future economic benefits embodied in those assets. Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time the asset is completed and held ready for use.

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

Asset Class	Useful Life
Buildings	20 to 100 years
Office Furniture and Equipment	5 to 15 years
Computer Equipment	4 to 15 years
Plant and Equipment	5 to 15 years
Infrastructure:	
Bridges	27 to 77 years
Road clearing and earthworks	not depreciated
Road Pavement	40 to 45 years
Road Seal	15 years
Carparks	40 years
Cycleways	40 years
Footpaths - Concrete	25 to 71 years
Footpaths - Slab	25 to 71 years
Storm Water Drainage	83 years
Other	4 to 80 years

(m) Land Held for Resale

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

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

(n) Employee Entitlements

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

(i) Wages, Salaries and Annual Leave (Short-term benefits)

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

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

The provision for employees' benefits for annual leave and long service leave expected to be settled more than 12 months from the reporting date represents the present value of the estimated future cash outflows to be made by the employer resulting from the employees' service to balance date.

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

2. COMPONENT FUNCTIONS/ACTIVITIES

The activities relating to the Local Government's components are as follows:

(b) Statement of Objective

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

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

- 03 GENERAL PURPOSE FUNDING**
Objective: To collect revenue to allow for the provision of services.
Activities: General rate revenue, general purpose grants and interest revenue.
- 04 GOVERNANCE**
Objective: To provide a decision making process for the efficient allocation of scarce resources.
Activities: Administration and operation of facilities and services to members of Council; Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services.
- 05 LAW, ORDER, PUBLIC SAFETY**
Objective: To provide services to help insure a safer community.
Activities: Supervision of various local laws, fire prevention, animal control and State Emergency Service.
- 07 HEALTH**
Objective: To provide an operational framework for good community health.
Activities: Health Inspection and administration, preventative services and medical centre buildings.
- 08 EDUCATION AND WELFARE**
Objective: To meet the needs of the community in these areas.
Activities: Operation of Frail Aged Hostel, Well Aged Housing, Community Development Child Care Centre & Youth Welfare
- 09 HOUSING**
Objective: To help ensure adequate housing.
Activities: Maintenance of rental housing facilities. Council does not currently provide services in this area.
- 10 COMMUNITY AMENITIES**
Objective: Provide services required by the community.
Activities: Refuse and recycling collection services, operation of refuse disposal sites, town planning & regional development, cemeteries, public conveniences and protection of the environment
- 11 RECREATION AND CULTURE**
Objective: To establish and manage efficiently infrastructure and resources which will help the social well being of the community.
Activities: Maintenance of public Halls, parks and reserves, sporting facilities, libraries and museum.

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

2. COMPONENT FUNCTIONS/ACTIVITIES

12 TRANSPORT

Objective: To provide effective and efficient transport services to the community.

Activities: Construction and maintenance of roads, drainage works, footpaths, parking facilities, traffic signs, street cleaning, street trees, private works and traffic management.

13 ECONOMIC SERVICES

Objective: To help promote the Shire and improve its economic well being.

Activities: Promotion of Tourism, Maintenance of Caravan Park, building control, noxious weed control, receipt of royalties.

14 OTHER PROPERTY & SERVICES

Activities: Plant repairs, public works overheads and other operational costs.

3. CASH AND INVESTMENTS

Actual cash balances versus end-of-year projected results are detailed below:

Restricted (See below)
 Restrictive Liability (Bonds)
 Municipal Fund - Unspent Loan Fund
 Unrestricted
 Municipal Fund
 Municipal Investment Account
 Petty Cash on Hand

Total Cash Balance

The following reserve funds have restrictions imposed by Council under Regulations or by external requirements:

Waste Management Reserve
 Bushfire Control & Management Reserve
 Aged Housing Reserve
 Employee Entitlements Reserve
 Arbuthnott Memorial Scholarship Reserve
 Strategic Planning Studies Reserve
 Land Development Reserve
 Vehicle and Plant Reserve
 Roadworks Reserve
 Parks and Reserves Reserve
 Revaluation Reserve
 CBD Development Reserve
 Buildings Reserve
 Apple Funpark Reserve
 Information Technology Reserve
 Carried Forward Projects Reserve
 Covid 19 Reserve

	Budget 30/06/2021	B/Forward 01/07/2020	YTD Actual 30/09/2020
	5,704,551	6,624,763	6,651,403
	5,424,593	5,739,577	4,911,984
	6,184,292	3,241,806	3,779,782
	0	1,014,496	1,015,503
	2,160	2,160	2,160
	17,315,596	16,622,801	16,360,831
	1,410,974	1,535,974	1,535,974
	2,282	2,282	2,282
	1,144,953	1,187,133	1,187,226
	185,381	192,881	192,926
	3,285	3,585	3,585
	40,051	40,051	40,051
	450,271	450,271	450,271
	376,690	402,000	402,000
	435,434	435,434	435,434
	153,744	153,744	153,744
	10,700	10,700	10,700
	3,054	3,054	3,054
	247,216	758,523	758,523
	99,521	99,521	99,521
	99,523	107,523	107,523
	938,940	1,139,556	1,166,057
	102,532	102,532	102,532
	5,704,551	6,624,763	6,651,403

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

4. NET CURRENT ASSETS

Composition of Net Current Asset Position

CURRENT ASSETS

	Budget 30/06/2021 \$	B/Forward 01/07/2020 \$	YTD Actual 30/09/2020 \$
Cash at Bank and on Hand	761,859	4,258,461	4,797,445
Restricted Assets - Reserves	5,704,551	6,624,763	6,651,403
Restricted Assets - Bond Deposits	5,424,593	5,739,577	4,911,984
Sundry Debtors Rates	508,475	404,548	5,140,714
Receivables/Debtors	115,938	86,923	(84,364)
Accrued Income	63,913	51,716	4,165
GST Asset Clearing A/C	85,772	69,403	29,842
ESL Asset Clearing A/C	28,927	23,407	335,063
Prepayments	35,000	17,028	0
Stock on Hand	10,284	10,284	124,922
Land Half for Resale	97,652	97,652	0
Contract Assets	115,000	413,642	413,642
	12,951,964	17,797,405	22,324,815

CURRENT LIABILITIES

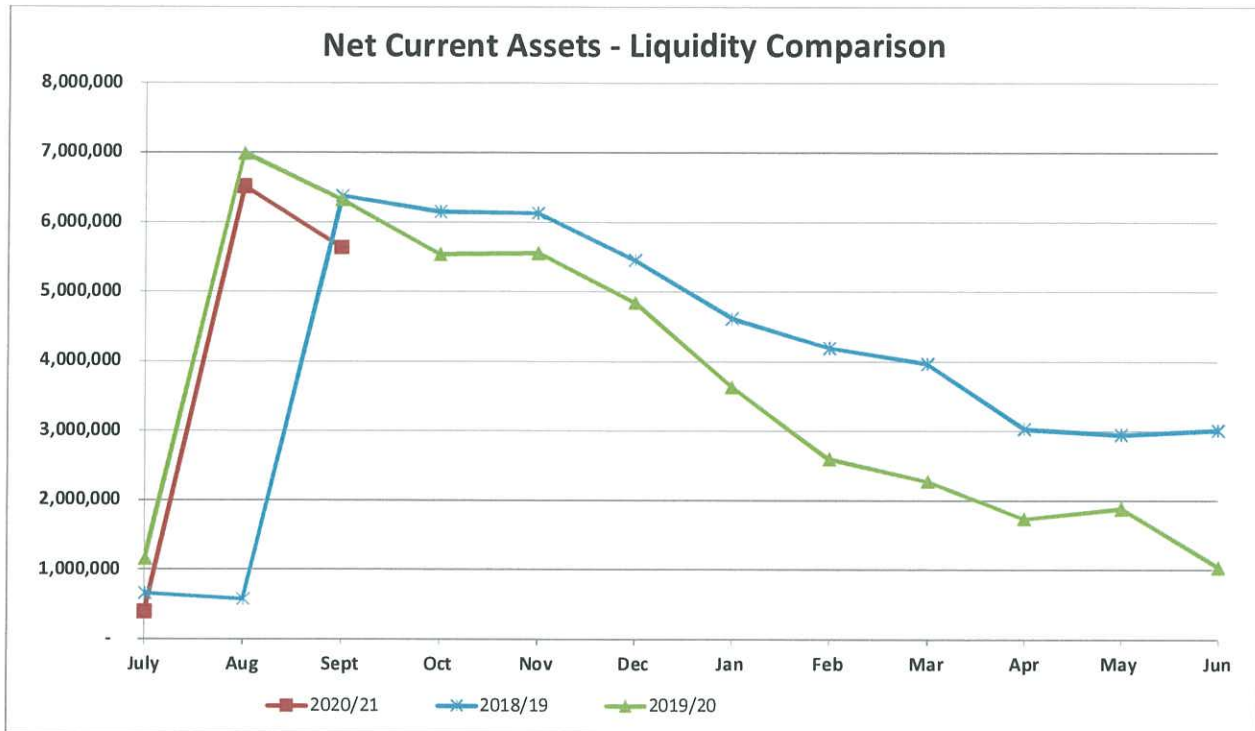
	Budget 30/06/2021 \$	B/Forward 01/07/2020 \$	YTD Actual 30/09/2020 \$
Provision for LSL Current	(438,098)	(438,098)	(449,010)
Provision for A/L Current	(699,275)	(513,894)	(549,662)
Add Cash Backed Reserve	185,381	192,881	192,881
Accrued Salaries/Wages	(149,827)	(220,176)	0
Accrued Expenses	(36,113)	(53,069)	0
Prepaid Rates	(95,288)	(140,029)	(37,788)
GST Liability Clearing A/C	(25,351)	(31,957)	(9,551)
ESL Liability Clearing A/C	0	0	(297,540)
PAYG Clearing A/C	(68,049)	(105,297)	(106,573)
Contract Liability	(189,095)	(2,724,717)	(3,603,690)
Sundry Creditors	(307,105)	(361,584)	(265,944)
Restricted Liability - Trust Bonds	(5,424,593)	(5,739,577)	(4,911,984)
Less Restricted Assets - Reserves	(5,704,551)	(6,624,763)	(6,651,403)
	(12,951,964)	(16,760,280)	(16,690,264)

NET CURRENT FUNDING POSITION **0** **1,037,126** **5,634,551**

Net Current Assets - Liquidity Comparison			
Month	2018/19	2019/20	2020/21
July	655,255	1,152,916	391,793
August	577,376	6,991,493	6,515,018
September	6,377,761	6,323,548	5,634,551
October	6,155,719	5,540,643	
November	6,125,435	5,559,973	
December	5,457,420	4,844,897	
January	4,619,542	3,636,167	
February	4,195,258	2,596,196	
March	3,962,956	2,279,317	
April	3,032,763	1,740,914	
May	2,948,242	1,885,171	
June	3,007,579	1,039,916	

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

4. NET CURRENT ASSETS



Current Ratio

This ratio is a modified commercial ratio designed to focus on the liquidity position of local government that has arisen from past year's transactions.

A ratio of less than 1:1 means that a local government does not have sufficient assets that can be quickly converted into cash to meet its immediate cash commitments. This may arise from a budget deficit from the past year, a Council decision to operate an overdraft or a decision to fund leave entitlements from next year's revenues.

Current Ratio =
$$\frac{\text{Current assets minus restricted current assets}}{\text{Current liabilities minus liabilities associated with restricted assets}}$$

	2018/19	2019/20	2020/21
July	1.37	1.75	1.10
August	1.33	6.15	2.25
September	5.44	5.90	2.10
October	4.64	5.40	
November	5.82	5.02	
December	4.79	4.83	
January	3.84	3.61	
February	3.32	2.21	
March	3.73	2.56	
April	2.65	2.26	
May	3.03	1.53	
June	2.79	1.24	

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

5. VARIANCE ANALYSIS

The Local Government (Financial Management) Regulations 1996, require a variance analysis between budget year-to-date and actual results to be conducted monthly and reported to Council.

Council has determined that a materiality threshold of \$10,000 will apply for reporting purposes. That is all variances greater than \$10,000 will be reported to Council.

Any variance less than \$10,000 will not be reported to Council. The variance analysis applies to all income and expenditure items, except non-cash items such as depreciation.

A table showing material variances, as at 30th September 2020 has been prepared for Council information and has been included with this report. The comments provided are applicable as at reporting date.

General

The variance analysis shows a number of variances with the comment of budget timing variation.

The variances are temporary in nature and relate to the timing of income of expenditure when compared to the projected year to date budget results. Essentially this is a variance in projected cashflows when actual results are compared to budget results.

Unless otherwise indicated in the schedule and these notes, other variations are expected to be resolved as the financial year proceeds.

General Purpose Funding

A potential permanent variance is identified for interest on Reserve funds - investment income is based on prevailing interest rates.

No other variances have been identified for this program

Governance

All variances identified within this program are expected to resolve as the financial year proceeds and are therefore considered temporary variances only.

Law, Order and Public Safety

Variances have been identified for bushfire mitigation works and capital works/grant funding for Beelerup and Ferndale BFB - these variances are expected to resolve as the financial year proceeds.

Health

There are no variances reportable for the month.

Education and Welfare

Material variances reported within this program relate to the operation of Council's Frail Aged Lodge. Budget timing variances have been identified, this income reflects level of care provided.

Minimal expenditure has been incurred to date on capital works at Tuia Lodge, timing of the transfers from Reserves are dependant on capital expenditure.

Community Amenities

Increased income of approx \$18k has been identified for kerbside bin services, this is a permanent variance. Income received for planning applications is higher than budget estimates, this is a potential permanent variance.

Recreation and Culture

All variances identified within this program are expected to resolve as the financial year proceeds and are therefore considered temporary variances only.

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

5. VARIANCE ANALYSIS

Transport

Variances identified within this program are expected to resolve as the financial year proceeds and are therefore considered temporary variances only.

Economic Services

All variances identified within this program are expected to resolve as the financial year proceeds and are therefore considered temporary variances only.

Increased income of approx \$81k has been identified for sale of Lot 101 Mead St - this is a permanent variance.

Public Works Overheads

All variances reported within public works overheads which are expected to resolve as the year proceeds

Total public works overheads are currently \$19,617 under allocated.

Total plant operation costs are currently \$71,525 under allocated.

Total project operation costs have been fully allocated.

Total gross wages and salaries expenditure is approx. \$100k under the year to date budget.

Potential permanent variance (inc. workers comp payments of approx \$37k and accrued salaries & wages \$55k).

6. Minor Debts Written Off Under Delegation

For the month of September the following minor debts have been written off under delegation by CEO.

Rates	\$	382.13
Other	\$	-

Acquisition of assets are capitalised in accordance with Australian Accounting Standard 21.

ASSETS ACQUIRED BY TYPE

	2020/21	
	Adopted Budget	Actual
	\$	\$
Land & Buildings	2,635,764	(1,670)
Plant & Equipment	371,556	5,668
Furniture & Equipment	38,000	12,088
Infrastructure Assets - Roads	2,567,418	115,101
Infrastructure Assets - Other	5,160,088	121,503
	10,772,826	252,690

ASSETS ACQUIRED BY PROGRAM

	2020/21	
	Adopted Budget	Actual
	\$	\$
Governance	163,720	(6,123)
Law, Order & Public Safety	71,241	3,516
Health	0	0
Education and Welfare	240,822	11,345
Community Amenities	341,220	0
Recreation & Culture	4,258,089	123,597
Transport	5,543,734	120,354
Economic Services	154,000	0
	10,772,826	252,690

Note: Full details of Assets acquired or constructed are shown in Appendix A of the report.

Shire of Donnybrook - Balingup
Notes To And Forming Part of the Financial Statements
For the Period ended 30th September 2020

8. DISPOSAL OF ASSETS

ASSETS DISPOSED BY TYPE

	2020/21	
	Adopted Budget \$	Actual \$
Proceeds of Sale of Assets		
Land	0	81,818
Plant & Equipment	190,810	0
	190,810	81,818
Less Written Down Value at Disposal	168,209	45,468
Profit/(Loss) on Disposal	22,601	36,350

ASSETS DISPOSED BY PROGRAM (Profit / Loss on Disposal)

	2020/21	
	Adopted Budget \$	Actual \$
Governance	(622)	0
Community Amenities	(5,611)	0
Transport	21,320	0
Economic Services	7,514	36,350
	22,601	36,350

Note: Full details of Assets sold/disposed are shown in Appendix B of the report.

9. LOAN REDEMPTION (Loan Principal Repayment)

The total loan principal outstanding as at 30th September 2020 is \$457,280.55

Loan redemption does not include borrowings from Tuia RAD Bonds & Preston Retirement Village liability

SHIRE OF DONNYBROOK / BALINGUP
Notes to and forming part of the Financial Statements
For the Period ended 30th September 2020

APPENDIX A **Details of Capital Works Program - 2020/21**

Ledger Account	Proposed Works	2020/21 Original Budget	Total Cost	Land	Buildings	Plant & Equipment	Furniture & Equipment	Infrastructure Roads	Infrastructure Other
GOVERNANCE									
Other Governance									
105640 Admin Centre - Refurbishment		94,500	(6,123)		(6,123)				
105540 Replace Vehicle - Projects Officer		31,220	0			0			
105840 Audio Visual System (meeting streaming)		8,000	0				0		
105840 Upgrade of Shire Office Telephone System		30,000	0		0		0		
		163,720	-6,123	0	(6,123)	0	0	0	0
LAW, ORDER AND PUBLIC SAFETY									
Fire Control									
103540 Light Tanker - Lowden BFB		0	0			0			
103840 Beelerup Fire Station		12,117	3,516		3,516				
103840 Ferndale BFB		47,922	0		0				
103840 Kirup/Brazier BFB - Ablutions, Meeting Room &		0	0		0				
Animal Control									
107940 Dog Pound Seal Flood		6,000	0		0				
Law, Order and Public Safety									
170040 SES Depot Donnybrook		5,202	0		0				0
		71,241	3,516	0	3,516	0	0	0	0
HEALTH									
Health Inspection and Administration									
114640 Purchase Furniture		0	0				0		
		0	0	0	0	0	0	0	0
EDUCATION AND WELFARE									
Tuia Lodge									
173840 Tuia Lodge - Install Gutter Guards to complex		15,606	0		0				
173840 Tuia Lodge - Dementia Ward		0	(8,702)		(8,702)				
173840 Tuia Lodge - Fire Suppression System		0	7,959		7,959				
173840 Tuia Lodge - Marri Wing Refurbishment		61,200	0		0				
173840 Tuia Lodge - Nurses Station / Admin - Refurb C:		19,380	0		0				
116840 Tuia Lodge - Furniture & Equipment		0	12,088				12,088		
		96,186	11,345	0	(743)	0	12,088	0	0
Other Welfare									
180940 Minninup Cottages - Units 5 - Interior Refurbishr		46,818	0		0				
180940 Minninup Cottages - Units 8 - Interior Refurbishr		46,818	0		0				
180940 Minninup Cottages - Units 9 - Replace Kitchen		20,400	0		0				
180940 Langley Villas - Unit 6 - Refurb Bathroom / Laun		25,500	0		0				
180940 Langley Villas - Unit 6 - Replace Floor Covering		5,100	0		0				
		144,636	0	0	0	0	0	0	0

SHIRE OF DONNYBROOK / BALINGUP
Notes to and forming part of the Financial Statements
For the Period ended 30th September 2020

APPENDIX A Details of Capital Works Program - 2020/21

Ledger Account	Proposed Works	2020/21 Original Budget	Total Cost	Land	Buildings	Plant & Equipment	Furniture & Equipment	Infrastructure Roads	Infrastructure Other
COMMUNITY AMENITIES									
Sanitation									
160140	Donnybrook Refuse Site - Closure Study	25,000	0						0
160140	Donnybrook Refuse Site - Rehab / Capping	100,000	0						0
		125,000	0	0	0	0	0	0	0
Town Planning									
122740	Replace Vehicle - Town Planner	31,220	0				0		
		31,220	0	0	0	0	0	0	0
Other Community Amenities									
109650	Public Toilets - Main Street, Donnybrook	110,000	0		0				0
109650	Public Toilets - Kirup	20,000	0		0				0
109650	Public Toilets - Balingup	40,000	0		0				0
109640	Donnybrook Cemetery Upgrades	15,000	0						0
		185,000	0	0	0	0	0	0	0
RECREATION AND CULTURE									
Public Halls									
110640	Public Hall - Donnybrook	0	0		0				
		0	0	0	0	0	0	0	0
RECREATION AND CULTURE									
Other Recreation and Sport									
107140	Balingup - Install new Drinking Fountain	10,000	0						0
109840	Donnybrook - Install new Drinking Fountain	10,000	0						0
189340	Donnybrook Weir Upgrade	135,000	0						0
189240	Kirup Mill Park - Install new Drinking Fountain	10,000	0						0
189240	Kirup Mill Park - Upgrade	50,000	0						0
189140	Golden Valley Tree Park - Pathway Upgrade	80,000	0						0
112140	Balingup Oval - New Bore	150,000	9,000						9,000
126820	Playground Equipment	15,000	96						96
106940	Apple Funpark - Renewal of Equipment	7,500	0						0
101940	Apple Funpark Project	1,420,000	4,473						4,473
111840	Dbk Arboretum - Safety Fencing and Furn	22,588	0						0
111840	Street Lighting - Replacement Energy Efficiency	8,000	5,000						5,000
111840	VC Mitchell Park - New Bore	250,000	0						0
111840	Ayers Garden - New Shade / Seating	15,000	0						0
111840	Ayers Garden - Upgrade Shade / Seating	10,000	0						0
		2,193,088	18,569	0	0	0	0	0	18,569

SHIRE OF DONNYBROOK / BALINGUP
Notes to and forming part of the Financial Statements
For the Period ended 30th September 2020

APPENDIX A **Details of Capital Works Program - 2020/21**

Ledger Account	Proposed Works	2020/21 Original Budget	Total Cost	Land	Buildings	Plant & Equipment	Furniture & Equipment	Infrastructure Roads	Infrastructure Other
Donnybrook Recreation Centre									
189040	Equipment - Floor Scrubber	5,800	5,668			5,668			
172940	Refurbish Disabled Toilets	8,323	1,680		1,680				
172940	Pool Relined	81,600	0		0				
172940	Pool - New Nonslip Floor Product	15,606	0		0				
172940	Pool Plant - Renew Water Treatment Plant Cont	17,167	0		0				
172940	Pool Plant - Renew Sand Filter	20,834	0		0				
		149,330	7,348	0	1,680	5,668	0	0	0
Other Culture									
110940	Donnybrook Town Centre Revitalisation	1,915,671	97,680		0				97,680
		1,915,671	97,680	0	0	0	0	0	97,680
TRANSPORT									
Construction, Streets, Roads Bridges, Depots									
132000	Bridgeworks (Special Grants)	2,502,000	0						0
132100	Roadworks Construction - General	387,230	250					250	
132600	Regional Road Group Projects	1,075,188	66,698					66,698	
133000	Roads to Recovery Program	425,000	17,152					17,152	
133300	Blackspot Projects	680,000	31,000					31,000	
132400	Footpath Construction Program	205,000	5,254						5,254
		5,274,418	120,354	0	0	0	0	115,101	5,254
Road Plant Purchases									
135540	Replace Tip Truck - DB4550	98,607	0				0		
135540	Replace Ute - DB112 (W&S)	41,519	0				0		
135540	Replace Ute - DB117 (P&G)	25,949	0				0		
135540	Replace Ride on Mower - DB606	50,625	0				0		
135540	Replace Ride on Mower - DB898	26,987	0				0		
135540	Replace Ute - DB102 - Balingup	25,629	0				0		
		269,316	0	0	0	0	0	0	0
ECONOMIC SERVICES									
Rural Services									
182340	Donnybrook Commercial Standpipe	60,000	0						0
182340	Balingup Commercial Standpipe	60,000	0						0
		120,000	0	0	0	0	0	0	0
Building Control									
141940	Replace Bldg Surveyor Ute - DB631	34,000	0				0		
		34,000	0	0	0	0	0	0	0
TOTAL CAPITAL EXPENDITURE		10,772,826	252,690	0	-1,670	5,668	12,088	115,101	121,503

SHIRE OF DONNYBROOK / BALINGUP
Notes to and forming part of the Financial Statements
For the Period ended 30th September 2020

Appendix B Asset Disposal Schedule - 2020/21

Asset No.	Asset Details	Asset Classification	Budget Proceeds Sale of Asset	Budget Written Down Value	Budget Profit/Loss	Actual Proceeds Sale of Asset	Actual Written Down Value	Actual Profit / Loss
GOVERNANCE								
General Administration								
61301	Izuzu MUX - DB15	Plant & Equipment	37,173	37,795	(622)	0	0	0
			<u>37,173</u>	<u>37,795</u>	<u>(622)</u>	<u>0</u>	<u>0</u>	<u>0</u>
COMMUNITY AMENITIES								
Town Planning & Regional Development								
61298	Toyota Fortuner - DB463	Plant & Equipment	32,184	37,795	(5,611)	0	0	0
			<u>32,184</u>	<u>37,795</u>	<u>(5,611)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TRANSPORT								
Road Plant Purchases								
61211	Tip Truck - DB4550	Plant and Equipment	33,741	19,721	14,020	0	0	0
61274	Mitsubishi Dual Cab Ute - DB112	Plant and Equipment	18,000	20,760	(2,760)	0	0	0
61263	Mitsubishi Triton Ute - DB117	Plant and Equipment	12,795	13,493	(698)	0	0	0
61292	Kubota Tractor Mower - DB606	Plant and Equipment	15,776	10,379	5,397	0	0	0
61270	Kubota Tractor Mower - DB898	Plant and Equipment	7,088	7,266	(178)	0	0	0
61236	Ford Ranger Ute - DB102	Plant and Equipment	14,539	9,000	5,539	0	0	0
			<u>101,939</u>	<u>80,619</u>	<u>21,320</u>	<u>0</u>	<u>0</u>	<u>0</u>
ECONOMIC SERVICES								
Building Control								
61252	Mitsubishi Triton Ute - DB631	Plant and Equipment	19,514	12,000	7,514	0	0	0
			<u>19,514</u>	<u>12,000</u>	<u>7,514</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Economic Services								
10140	Sale lot 3 Mead Street	Land	0	0	0	81,818	45,468	36,350
			<u>0</u>	<u>0</u>	<u>0</u>	<u>81,818</u>	<u>45,468</u>	<u>36,350</u>
			<u>190,810</u>	<u>168,209</u>	<u>22,601</u>	<u>81,818</u>	<u>45,468</u>	<u>36,350</u>

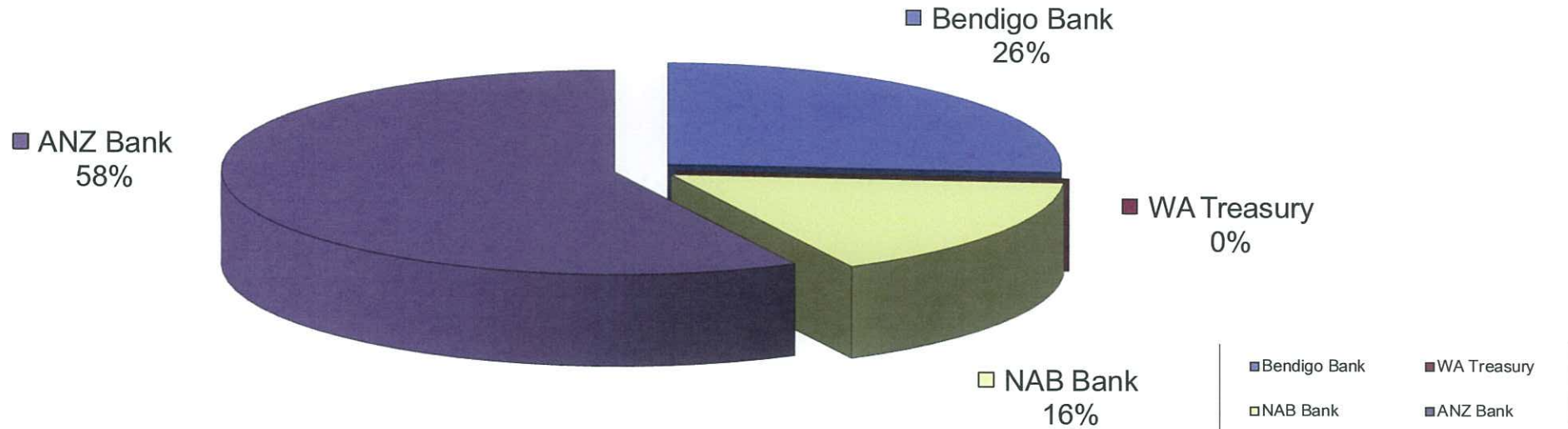
Shire of Donnybrook-Balingup
Schedule of Investments Held
For the period ended 30th September 2020

FUND	WHERE HELD	%RATE	MATURITY	OPENING	DEPOSITS	WITHDRAWALS	CLOSING
MUNICIPAL FUND							
Municipal Fund	Bendigo - 120942362	Variable	At Call	\$3,097,564.22	\$3,258,297.90	-\$2,389,975.18	\$3,965,886.94
	ANZ Bank 9116-13334	0.61%	3-Nov-2020	\$1,000,642.56	\$356.94	\$0.00	\$1,000,999.50
	WA Treasury - General	0.20%	At Call	\$14,500.90	\$2.40	\$0.00	\$14,503.30
				\$4,112,707.68	\$3,258,657.24	-\$2,389,975.18	\$4,981,389.74
TRUST FUND							
General Trust Fund	Bendigo - 120942578	Variable	At Call	\$629.70	\$0.00	-\$22.00	\$607.70
Licensing Trust Fund	Bendigo - 120942446	Variable	At Call	\$0.00	\$0.00	\$0.00	\$0.00
				\$629.70	\$0.00	-\$22.00	\$607.70
Roadworks Bonds	Bendigo - 3426404	0.60%	30-Oct-2020	\$87,656.24	\$0.00	\$0.00	\$87,656.24
Tuia Lodge Accommodation Bonds	ANZ A/c: 9116-47489	0.70%	12-Dec-2020	\$2,502,679.71	\$5,046.49	-\$131,610.56	\$2,376,115.64
Tuia Lodge Accommodation Bonds	ANZ A/c: 9116-13289	0.61%	3-Nov-2020	\$1,672,840.31	\$302,708.82	-\$3,373.17	\$1,972,175.96
Extractive Industry Licence	Bendigo - 3426404	0.60%	30-Oct-2020	\$114,438.00	\$0.00	\$0.00	\$114,438.00
Miscellaneous Investments	Bendigo - 3426404	0.60%	30-Oct-2020	\$10,535.53	\$0.00	\$0.00	\$10,535.53
Public Open Space Contributions	Bendigo - 3426404	0.60%	30-Oct-2020	\$133,854.39	\$0.00	\$0.00	\$133,854.39
Donnybrook Balingup Aged Homes	ANZ A/c: 9116-13342	0.74%	3-Dec-2020	\$0.00	\$269,986.51	\$0.00	\$269,986.51
				\$4,522,004.18	\$577,741.82	-\$134,983.73	\$4,964,762.27
FUND	WHERE HELD	%RATE	MATURITY	OPENING	DEPOSITS	WITHDRAWALS	CLOSING
LONG TERM INVESTMENT							
Bendigo Bank Shares	Bendigo Bank	-	At Call	\$25,000.00	\$0.00	\$0.00	\$25,000.00
				\$25,000.00	\$0.00	\$0.00	\$25,000.00
INVESTMENT FUND							
Aged Housing Reserve	ANZ A/c: 9202-29916	0.80%	31-Oct-2020	\$266,173.11	\$0.00	\$0.00	\$266,173.11
Aged Housing Reserve	ANZ A/c: 9202-29924	0.75%	5-Oct-2020	\$908,133.57	\$0.00	\$0.00	\$908,133.57
Waste Management Reserve	ANZ A/c: 9732-82198	0.75%	1-Jan-2021	\$1,469,227.62	\$69,523.54	-\$2,777.44	\$1,535,973.72
Buildings	ANZ A/c: 9732-82235	0.80%	31-Oct-2020	\$809,055.45	\$0.00	\$0.00	\$809,055.45
Land	ANZ A/c: 9732-82235	0.80%	31-Oct-2020	\$450,345.03	\$0.00	\$0.00	\$450,345.03
Valuation Reserve	NAB A/c: 86-137-3001	0.75%	10-Nov-2020	\$10,700.10	\$0.00	\$0.00	\$10,700.10
Employee Leave & Gratuity Reserve	NAB A/c: 86-137-3001	0.75%	10-Nov-2020	\$192,926.30	\$0.00	\$0.00	\$192,926.30
Roadworks Reserve Account	NAB A/c: 86-143-2438	0.75%	10-Nov-2020	\$589,178.34	\$0.00	\$0.00	\$589,178.34
CBD Development Reserve	NAB A/c: 86-143-2438	0.75%	10-Nov-2020	\$3,053.54	\$0.00	\$0.00	\$3,053.54
Bushfire Control & Management Reserve	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$2,281.91	\$0.00	\$0.00	\$2,281.91
Arbuthnott Reserve	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$3,584.65	\$0.00	\$0.00	\$3,584.65
Information Technology Reserve	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$107,523.19	\$0.00	\$0.00	\$107,523.19
Langley Villas & Minn Cottis Contingency Account	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$12,919.22	\$0.00	\$0.00	\$12,919.22
Town Planning Reserve	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$40,051.22	\$0.00	\$0.00	\$40,051.22
Plant Replacement Reserve	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$401,999.77	\$0.00	\$0.00	\$401,999.77
Apple Fun Park Reserve	NAB A/c: 86-142-2539	0.75%	10-Nov-2020	\$99,521.26	\$0.00	\$0.00	\$99,521.26
Carried Forward Projects Reserve	NAB A/c: 86-137-3001	0.75%	10-Nov-2020	\$1,139,555.73	\$0.00	\$0.00	\$1,139,555.73
Covid 19 Reserve	NAB A/c: 86-137-3001	0.75%	10-Nov-2020	\$102,532.15	\$0.00	\$0.00	\$102,532.15
				\$6,633,762.16	\$69,523.54	-\$2,777.44	\$6,700,508.26
TOTAL CASH & INVESTMENTS				\$15,269,103.72	\$3,905,922.60	-\$2,527,758.35	\$16,647,267.97

Investments Balances

	Amount	% Exposure	Maximum Exposure Permitted	S&P Rating Short Term
Bendigo Bank	\$4,337,978.80	26.06%	75%	A -2
WA Treasury	\$14,503.30	0.09%	100%	AAA
NAB Bank	\$2,705,827.38	16.25%	100%	A -1+
ANZ Bank	\$9,588,958.49	57.60%	100%	A -1+
	\$16,647,267.97	100.00%		

**Shire of Donnybrook - Balingup
Investment Balances**



**Shire of Donnybrook-Balingup
Summary of Bank Reconciliation
For the period ended 30th September 2020**

MUNICIPAL FUND

Balance as per Bank Statements	3,965,887
Investments - Muni Funds	1,015,503
Investments - Trust Bonds	4,830,365
Deposits not yet Credited	40,004
Less Outstanding Cheques	(55,573)
Receipts not yet processed	2,019
Outstanding Transfers from Reserve	50,607
Outstanding Transfers to Reserves	(90,470)
Outstanding Transfers to Trust	(55,766)
Outstanding Transfers from Trust	0
Cheques not Yet Processed	0
Credit Card Payments	4,150
Bank Adjustment	0
<i>Balance as per Cash At Bank Account</i>	<u>9,706,725</u>

PETTY CASH

Shire Petty Cash on Hand	300
Shire Till Float on Hand	300
Tuia Lodge Petty Cash on Hand	200
Tuia Lodge Resident Kitty Float	1,000
Rec Centre Till Float on Hand	200
Dbk Community Library	100
Balingup Library	60
<i>Balance as per Petty Cash Account</i>	<u>2,160</u>

TRUST FUNDS

Balance as per Bank Statements	608
Investments	133,854
Plus Deposits not yet Credited	0
Less Outstanding Cheques	(608)
Less DOT EFT payment	0
Bank Adjustment	0
Outstanding Transfers	55,766
<i>Balance as per Cash At Bank Account</i>	<u>189,620</u>

RESERVE FUND

Investments	6,675,508
<i>Balance as per Cash At Bank Account</i>	<u>6,675,508</u>

LONG TERM INVESTMENT

Bendigo Shares	25,000
<i>Balance as per Cash At Bank Account</i>	<u>25,000</u>

TOTAL BALANCE CASH AT BANK	<u>16,599,014</u>
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SHIRE OF DONNYBROOK-BALINGUP

Rates Collection Statistics as at 30th September 2020

	Rates % June 20'	Movement in Sep'20	Rates % Sep '20
Arrears Brought Forward	329,193	70,795	399,987
Prepayment of Rates	(140,029)	102,240	(37,788)
Billing To Date	0	5,099,331	5,099,331
	189,164	5,272,366	5,461,530
Less Received To Date	0	1,377,233	1,377,233
Balance Owed	189,164	3,895,133	4,084,297
Percentage Collection (Including Arrears B/Fwd)	0.00%	25.22%	25.22%
Percentage Collection (On 20/21)	0.00%	27.01%	27.01%

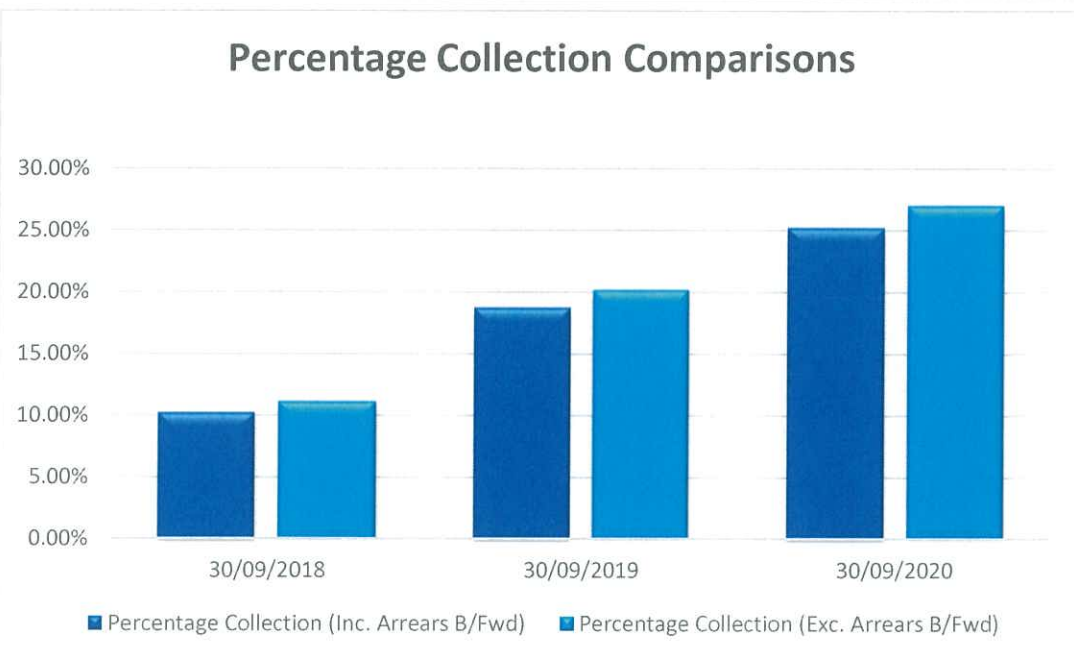
Note: Rates equating to approx 2.5% are not immediately collectable, being validly defferred under the State Governments' Scheme for Pensioner Rates deferrment. ie only 97.5% is collectable.

**** Please note: figures reported are Rates collections only, excludes ESL and Waste Collection charges.**

SHIRE OF DONNYBROOK-BALINGUP

Rates Comparison Statistics as at 30th September 2020

	30/09/2018	30/09/2019	30/09/2020
Arrears Brought Forward	428,088	404,884	399,987
Prepayment of Rates	(20,123)	(27,104)	(37,788)
Billing To Date	4,885,441	5,091,023	5,099,331
Total Raised Inc. Arrears	5,293,406	5,468,802	5,461,530
Less Received To Date	543,788	1,025,764	1,377,233
Balance Owed	4,749,619	4,443,038	4,084,297
Percentage Collection (Inc. Arrears B/Fwd)	10.27%	18.76%	25.22%
Percentage Collection (Exc. Arrears B/Fwd)	11.13%	20.15%	27.01%



1.0 Capital Program 2017 - 2021

The Corporate Business Plan identified key capital works to align with the Strategies and Actions from the Strategic Community Plan. Detailed below is the status of the four-year capital program (2017-18 to 2020-21).

Action	Project	Status
3.2.1.1	Implementation of outcomes of DAIP	Complete (as budgeted) – ongoing reviews and continuing implementation
2.1.1.4	Install automatic retic - Balingup War Memorial Park	Complete
2.2.1.2	Avenue of Honour Oak Trees Remedial Works	Complete
2.1.1.3	Bentley Street path (extension to Yelverton)	Complete
3.2.1.2	Donnybrook Cemetery Site Survey and Fencing	Complete
3.2.1.2	New shade sails - Vin Farley Park Stage 2	Complete
3.2.1.2	Playground Equipment (general)	Complete
3.2.1.2	Top Dressing ovals	Complete
2.1.1.4	Planting of trees - north entrance to Donnybrook	Complete
2.1.1.1	Furniture and Office Equipment	Complete
1.3.2.1	Apple Funpark Upgrade	Out to Tender
2.1.1.3	Sharp St (connection of IGA/Preston Village to Bridge St path)	Complete
2.2.1.1	Donnybrook Hall - Window Replacements	Not delivered (grant funding dependent: no grant funding received)
3.3.3.1	Donnybrook Tennis Club Court Resurfacing	Complete
3.3.1.1	Staged Refurbishment Minninup Cottages	Complete – ongoing
3.3.3.1	Minor refurbishments Donnybrook Rec. Centre	Complete
4.2.2.2	Administration Building Renewals	Underway
3.2.1.2	Sundry Infrastructure (seating/xmas lights/bin surrounds, townscape activities)	Complete
2.1.1.3	Preston River Path (amphitheatre carpark to suspension bridge and existing path south of carpark)	Complete
3.3.3.6	CCTV Donnybrook CBD	Complete
2.2.1.1	Church Restoration (Chambers)	Complete
2.1.1.1	Plant Replacement	Complete
3.3.1.1	Preston Village Units	Complete (OCM resolution)
1.1.2.2	Planned Road Program	Complete
2.1.1.4	Reticulation Upgrades (Upgrade controllers over four years)	Complete (as per budget)
2.1.1.1	Renewal of existing path network	Complete
2.1.1.3	Expansion of path network	Complete
3.2.1.2	Balingup Community Centre/Library [Town Hall]	Complete
3.2.1.2	Donnybrook Men's Shed	Complete (note: revised scope)
3.3.1.1	Affordable Housing Donnybrook (Bridge St)	Alliance Housing
3.2.1.2	Sundry/Forward Planning	Complete
3.2.1.2	Sundry construction, forward survey works	Complete
3.2.1.2	Various Infrastructure renewals	Complete
4.2.2.2	Donnybrook Administration Centre	Deferred
1.3.2.1	Western Australian Apple Discovery Centre	DTCRP – works underway
2.1.1.3	Various paths	Complete
3.2.1.2	Playgrounds & Apple Fun Park	Complete (as per budget)

2.0 Capital Program 2020 - 2021

The following works and projects are identified in the 2020–2021 Budget.

Project Description	Category	Project Cost (AMP)	Total	Cash Reserves	Reserve Name	Grants	Provider	Contrib.	Contributor	Borrowings Type	Funding Total	Net Cost
Telephone System Upgrade	Capital Expense	(30,000)	(30,000)	30,000	Carried Forward					0	30,000	0
Audio Visual System (Meeting Streaming)	Capital Expense	(8,000)	(8,000)	8,000	IT Equipment					0	8,000	0
Seal Pound Floor for Disease Control	Capital Expense	(6,000)	(6,000)	4,000	Carried Forward					0	4,000	(2,000)
Ayers Gardens works	Capital Expense	(15,000)	(15,000)	15,000	Parks and Reserves					0	15,000	0
Ayers Garden Heritage - Upgrade Shade/Seating	Capital Expense	(10,000)	(10,000)	10,000	Parks and Reserves					0	10,000	0
Beelerup Fire Station - Finalisation	Capital Expense	(12,117)	(12,117)			9,117	DFES			0	9,117	(3,000)
Vehicle Replacement Program - Transport	Capital Expense	(269,316)	(269,316)	188,697	Vehicles			80,619	Sale of Plant	0	269,316	0
Vehicle Replacement Program - Building	Capital Expense	(34,000)	(34,000)	22,000	Vehicles			12,000	Sale of Plant	0	34,000	0
Vehicle Replacement Program - Planning	Capital Expense	(31,220)	(31,220)					37,795	Sale of Plant	0	37,795	6,575
Vehicle Replacement Program - Projects	Capital Expense	(31,220)	(31,220)					37,795	Sale of Plant	0	37,795	6,575
Vehicle Replacement Program - Operating	Operating Expense	(3,113)	(3,133)	3,133	Vehicles					0	3,133	0
Ferndale BFB Building Internal Modifications	Capital Expense	(47,922)	(47,922)			47,922	DFES			0	47,922	0
Purchase/Sale of Unit 8 Preston Retirement Village	Capital Expense	(308,000)	(308,000)	33,000	Aged Care			275,000	Sale of Unit	0	308,000	0
Donnybrook Railway Station Paint	Operating Expense	(20,808)	(20,808)	20,808	Building					0	20,808	0
DRC Equipment Floor Scrubber	Capital Expense	(5,800)	(5,800)	5,800	Carried Forward					0	5,800	0
DRC Equipment Chemical Body Sprayer	Operating Expense	(2,400)	(2,400)	2,400	Carried Forward					0	2,400	0
DRC Equipment Gym Equipment	Operating Expense	(5,000)	(5,000)	5,000	Carried Forward					0	5,000	0
DRC Equipment POS Equipment	Operating Expense	(700)	(700)	700	Carried Forward					0	700	0
AWARE Emergency Management	Operating Expense	(4,280)	(4,280)	4,280	Carried Forward					0	4,280	0
Rehabilitation Study/Work Waste Site	Capital Expense	(25,000)	(25,000)	25,000	Waste Management					0	25,000	0
Rehabilitation Study/Work Waste Site	Capital Expense	(100,000)	(100,000)	100,000	Waste Management					0	100,000	0
Bridge Street Project	Operating Expense	(504,469)	(504,469)					504,469		0	504,469	0
Business Case Development	Operating Expense	(20,000)	(20,000)	20,000	Carried Forward					0	20,000	0
Roadworks Victory Lane - Own Source	Capital Expense	(95,230)	(95,230)							0	0	(95,230)
Apple Fun Park Revitalisation Project	Capital Expense	(1,420,000)	(1,420,000)			1,420,000	BBRF			0	1,420,000	0
Donnybrook Town Centre Revitalisation Project	Capital Expense	(1,915,671)	(1,915,671)			1,915,671	DPIRD/LRCI			0	1,915,671	0
Community Resource Centre	Operating Expense	(28,091)	(28,091)	28,091	Building					0	28,091	0
Public Toilets Main Street Donnybrook	Capital Expense	(110,000)	(110,000)			110,000	DCP			0	110,000	0
Public Toilets Kirup	Capital Expense	(20,000)	(20,000)			20,000	DCP			0	20,000	0
Public Toilets Balingup	Capital Expense	(40,000)	(40,000)			40,000	DCP			0	40,000	0
Tuia Lodge	Capital Expense	(96,186)	(96,186)	96,186	Building					0	96,186	0
Langley Villas - Unit 2	Operating Expense	(5,202)	(5,202)	5,202	Building					0	5,202	0
Langley Villas - Unit 6	Capital Expense	(30,600)	(30,600)	30,600	Building					0	30,600	0
Langley Villas - Unit 9	Operating Expense	(10,200)	(10,200)	10,200	Building					0	10,200	0
Preston Retirement Village Unit 1	Operating Expense	(4,590)	(4,590)	4,590	Aged Care					0	4,590	0
Preston Retirement Village Unit 5	Operating Expense	(4,590)	(4,590)	4,590	Aged Care					0	4,590	0
Minninup Cottages Unit 5-8	Capital Expense	(93,636)	(93,636)	93,636	Building					0	93,636	0
Minninup Cottages Unit 9-10	Capital Expense	(20,400)	(20,400)	20,400	Building					0	20,400	0
Minninup Cottages Unit 9-10	Operating Expense	(20,206)	(20,206)	20,206	Building					0	20,206	0

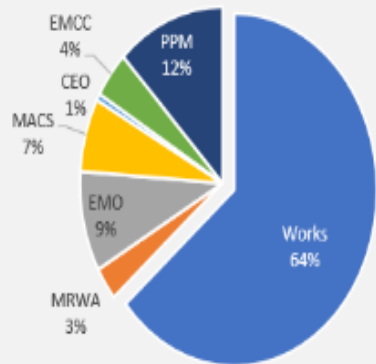
Minninup Cottages Unit 11-12	Operating Expense	(18,727)	(18,727)	18,727	Building					0	18,727	0
SES Depot Donnybrook	Capital Expense	(5,202)	(5,202)			5,202	Bush Fire			0	5,202	0
Administration Centre - Refurb	Capital Expense	(94,500)	(94,500)	94,500	Carried Forward					0	94,500	0
Donnybrook Recreation Centre	Capital Expense	(97,206)	(97,206)	97,206	Building					0	97,206	0
Donnybrook Recreation Centre	Capital Expense	(38,001)	(38,001)	38,001	Building					0	38,001	0
Donnybrook Recreation Centre - Pool	Operating Expense	(8,323)	(8,323)	8,323	Building					0	8,323	0
Donnybrook Recreation Centre - Kitchen	Operating Expense	(5,410)	(5,410)	5,410	Building					0	5,410	0
Bridgeworks - External Funding	Capital Expense	(741,000)	(741,000)			741,000	WALGGC			0	741,000	0
Bridgeworks - External Funding	Capital Expense	(915,000)	(915,000)			915,000	WALGGC			0	915,000	0
Bridgeworks - External Funding	Capital Expense	(189,000)	(189,000)			189,000	WALGGC			0	189,000	0
Bridgeworks - External Funding	Capital Expense	(270,000)	(270,000)			270,000	WALGGC			0	270,000	0
Bridgeworks - External Funding	Capital Expense	(387,000)	(387,000)			387,000	WALGGC			0	387,000	0
Hunter Street	Capital Expense	(12,000)	(12,000)					6,028	CTW0035	0	6,028	(5,972)
Newlands Road	Capital Expense	(220,000)	(220,000)			220,000	LRCI			0	220,000	0
King Spring Road	Capital Expense	(5,000)	(5,000)							0	0	(5,000)
Townsite Kerbing and Paths	Capital Expense	(20,000)	(20,000)							0	0	(20,000)
Preliminary Surveys	Capital Expense	(20,000)	(20,000)							0	0	(20,000)
Sundry Construction	Capital Expense	(15,000)	(15,000)							0	0	(15,000)
Upper Capel Road	Capital Expense	(525,000)	(525,000)			350,000	MRWA RRG			0	350,000	(175,000)
Brookhampton Road	Capital Expense	(120,000)	(120,000)			80,000	MRWA RRG			0	80,000	(40,000)
Southampton Road	Capital Expense	(220,000)	(220,000)			220,000	MRWA RRG			0	220,000	0
Collins Street	Capital Expense	(210,188)	(210,188)			140,125	MRWA RRG			0	140,125	(70,063)
Jayes Road	Capital Expense	(460,000)	(460,000)			306,667	Blackspot	10,004	CTW0033, CTW0039	0	316,671	(143,329)
Sandhills Road	Capital Expense	(220,000)	(220,000)			146,667	Blackspot			0	146,667	(73,333)
Wellington Road R2R	Capital Expense	(35,000)	(35,000)			35,000	R2R			0	35,000	0
Cracknell Place R2R	Capital Expense	(185,000)	(185,000)			185,000	R2R			0	185,000	0
Nash Place R2R	Capital Expense	(20,000)	(20,000)			20,000	R2R			0	20,000	0
Hickman Place R2R	Capital Expense	(8,000)	(8,000)			8,000	R2R			0	8,000	0
Palmer Street R2R	Capital Expense	(10,000)	(10,000)			10,000	R2R			0	10,000	0
Grimwade Road R2R	Capital Expense	(40,000)	(40,000)			40,000	R2R			0	40,000	0
Wildmere Road R2R	Capital Expense	(22,000)	(22,000)			22,000	R2R			0	22,000	0
Lyons Road R2R	Capital Expense	(35,000)	(35,000)			35,000	R2R			0	35,000	0
Carmichael Road R2R	Capital Expense	(35,000)	(35,000)			35,000	R2R			0	35,000	0
Glenardon Road R2R	Capital Expense	(35,000)	(35,000)			35,000	R2R			0	35,000	0
Pathways Meldene Estate	Capital Expense	(205,000)	(205,000)			205,000	WABN/LRCI			0	205,000	0
Apple Fun Park Renewal of Equipment	Capital Expense	(7,500)	(7,500)							0	0	(7,500)
Donnybrook Arboretum Safety Fencing and Furn.	Capital Expense	(22,588)	(22,588)							0	0	(22,588)
Playground Equipment	Capital Expense	(15,000)	(15,000)							0	0	(15,000)
Top Dressing Ovals	Operating Expense	(5,000)	(5,000)							0	0	(5,000)
Avenue of Honour Oak Tree Works	Operating Expense	(5,000)	(5,000)							0	0	(5,000)
Street Lighting Replacement Energy Efficiency	Capital Expense	(8,000)	(8,000)							0	0	(8,000)
Townscape Works	Operating Expense	(5,000)	(5,000)							0	0	(5,000)
Townscape Works	Operating Expense	(5,000)	(5,000)							0	0	(5,000)
Townscape Works	Operating Expense	(2,000)	(2,000)							0	0	(2,000)
Donnybrook Cemetery Upgrade	Capital Expense	(15,000)	(15,000)							0	0	(15,000)

Standpipes - Commercial - Drought	Capital Expense	(60,000)	(60,000)			60,000	DCP			0	60,000	0
Standpipes - Commercial - Drought	Capital Expense	(60,000)	(60,000)			60,000	DCP			0	60,000	0
Bores and Pumps - Drought	Capital Expense	(250,000)	(250,000)			250,000	DCP			0	250,000	0
Bores and Pumps - Drought	Capital Expense	(150,000)	(150,000)			150,000	DCP			0	150,000	0
Adverse Event Plan - Drought	Operating Expense	(15,000)	(15,000)			15,000	DCP			0	15,000	0
Golden Valley Tree Park - Paths - Drought	Capital Expense	(80,000)	(80,000)			80,000	DCP			0	80,000	0
Kirup Mill Park Upgrade - Drought	Capital Expense	(50,000)	(50,000)			50,000	DCP			0	50,000	0
Concrete Wings - Suspension Bridge - Drought	Capital Expense	(135,000)	(135,000)			135,000	DCP			0	135,000	0
Public Drinking Fountains - Drought	Capital Expense	(10,000)	(10,000)			10,000	DCP			0	10,000	0
Public Drinking Fountains - Drought	Capital Expense	(10,000)	(10,000)			10,000	DCP			0	10,000	0
Public Drinking Fountains - Drought	Capital Expense	(10,000)	(10,000)			10,000	DCP			0	10,000	0
Gravel Roads Maintenance Rural	Operating Expense	(499,000)	(499,000)			162,310	MRWA Direct			0	162,310	(336,690)
Gravel Roads Maintenance Urban	Operating Expense	(21,300)	(21,300)							0	0	(21,300)
Sealed Road Maintenance Rural	Operating Expense	(361,172)	(361,172)							0	0	(361,172)
Sealed Road Maintenance Urban	Operating Expense	(115,000)	(115,000)							0	0	(115,000)
Asset Maintenance Systems Traffic Counts Etc	Operating Expense	(30,000)	(30,000)							0	0	(30,000)
Bridge Maintenance Various	Operating Expense	(100,000)	(100,000)	23,500	Carried Forward					0	23,500	(76,500)
Crossovers	Operating Expense	(2,040)	(2,040)							0	0	(2,040)
Street Trees	Operating Expense	(63,580)	(63,580)							0	0	(63,580)
Street Cleaning	Operating Expense	(84,000)	(84,000)							0	0	(84,000)
Traffic Signs	Operating Expense	(18,000)	(18,000)							0	0	(18,000)
Depot Maintenance Donnybrook	Operating Expense	(26,400)	(26,400)							0	0	(26,400)
Depot Maintenance Balingup	Operating Expense	(7,200)	(7,200)							0	0	(7,200)
Donnybrook Cemetery	Operating Expense	(64,000)	(64,000)							0	0	(64,000)
Balingup Cemetery	Operating Expense	(26,200)	(26,200)							0	0	(26,200)
Upper Preston Cemetery	Operating Expense	(9,997)	(9,997)							0	0	(9,997)
Public Toilets Cleaning	Operating Expense	(196,788)	(196,788)							0	0	(196,788)
Maintenance of Village Green Toilets	Operating Expense	(6,000)	(6,000)							0	0	(6,000)
Balingup Drain	Operating Expense	(1,500)	(1,500)							0	0	(1,500)
Noneycup Creek	Operating Expense	(6,000)	(6,000)							0	0	(6,000)
Blackwood River	Operating Expense	(2,000)	(2,000)							0	0	(2,000)
Preston River	Operating Expense	(2,000)	(2,000)							0	0	(2,000)
Donnybrook Rec Centre Gardens	Operating Expense	(5,928)	(5,928)							0	0	(5,928)
Parks and Reserves Maintenance	Operating Expense	(465,000)	(465,000)							0	0	(465,000)
Parks and Reserves Training	Operating Expense	(1,530)	(1,530)							0	0	(1,530)
Donnybrook MRWA Verges Maintenance	Operating Expense	(42,740)	(42,740)							0	0	(42,740)
Playground Equipment Maintenance	Operating Expense	(15,000)	(15,000)							0	0	(15,000)
Apple Fun Park	Operating Expense	(93,800)	(93,800)							0	0	(93,800)
Egan Park Maintenance	Operating Expense	(70,640)	(70,640)							0	0	(70,640)
Skatepark Maintenance	Operating Expense	(10,100)	(10,100)							0	0	(10,100)
Mitchell Park Maintenance	Operating Expense	(60,000)	(60,000)							0	0	(60,000)
Kirup Parks and Reserves	Operating Expense	(30,400)	(30,400)							0	0	(30,400)
Jim McDonald Oval	Operating Expense	(1,500)	(1,500)							0	0	(1,500)
Kirup MRWA Verge Maintenance	Operating Expense	(3,840)	(3,840)							0	0	(3,840)
Balingup Parks and Reserves	Operating Expense	(174,436)	(174,436)							0	0	(174,436)

3.0 Capital Program 2020 – 2021: Resource Allocation

Resource Allocation

	Count	Amount \$
Works Works Team	104	(6,813,146)
MRWA Main Roads WA	5	(2,502,000)
EMO Exec Manager Operations	15	(946,720)
MACS Manager Aged Care	11	(612,337)
CEO Chief Executive Officer	1	(20,000)
EMCC Exec Manager Corporate Community	7	(556,369)
PPM Principal Project Manager	20	(3,753,902)
Total	163	(15,204,474)

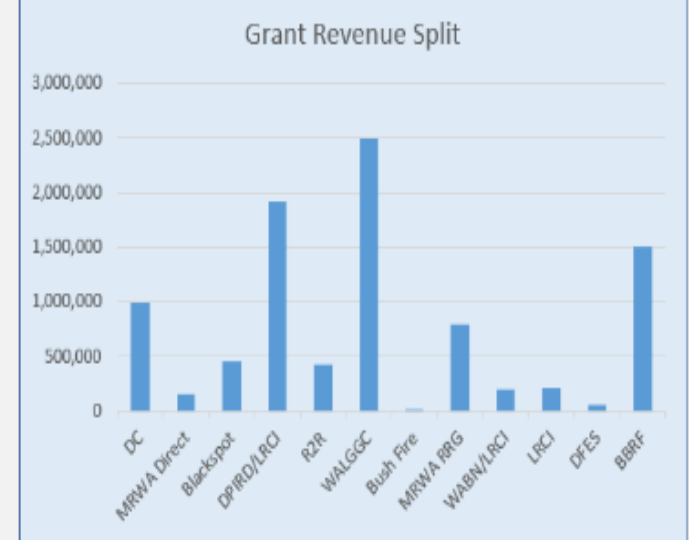


Works Program

	Amount \$
Capital Expense	(731,015)
Operating Expense	(2,914,135)
Total	(3,645,150)

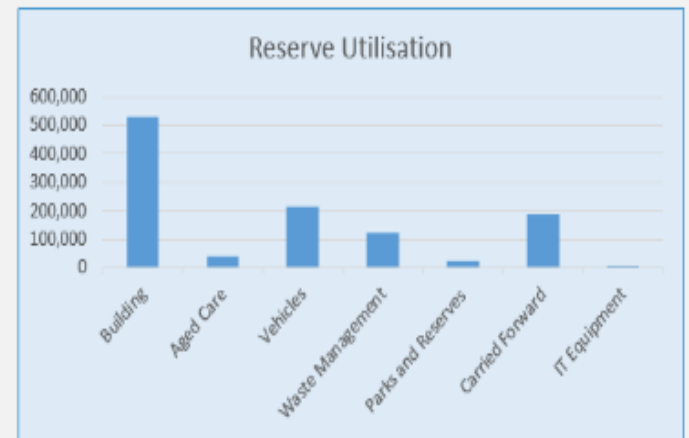
Grant Revenue

	Count	Amount \$
DC Drought Communities	14	1,000,000
MRWA Direct Main Roads WA Direct Grants	1	162,310
Blackspot Blackspot	2	453,334
DPIRD/LRCI DPIRD \$180K LRCI \$115K	1	1,915,671
R2R Roads to Recovery	10	425,000
WALGGC WA Local Government Grants Commission	5	2,502,000
Bush Fire Bush Fire	4	5,202
MRWA RRG Mains Road WA Regional Roads Group	4	790,125
WABN/LRCI Pathways/LRCI 50/50	1	205,000
LRCI LGRCI - Newlands Road	1	220,000
DFES DEFES - Beelerup and Ferndale Fire Stations	2	57,039
BBRF Building Better Regions Funding	1	1,500,000
Total	46	10,505,681



Reserve Utilisation

	Amount \$
Building	528,647
Aged Care	42,180
Vehicles	213,830
Waste Management	125,000
Parks and Reserves	25,000
Carried Forward	190,180
IT Equipment	8,000
Total	1,132,837



4.0 Desktop Review

Strategy		Action	Current Action Status	Review Update 2020 – 2021
Promote, maintain, and diversify investment in the district.	1.1.1.1	Develop and implement a marketing and investment attraction strategy, including an investment prospectus.	WBAC Investment Prospectus (sub regional) prepared with assistance from SWDC.	Complete. Retain and focus on local strategy.
	1.1.1.2	Represent the districts interest with key stakeholders	Membership on BGEA, WBAC, BGTP and possibly DAMA. Shire President and CEO attend monthly meetings with the Member for Collie Preston and occasional meetings with Federal Member for Forrest. Representation on the Working Groups for the Bunbury Geographe Sub-Regional Planning Strategy.	Retain in the CBP. Memberships costs to be included in the Long-Term Financial Plan.
	1.1.1.3	Review the Shire’s town planning framework to enable a diversity of investment in the district	Council passed a resolution in November 2019 to review the Shire’s Local Planning Scheme and Strategy – awaiting further direction from the WAPC.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
	1.1.1.4	Actively partner in regional Growth Planning partnerships and projects	BGEA, BGTP, WBAC, SWDC projects, RDA projects and Bunbury Geographe Sub-Regional Planning Strategy.	Retain.
Provide appropriate infrastructure to support and enhance business.	1.1.2.1	Lobby for improved access to the latest technology and communications	Advocated for new mobile towers installed (Federally funded). Pilot project in Balingup planned with NBN/Telstra.	Retain.
	1.1.2.2	Provide appropriate local transport infrastructure	Implemented renewed parking, shared use paths, footpaths, sealing of roads etc.	Retain.
	1.1.2.3	Lobby State Government to upgrade and improve key/regional transport infrastructure.	Donnybrook-Boyup Brook road surface advocacy. Successfully lobbied State Government and Main Roads WA for 40km p/hr through Donnybrook and Balingup. Advocacy for rail line decision. Government announcement major roadworks South Western Hwy Donnybrook to Bridgetown. Major bridge funding allocations.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
Support and promote appropriate development of land within the district.	1.2.1.1	Attract, promote and facilitate land development initiatives within the district	Bridge Street Affordable Housing Project. Kelly Road lifestyle development. Meldene Stage Two. IGA expansion. Various rezoning and planning applications.	Retain.
	1.2.1.2	Develop long term Spatial/Built Form Plans for the Shire’s key towns	Council passed a resolution in December 2019 to review the Shire’s Local Planning Scheme and Strategy – awaiting further direction from the WAPC.	Retain.
	1.2.1.3	Undertake major review of a Local Planning Strategy and Scheme	Council passed a resolution in December 2019 to review the Shire’s Local Planning Scheme and Strategy – awaiting further direction from the WAPC.	Retain.
Seek opportunities for land	1.2.2.1	Prepare a Strategic Land Asset Review and Implementation Plan	SLAR adopted by Council 2018 OCM. A number of land parcels identified under SLAR have been sold or are under offer.	Complete. Remove from the CBP.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
development by the Shire.	1.2.2.2	Advocate for service and infrastructure provision to facilitate land development	Shire representative on the 'Infrastructure Working Group' as part of the Bunbury – Geographe Sub-regional Strategy. Facilitated reticulated services to Kelly Road, Donnybrook.	Retain.
Actively promote the district as an attractive destination.	1.3.1.1	Implement regional tourism and marketing objectives	Driven through BGTP, DRTA and BADTA.	Retain.
	1.3.1.2	Develop and implement a local tourism and visitors' development and promotion strategy	Driven through DRTA an BADTA but no Shire-specific delivery as yet.	Retain in the CBP and include in the 10-year Long Term Financial Plan Project List.
	1.3.3.3	Continue to support local and regional tourism bodies and initiatives	Participate in and fund the BGTP. Recurrent funding for DRTA and BADTA.	Retain in the CBP. Memberships costs to be included in the Long-Term Financial Plan.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
	1.3.1.4	Support and promote local tourism events and attractions.	Community Development working with major event holders to ensure sustainable delivery of events	Retain.
Provide, develop, and maintain visitor infrastructure.	1.3.2.1	Develop visitor and tourism infrastructure in line with the local tourism and visitor’s development and promotion strategy, within allocated resources	DTCRP, Apple Fun Park.	Retain in the CBP and include in the 10-year Long Term Financial Plan Project List.
	1.3.2.2	Continue to seek funding to develop tourism infrastructure	Secured funding for DTCRP and Apple Fun Park.	Retain.
	1.3.2.3	Promote townsites through town entries and main thoroughfare treatments.	New townsite entry statements to Donnybrook (signage, landscaping).	Retain.
Maintain, renew and improve infrastructure	2.1.1.1	Develop and implement asset management plans	AMP developed and approved (OCM 2019). Delivery of works as per Annual Budget.	AMP developed. Implementation will be ongoing / perpetual.
	2.1.1.2	Seek funding for development and renewal of infrastructure	Approximately \$43M in Federal and State funding secured over the four-year life of this CBP.	Retain as an ongoing item.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
within allocated resources.			Compares to \$24M for the previous CBP four-year period.	
	2.1.1.3	Develop and implement capital works plan	Capital works plan developed as part of Annual Budget each year - linked to AMP. Works delivered as per Annual Budget each year.	Retain.
	2.1.1.4	Maintain attractive town site within resource capacity	Parks and Gardens continue to upgrade gardens, keep streetscapes clean	Retain.
Provide effective and efficient regulatory services.	2.1.2.1	Provide efficient and effective health services.	Environmental health deliverables ongoing.	Retain.
	2.1.2.2	Provide efficient and effective building services.	Building services deliverables ongoing.	Retain.
	2.1.2.3	Provide efficient and effective ranger services.	Ranger services deliverables ongoing.	Retain.
Maintain Shire heritage assets within available resources.	2.2.1.1	Maintain the heritage asset inventory.	No changes to inventory.	Retain.
	2.2.1.2	Review Shire heritage assets.	Heritage assets reviewed as part of LPS7 in 2014.	Remove from CBP.
	2.2.1.3	Promote the district's heritage assets and ageing assets	Restoration of heritage Church into Council Chamber. Restoration of Donnybrook Goods Shed. Restoration of Balingup Hall.	Retain.
	2.2.1.4	Collaborate with relevant organisation to maintain heritage assets	Keep Australia Beautiful Council application for heritage Council Chamber restoration (finalist).	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
Efficient use of resources to minimise environmental impacts.	2.3.1.1	Review the Sustainability Strategy	Member of Cities Power Partnership.	Retain.
	2.3.1.2	Encourage community to adopt alternative energy and green options	FOGO Bin System, Cities Power Partnership.	Retain. Reword to 'Educate the community to adopt alternative energy and green options' or similar.
Effective land use planning and management policies.	2.3.2.1	Review local planning policies	Delivered 2018.	Complete. Remove from CBP.
Partner with key stakeholders for effective environmental management.	2.3.3.1	Assist with fire prevention and hazard reduction activities	CESM role established and funded from 2017. Bushfire Risk Management Plan prepared and adopted 2018. Bushfire mitigation activities undertaken funded by State and LG. Significant Mitigation Activity Funding from State to Shire. Enforcing compliance with Shire Fire Prevention Orders.	Retain.
	2.3.3.2	Support emergency services and volunteers.	Employment of CESM to support emergency services operations.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
	2.3.3.3	Lobby key stakeholders for improved environmental management practices and initiatives.	Formed partnership with Shires of Collie and Dardanup to obtain Federal grant (c\$1M) for management of blackberry.	Retain.
Undertake efficient waste management services.	2.4.1.1	Investigate and review regional waste services opportunities.	Shire contributes to Regional Waste Management Project which is exploring opportunities for regional waste solutions.	Retain.
	2.4.1.2	Provide efficient and effective waste services.	Waste Management Levy reviewed 2020. Waste facility management contract re-tendered 2019.	Retain.
Promotion of waste minimisation.	2.4.2.1	Encourage recycling and organic waste recycling.	Introduction of FOGO Bins and education.	Retain.
	2.4.2.2	Lobby for adequate waste disposal systems.	In partnership with WaterCorp and Carmel Group, reticulated effluent system expanding north to Kelly Road, Donnybrook.	Retain.
A healthy, safe, and inclusive community.	3.1.1.1	Continue to run community events.	Multiple events per year e.g. Summer movies, Australia Day, Thank-a-Volunteer event.	Retain.
	3.1.1.2	Continue to encourage and support community led events.	Community Development working with community groups on strengthening and expanding community-led events.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
Facilitate, encourage and support a diverse range of festivals, community events, arts and cultural activities.	3.1.2.1	Develop and implement a communications strategy.	Internal and External Communications Strategies completed 2018 (OCM). Recommendations implemented.	Remove.
Provide and maintain appropriate community facilities.	3.2.1.1	Implement the Disability Access and Inclusion Plan.	DAIP prepared and completed. Review currently underway. Recommendations delivered as per Annual Budget and external funding availability.	Retain.
	3.2.1.2	Maintain community facilities within resource capacity.	As per Asset Management Plans and annual Shire Budget.	Retain.
	3.2.1.3	Seek funding to maintain and develop community facilities.	Achieved, and ongoing e.g. DTCRP, Balingup Hall, Apple Fun Park, Meldene Pathway, Donnybrook	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
			Community Sporting, Recreation and Entertainment Precinct.	
Encourage and support volunteers and community organisations.	3.2.2.1	Continue to support, encourage, and recognise community volunteers.	Achieved through CESM, Thank-A-Volunteer event, engagement of volunteers for Shire works/events etc.	Retain.
	3.2.2.2	Provide support for community organisations.	Annual Community Grant rounds, staff assistance through ex-officio status, one-off support requests (funding and other assistance) considered.	Retain.
Promote 'ageing in place'.	3.3.1.1	Enable a diversity of aged care services and facilities.	Approximately 38 Shire FTE attributed to aged care. Tuia Lodge, Preston Retirement Village, Langley Villas, Minninup Cottages, Bridge Street Housing Project (Alliance Housing), Vintage Homes. Working in partnership with CHC, WACHS and other stakeholders.	Retain.
	3.3.1.2	Review aged care services administered by the Shire.	Aged Care Services Review completed for Tuia Lodge (remaining aged care facilities review still	Retain

Strategy		Action	Current Action Status	Review Update 2020 – 2021
			required). Plan for consequential organisational change requirements presently in preparation.	
	3.3.1.3	Review opportunities for integration of dementia care into Shire, community and private facilities and services.	Federal ACAR funding (\$1.45M) secured in 2019 for Dementia-specific expansion to Tuia Lodge.	Remove.
Promote retention of youth and families with the district.	3.3.2.1	Advocate for increased education options within the district.	Nil.	Retain.
	3.3.2.2	Continue to provide and develop community facilities and services that appeal to youth and families.	Apple Fun Park, Donnybrook Community Sporting, Recreation and Entertainment Precinct.	Retain.
Support a safe, healthy and active community.	3.3.3.1	Within resource capacity, maintain and develop sport and recreation facilities in line with sport and recreation masterplans.	Donnybrook Community Sporting, Recreation and Entertainment Precinct	Retain.
	3.3.3.2	Review and implement the VC Mitchell Park and Balingup Recreation Centre Masterplan.	Donnybrook Masterplan adopted by Council May 2020. Refurbishment of Balingup Recreation Centre concepts provided by BPA to Shire.	Retain.
	3.3.3.3	Support local State Emergency Services.	Support provided with land tenure, CESM and LEMC.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
	3.3.3.4	Advocate for the innovative delivery of local and regional health services.	Working with CHC on opportunity for consolidation of Health Precinct in Donnybrook.	Retain.
	3.3.3.5	Retain and support local doctors and ancillary service provision.	Three GP clinics in the Shire, two pharmacy's, local hospital, physiotherapy, podiatry, pathology etc.	Re-word to "provide equitable support to health and allied health services across the Shire".
	3.3.3.6	Review and implement community safety and crime prevention strategies.	CCTV network expanded. Security lighting (grant funded) installed in Recreation precinct.	Retain.
Provide accountable and strategic leadership	4.1.1.1	Review service delivery methodologies for Shire services and implement improvements where appropriate.	DoT Licensing Services reviewed and resolved to 'return to free market'. Aged Care Review delivered – recommendations being implemented. Budget available for further service delivery review in 2020-21.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
	4.1.1.2	Ensure quarterly reporting of Strategic Community Plan outcomes.	Internal reporting on key projects and deliverables implemented. Consider external reporting on CBP/Budget on an annual basis.	Re-word to “Annual reporting on Corporate Business Plan/Budget”.
	4.1.1.3	Review Council, Committee and Working Group governance structures and meeting programs.	Review undertaken in 2018 and recommendations enacted 2018.	Remove.
	4.1.1.4	Provide and support opportunities for training and development for elected members and staff.	Staff training as per Annual Budget and Performance Development system. Councillor Training Policy adopted 2019.	Retain.
	4.1.1.5	Support initiatives to nurture local civic, social and community leadership.		Retain.
Continue to enhance communication	4.1.2.1	Ongoing meaningful communication and engagement with residents, ratepayers and stakeholders.	Shire Connect established (via Preston Press and email distribution). Social media channels initiated. Attendance at community group meetings.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
and transparency.	4.1.2.2	Re-define and promote the Shire brand [Logo].	De-prioritised.	Remove.
Effective and efficient operations and service provision.	4.2.1.1	Maintain effective and efficient policies, planning, operating procedures and practices.	Regular and recurrent reviews of policies, procedures etc (both internal and external).	Retain.
	4.2.1.2	Seek a high level of legislative compliance and effective internal controls.	Unqualified Audits achieved. Continuous improvement opportunities identified through formal and informal audits and reviews.	Retain.
	4.2.1.3	Monitor and measure organisational performance.	Internal systems implemented for performance measurement. Annual review of deliverables against CBP and Budget provides external measurement.	Retain.
	4.2.1.4	Demonstrate sound financial planning and management, including revenue/expenditure review and revenue diversification strategies and long-term financial planning.	Unqualified Audits achieved. Continuous improvement opportunities identified through formal and informal audits and reviews. Financial managements systems in review for more contemporary reporting.	Retain.

Strategy		Action	Current Action Status	Review Update 2020 – 2021
	4.2.1.5	Review direct and indirect Shire subsidy provisions.	Commercial Lease Policy to November 2020 OCM.	Remove.
	4.2.1.6	Ensure the workforce structure is aligned to deliver organisational objectives.	Workforce structure modified over two financial years (2018-20).	Retain.
Provide a positive, professional culture.	4.2.2.1	Ensure implementation and commitment to workplace health and safety.	OSH Officer role (0.6FTE) implemented 2018-19.	Retain.
	4.2.2.2	Plan for appropriate future administration facilities.	De-prioritised while other project priorities take precedence.	Retain.
	4.2.2.3	Promote a constructive and accountable workplace and Council culture.	Internal/external systems in place.	Retain.

Western Australia

Local Government (Model Code of Conduct) Regulations 2020

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Local Government (Model Code of Conduct) Regulations 2020

Made by the Governor in Executive Council.

Part 1 — Preliminary

1. Citation

These regulations are the *Local Government (Model Code of Conduct) Regulations 2020*.

2. Commencement

These regulations come into operation as follows —

- (a) Part 1 — on the day on which these regulations are published in the *Gazette*;
- (b) the rest of the regulations — on the day on which the *Local Government Legislation Amendment Act 2019* sections 48 to 51 come into operation.

Part 2 — Model code of conduct

3. Model code of conduct (Act s. 5.103(1))

The model code of conduct for council members, committee members and candidates is set out in Schedule 1.

Consultation Draft

Part 3 — Repeal and consequential amendments

Division 1 — Repeal

**4. *Local Government (Rules of Conduct) Regulations 2007*
repealed**

The *Local Government (Rules of Conduct) Regulations 2007* are repealed.

Division 2 — Other regulations amended

**5. *Local Government (Administration) Regulations 1996*
amended**

- (1) This regulation amends the *Local Government (Administration) Regulations 1996*.
- (2) Delete regulation 29(1)(baa).
- (3) After regulation 34C insert:

Part 9A — Minor breaches by council members

**34D. *Contravention of local law as to conduct*
(Act s. 5.105(1)(b))**

- (1) In this regulation —
local law as to conduct means a local law relating to the conduct of people at council or committee meetings.
- (2) The contravention of a local law as to conduct is a minor breach for the purposes of section 5.105(1)(b) of the Act.

6. Local Government (Audit) Regulations 1996 amended

- (1) This regulation amends the *Local Government (Audit) Regulations 1996*.
- (2) In regulation 13 in the Table:
 - (a) under the heading “**Local Government Act 1995**” delete “s. 5.103” and insert:

s. 5.104

- (b) delete:

Local Government (Rules of Conduct) Regulations 2007		
r. 11		

7. Local Government (Constitution) Regulations 1998 amended

- (1) This regulation amends the *Local Government (Constitution) Regulations 1998*.
- (2) In Schedule 1 Form 7 delete “*Local Government (Rules of Conduct) Regulations 2007.*” and insert:

code of conduct adopted by the ³ under section 5.104 of the *Local Government Act 1995*.

Schedule 1 — Model code of conduct

[r. 3]

Division 1 — Preliminary provisions

1. Citation

This is the *[insert name of local government] Code of Conduct for Council Members, Committee Members and Candidates*.

2. Terms used

(1) In this code —

Act means the *Local Government Act 1995*;

candidate means a candidate for election as a council member;

publish includes to publish on a social media platform.

(2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

Division 2 — General principles

3. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

4. Personal integrity

(1) A council member, committee member or candidate should —

(a) act with reasonable care and diligence; and

(b) act with honesty and integrity; and

(c) act lawfully; and

(d) identify and appropriately manage any conflict of interest, including by the refusal of gifts that may give the appearance of a conflict of interest or an attempt to corruptly influence behaviour; and

(e) avoid damage to the reputation of the local government.

- (2) A council member or committee member should —
- (a) act in accordance with the trust placed in council members and committee members; and
 - (b) participate in decision-making in an honest, fair, impartial and timely manner; and
 - (c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
 - (d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

5. Relationships with others

- (1) A council member, committee member or candidate should —
- (a) treat others with respect, courtesy and fairness; and
 - (b) respect and value diversity in the community.
- (2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

6. Accountability

A council member or committee member should —

- (a) base decisions on relevant and factually correct information; and
- (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to them in relation to council or committee meetings; and
- (d) be open and accountable to the public and represent all constituents.

Division 3 — Behaviour

7. Overview of Division

This Division sets out —

- (a) requirements relating to the behaviour of council members, committee members and candidates; and
- (b) the mechanism for dealing with alleged breaches of those requirements.

8. Personal integrity

- (1) A council member, committee member or candidate —
 - (a) must ensure that their use of social media and other forms of communication complies with this code; and
 - (b) must only publish material that is factually correct.
- (2) A council member or committee member —
 - (a) must not be impaired by alcohol or drugs in the performance of their official duties; and
 - (b) must comply with all policies, procedures and resolutions of the local government.

9. Relationships with others

A council member, committee member or candidate —

- (a) must not bully or harass another person in any way; and
- (b) must deal with the media in a positive, informative and appropriate manner and in accordance with any relevant policy of the local government; and
- (c) must not use offensive or derogatory language when referring to another person; and
- (d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and
- (e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local

government employee in connection with the performance of their official duties; and

- (f) when attending a council or committee meeting —
 - (i) must not act in an abusive or threatening manner towards another person; and
 - (ii) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and
 - (iii) must not repeatedly disrupt the meeting; and
 - (iv) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and
 - (v) must comply with any direction given by the person presiding at the meeting; and
 - (vi) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting;

and

- (g) must direct to the CEO any request for a query or complaint to be dealt with, or other work or action to be undertaken, by a local government employee.

10. Complaints about alleged breach

- (1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.
- (2) A complaint must be made —
 - (a) in writing in the form approved by the local government; and
 - (b) to a person authorised under subclause (3); and
 - (c) within 1 month after the occurrence of the alleged breach.
- (3) The local government must, in writing, authorise 1 or more persons to receive complaints made under subclause (1).

11. Local government to deal with complaints

- (1) After considering a complaint, the local government must, unless it dismisses the complaint under subclause (2), make a finding as to whether the alleged breach the subject of the complaint has occurred.
- (2) The local government must dismiss the complaint if it is satisfied that —
 - (a) the behaviour to which the complaint relates occurred at a council or committee meeting; and
 - (b) either —
 - (i) the behaviour was dealt with by the person presiding at the meeting; or
 - (ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.
- (3) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.
- (4) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.
- (5) If the local government makes a finding that the alleged breach has occurred, the local government may —
 - (a) decide to take no further action; or
 - (b) in consultation with the person to whom the complaint relates, develop and implement a plan to address the person's behaviour.
- (6) A plan under subclause (5)(b) may include requirements for the person to participate in training, mediation or counselling or to take any other action the local government considers appropriate.
- (7) The local government must give written notice to the complainant and to the person to whom the complaint relates of —
 - (a) its finding in relation to the complaint under subclause (1) or its decision to dismiss the complaint under subclause (2); and
 - (b) its reasons for the finding or decision.

12. Other provisions about complaints

- (1) A complaint made under clause 10(1) about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.
- (2) The procedure for dealing with complaints made under clause 10(1) may be determined by the local government to the extent that it is not provided for in clause 11.

Division 4 — Rules of conduct

13. Overview of Division

- (1) This Division sets out rules of conduct for council members and candidates.
- (2) A reference in this Division to a council member includes a council member when acting as a committee member.

14. Misuse of local government resources

- (1) In this clause —
electoral purpose means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;
resources of a local government includes —
 - (a) local government property; and
 - (b) services provided, or paid for, by a local government.
- (2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

15. Securing personal advantage or disadvantaging others

- (1) A council member must not make improper use of their office —
 - (a) to gain, directly or indirectly, an advantage for the council member or any other person; or

(b) to cause detriment to the local government or any other person.

(2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

16. Prohibition against involvement in administration

(1) A council member must not undertake a task that contributes to the administration of the local government.

(2) Subclause (1) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

17. Relations with local government employees

(1) In this clause —

local government employee means a person —

(a) employed by a local government under section 5.36(1) of the Act; or

(b) engaged by a local government under a contract for services.

(2) A council member or candidate must not —

(a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or

(b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or

(c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event at which members of the public are present, the council member or candidate must not orally, in writing or by any other means —

- (a) make a statement that a local government employee is incompetent or dishonest; or
 - (b) use an offensive or objectionable expression when referring to a local government employee.
- (5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XXXV.

18. Disclosure of information

- (1) In this clause —
- closed meeting** means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;
- confidential document** means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;
- document** includes a part of a document;
- non-confidential document** means a document that is not a confidential document.
- (2) A council member must not disclose information that the council member —
- (a) derived from a confidential document; or
 - (b) acquired at a closed meeting other than information derived from a non-confidential document.
- (3) Subclause (2) does not prevent a council member from disclosing information —
- (a) at a closed meeting; or
 - (b) to the extent specified by the council and subject to such other conditions as the council determines; or
 - (c) that is already in the public domain; or
 - (d) to an officer of the Department; or
 - (e) to the Minister; or
 - (f) to a legal practitioner for the purpose of obtaining legal advice; or
 - (g) if the disclosure is required or permitted by law.

19. Disclosure of interests

(1) In this clause —

interest means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

(2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest —

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

(3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.

(4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know —

- (a) that they had an interest in the matter; or
- (b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.

(5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then —

- (a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and
- (b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.

(6) Subclause (7) applies in relation to an interest if —

- (a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or
- (b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.

- (7) The nature of the interest must be recorded in the minutes of the meeting.

Clerk of the Executive Council

Consultation Draft

LOCAL GOVERNMENT (MODEL CODE OF CONDUCT) REGULATIONS 2020 – EXPLANATORY NOTES

These regulations will bring into effect **sections 48 to 51** of the *Local Government Legislation Amendment Act 2019*.

In particular, the following will take effect: sections 5.102A, 5.103, 5.104 and 5.105.

	Regulation	Explanation
3	Model Code of Conduct	These regulations provide for the model code of conduct for council members, committee members and candidates in Schedule 1.
4	<i>Local Government (Rules of Conduct) Regulation 2007</i> repealed.	The new Local Government (Model Code of Conduct) Regulations repeal the Rules of Conduct regulations as the rules now form part of the Model Code.
5	<i>Local Government (Administration) Regulations 1996</i> amended	<p>This clause amends Administration Regulation 29 (Information to be available for public inspection) to delete the requirement to keep a register maintained under regulation 12(5) of the Rules of Conduct. This regulation was deleted when the new gifts framework was introduced in 2019.</p> <p>This clause also inserts new Part 9A – Minor breaches by council members. It replaces regulation 4 of the existing Rules of Conduct Regulations (Contravention of certain local laws) and inserts it into the Administration Regulations.</p> <p>It provides that a contravention of a local law that relates to the conduct of people at council or committee meetings is a minor breach for the purposes of section 5.105(1)(b) of the Act. This is not a rule of conduct, which is why it is separate to the provisions in the Model Code.</p>
6	<i>Local Government (Audit) Regulations 1996</i> amended	This clause amends the statutory requirements for the compliance audit return to capture the adoption of the Model Code under section 5.104 and deletes the reference to the Rules of Conduct Regulations.
7	<i>Local Government (Constitution) Regulations 1998</i> amended	This clause amends Schedule 1 Form 7 (Declaration by elected member of council) of the Constitution Regulations, to reference the code of conduct adopted by the relevant local government, rather than Rules of Conduct Regulations.
	Schedule 1 – Model code of conduct	
1	Citation	New section 5.104 of the Local Government Act will require local governments to adopt the model code of conduct within three months of these Regulations coming into operation.

		<p>The Model Code, as drafted, provides a template for local governments to adopt the code as their own by inserting their local government name.</p> <p>In accordance with section 5.104(3), local governments can include additional behaviours under Division 3 that are not inconsistent with the Code, which may not currently be represented.</p> <p>To adopt the code, a resolution needs to be passed by an absolute majority. Once the code is adopted, it must be published on the local government's website.</p>
2	Terms Used	This clause defines Act, candidate and publish. All other terms used that are also in the Act have the same meaning, unless the contrary intention appears.
	Division 2 – General principles	
3	Overview of Division	<p>As per new section 5.103(2)(a), the Model Code is to contain general principles to guide behaviour. These are set out in Division 2.</p> <p>Throughout the Model Code, where appropriate, the principles, behaviours and rules of conduct are separated into three categories; personal integrity, relationships with others and accountability.</p>
4	Personal Integrity	<p>This clause outlines specific personal integrity principles, including the need to:</p> <ul style="list-style-type: none"> • act with reasonable care, diligence, honesty and integrity • act lawfully • avoid damage to the reputation of the local government • act in accordance with the trust placed in council members and committee members, and • participate in decision-making in an honest, fair, impartial and timely manner.
5	Relationships with others	This clause outlines principles for relationships with others, including the need to treat others with respect and maintain and contribute to a harmonious, safe and productive work environment.
6	Accountability	This clause outlines principles for accountability, including the need for decisions to be based on relevant and factually correct information, and to make decisions on merit.
	Division 3 - Behaviour	
7	Overview of Division	As per new section 5.103(2)(b), the Model Code is to contain requirements relating to behaviour.

		<p>This division sets the standards of behaviour which enable and empower council members to meeting the principles outlined in Division 2. Division 3 behaviour breaches are managed by local governments, and so the division also includes provisions about how to manage complaints. The emphasis should be on an educative role to establish sound working relationships and avoid repeated breaches, rather than punishment.</p>
8	Personal Integrity	<p>This clause provides behaviours for council members, committee members and candidates, as well as behaviours specific to council and committee members.</p> <p>It includes a behaviour that the use of social media and other forms of communication complies with the code.</p>
9	Relationships with others	<p>This clause provides for behaviours related to relationships with others, including the requirement to:</p> <ul style="list-style-type: none"> • deal with the media in a positive, informative and appropriate manner • not disparage the character of another council member, committee member, candidate or local government employee • not impute dishonest or unethical motives to another council member, committee member, candidate of local government employee • not make a statement that the member of candidate knows, or could reasonably be expected to know, is false or misleading.
10	Complaints about alleged breach	<p>This clause provides that a person may make a complaint alleging a breach of Division 3 by submitting the complaint in writing (in a form approved by the local government) within one month of the alleged breach occurring.</p> <p>The local government is to authorise at least one person to accept the complaints.</p>
11	Local government to deal with complaints	<p>The process for consideration of a complaint is at the discretion of the local government, however, the Code requires that after considering the complaint, the local government must make a finding as to whether the breach occurred.</p> <p>A local government is also required to dismiss a complaint if it is satisfied that the complaint relates to behaviour which occurred at a council or committee meeting that has already been dealt with or the person responsible for the behaviour has taken remedial action in accordance with the meeting procedures local law.</p> <p>It is a requirement, in accordance with 11(3), that before making a finding, the person to whom the complaint relates, is given a reasonable opportunity to be heard.</p>

		<p>A finding about whether the breach has occurred should be based on whether it is more likely than not that the breach occurred. This is the same premise used by the Standards Panel in its decision making.</p> <p>After a finding has been made, written notice of the outcome should be given to the complaint and the person to whom the complaint relates.</p> <p>If a finding of breach is made, the local government can choose to take no further action or develop a plan to address the person's behaviour. This could include training, mediation, counselling or any other action considered appropriate.</p>
12	Other provisions about complaints	<p>Clause 12 provides that the procedure for dealing with complaints is a matter for the local government (to the extent it is not inconsistent with clause 11).</p> <p>If a complaint is made about a candidate, the alleged breach cannot be dealt with unless the candidate is elected as a council member.</p>
	Division 4 – Rules of conduct	
13	Overview of Division	<p>As per section 5.103(2)(c), the Code contains specific rules of conduct. The rules of conduct are specific rules, for which alleged breaches are referred to the Standards Panel.</p> <p>A reference to a council member in this division includes a council member acting as a committee member.</p>
14	Misuse of local government resources	This is based on current regulation 8 of the <i>Local Government (Rules of Conduct) Regulations 2007</i> , Misuse of local government resources.
15	Securing personal advantage or disadvantaging others	This is based on current regulation 7 of the <i>Local Government (Rules of Conduct) Regulations 2007</i> , Securing personal advantage or disadvantaging others.
16	Prohibition against involvement in administration	This is based on current regulation 9 of the <i>Local Government (Rules of Conduct) Regulations 2007</i> , Prohibition against involvement in administration.
17	Relations with local government employees	<p>This is based on current regulation 10 of the <i>Local Government (Rules of Conduct) Regulations 2007</i>, Relations with local government employees.</p> <p>This regulation also applies to candidates.</p>
18	Disclosure of information	This is based on current regulation 6 of the <i>Local Government (Rules of Conduct) Regulations 2007</i> , Use of information.

19	Disclosure of interest	This is based on current regulation 11 of the <i>Local Government (Rules of Conduct) Regulations 2007</i> , Disclosure of interest.
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5.1 Local Government Act Review Advocacy Paper – Key Issues From Recent Inquiries into Local Government (05-034-01-0001 TL)

By Tony Brown, Executive Manager Governance and Organisational Services

Recommendation

That:

- 1. Ongoing advocacy relating to the Review of the *Local Government Act 1995* be noted; and,**
- 2. The Advocacy Positions for a New Local Government Act: *Key issues from recent Inquiries into Local Government* – be endorsed.**

Executive Summary

- WALGA has developed an Advocacy Paper focusing on key issues identified in final reports of three recent Local Government Inquiries:
 1. [Final Report of the Local Government Review Panel](#)
 2. [Report of the Inquiry into the City of Perth](#)
 3. [Select Committee into Local Government Final Report](#)
- The Advocacy Paper aims to highlight strategic policy issues, leveraging previous detailed policy development work, at a key stage of Phase two of the Review of the *Local Government Act 1995*.

Attachment

Advocacy Positions for a New Local Government Act: Key issues from recent Inquiries into Local Government

Policy Implications

Policy positions encapsulated in the Advocacy Paper are consistent with WALGA's existing policy positions.

Background

The Review of the *Local Government Act 1995* has been a key focus of the Local Government sector and WALGA since the review was announced in 2017.

Stage one, focusing on priority reforms, are now mostly in place following the passage of the *Local Government Legislation Amendment Act 2019*.

As part of Phase two of the Review, which focuses on wide ranging reforms, the Government established the Local Government Review Panel in November 2019.

The [Final Report of the Local Government Review Panel](#) was released in August 2020.

In addition, the final reports of the following two key inquiries were released in September 2020:

- [Report of the Inquiry into the City of Perth](#)
- [Select Committee into Local Government Final Report](#)

The three reports make recommendations relating to a range of topics and issues relevant to the Review of the Local Government Act.

Comment

Leveraging the concurrent release of the final reports of three Inquiries, an advocacy paper highlighting key issues has been prepared.

The advocacy paper addresses the issues listed below:

- New Local Government Act
- Legislative Intent
- Intergovernmental Cooperation
- Elections
- Rating Exemptions
- Fees and Charges
- Road Funding
- Regional Collaboration
- Community Engagement
- Roles and Responsibilities
- External Oversight
- Financial Management and Procurement
- Accountability and Audit

The Advocacy Paper approach aims to:

- Ensure the Local Government sector's key concerns are prominent during stage two of the Local Government Act Review
- Leverage the timing and inherent legitimacy of the three key reports to highlight ongoing strategic advocacy priorities
- Concentrate engagement at the strategic policy level, rather than the detail of specific proposals that may or may not represent government policy, and
- Link to WALGA's state election advocacy campaign.

The Advocacy Paper does not replace or diminish existing detailed policy positions, which are underpinned by multiple consultation processes and State Council deliberations.

Key Local Government sector policy positions are listed in the Recommendations section of the paper, attached.

INFOPAGE

To: All Local Governments

From: Tony Brown
Executive Manager Governance &
Organisational Services

Date: 6 November 2020

Priority: High

Subject: Draft *Local Government (Code of Conduct) Regulations 2020* –
Mandatory Code of Conduct for council members, committee members and
candidates



Operational Area:	Governance
Key Issues:	<ul style="list-style-type: none"> Amendments to the <i>Local Government Act 1995</i> to provide for a mandatory code of conduct for council members, committee members and candidates were passed in 2019 but are yet to come into effect. Consultation on draft <i>Local Government (Model Code of Conduct) Regulations 2020</i> prescribing the proposed code of conduct is open until Sunday 6 December. Local Governments are requested to provide a response to WALGA by 13 November.
Action:	Council Decision required (If possible) Feedback Requested – 13 November 2020

Background

The *Local Government Legislation Amendment Act 2019* introduced numerous amendments to the *Local Government Act 1995*, including a requirement for Local Governments to adopt a mandatory Code of Conduct for council members, committee members and candidates that is yet to take effect.

In 2019 the Department of Local Government, Sport and Cultural Industries invited WALGA and other parties to participate in the Mandatory Code of Conduct Working Group. The Department discontinued the Working Group and released a Consultation Paper without endorsement by the Working Group in September 2019.

At the WALGA State Council meeting held in December 2019, based on sector feedback, State Council resolved to request that the Working Group be reconvened to develop an endorsed mandatory Code of Conduct for further sector consultation. State Council also identified several concerns with the proposals in the Consultation Paper.

Throughout 2020, WALGA sought advice from the Department on the progress of draft regulations and a sector consultation process. The Department has now released the draft *Local Government (Model Code of Conduct) Regulations 2020* (Draft Regulations), to prescribe the mandatory Code of Conduct, together with Explanatory Notes. Both documents are available via the [Department's website](#). Consultation will close on Sunday 6 December.

WALGA notes that the Working Group was not reconvened, and the Draft Regulations include several elements that were highlighted as matters of concern by the sector.

Among concerns previously noted is the requirement for Local Governments to determine behavioural breach allegations specified in Division 3 of the Draft Regulations. The administrative process for dealing with breach allegations is unspecified and the option to use external consultants so that impartial and procedurally fair outcomes can be achieved will prove costly, particularly where numerous allegations arise. It is also open for 'any person' to make a complaint which may in extreme circumstances lead to a proliferation of complaints.

INFOPAGE



WALGA is seeking to coordinate a sector response and seeks feedback from Member Local Governments on the Draft Regulation. Please provide any comments by **4pm Friday 13th November 2020** to governance@walga.asn.au to enable an agenda item to be prepared for the November/December round of Zone and State Council meetings.

For further information please contact:

Executive Manager Governance & Organisational Services, Tony Brown
on 9213 2051 or email tbrown@walga.asn.au or Manager Governance, James McGovern on 9213 2093
or email jmcgovern@walga.asn.au



Advocacy Positions for a New Local Government Act

**Key issues from recent inquiries
into Local Government**

November 2020



About WALGA

The WA Local Government Association (WALGA) is working for Local Government in Western Australia. As the peak industry body, WALGA advocates on behalf of 139 Western Australian Local Governments. As the united voice of Local Government in Western Australia, WALGA is an independent, membership-based organization representing and supporting the work and interests of Local Governments in Western Australia. WALGA provides an essential voice for 1,220 Elected Members, approximately 22,000 Local Government employees (16,500 Full Time Equivalent's) as well as over 2.5 million constituents of Local Governments in Western Australia.

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Recommendations

New Local Government Act

That the State Government prepare a new Local Government Act as a priority.

Legislative Intent

That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
 - i. Economic development
 - ii. Environmental protection, and
 - iii. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

Intergovernmental Cooperation

That a Partners in Government Agreement promoting a collaborative partnership approach be signed by the Premier, Minister for Local Government and Local Government leaders at the commencement of each term of the State Government.

Elections

The Local Government sector supports:

1. Four year terms with a two year spill
2. Greater participation in Local Government elections
3. The option to hold elections through:
 - Online voting
 - Postal voting, and
 - In-person voting
4. Voting at Local Government elections to be voluntary
5. The first past the post method of counting votes

6. Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)
7. Local Governments to determine if the Mayor or President is elected by the Council or the community at large.
8. Continuation of the property franchise.

Rating Exemptions

That an independent review of all rate exemptions be undertaken.

Fees and Charges

That:

1. An independent review be undertaken to remove fees and charges from legislation and regulation and,
2. Local Government be empowered to set fees and charges for Local Government services.

Road Funding

That the Government returns to Local Government at least 27 percent of motor vehicle licence fee collections.

Regional Collaboration

That:

1. Local Governments be empowered to form single and joint subsidiaries, and beneficial enterprises, and
2. Compliance requirements of Regional Councils be reviewed and reduced.

Community Engagement

The Local Government sector supports:

1. Responsive, aspirational and innovative community engagement principles
2. Encapsulation of aims and principles in a community engagement policy, and
3. The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.

Roles and Responsibilities

That clarification of roles and responsibilities for mayors/presidents, councillors and CEO's be considered in conjunction with the separation of powers between the Council as governing body and the administration of the Local Government.

External Oversight

The Local Government sector supports:

1. Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against elected members and undertake inquiries.
2. Remove the CEO from being involved in processing complaints
3. That an early intervention framework of monitoring to support local governments be provided.

Financial Management and Procurement

That the Local Government sector:

1. Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector, in consultation with the Office of the Auditor General;
2. Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General;
3. Supports Local Governments being able to use freehold land to secure debt;
4. Supports Building Upgrade Finance being permitted for specific purposes such as cladding, heritage and green improvements;
5. Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.

Accountability and Audit

That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority and chair.

Background

Three significant inquiries relating to Local Government in Western Australia have released their final reports in August and September 2020.

This paper aims to distil key issues raised by these reports and identify strategic advocacy positions of the Local Government sector to inform the strategic direction of legislative reform.

Local Government Review Panel

As part of the Review of the Local Government Act, the Local Government Review Panel was formed to guide the strategic direction of the review and to recommend high level guiding principles for a new act.

The [Local Government Review Panel Final Report](#) was released on 5 August 2020.

City of Perth Inquiry

The Authorised Inquiry into the City of Perth was announced on 24 April 2018 by the Minister for Local Government.

The report contains 341 recommendations, of which 132 have implications for the Local Government sector.

The [Report of the Inquiry into the City of Perth](#) was tabled in Parliament on 11 August 2020.

Select Committee into Local Government

The Legislative Council Select Committee into Local Government commenced on 26 June 2019.

The Committee had broad terms of reference to inquire into Local Government in Western Australia and made a number of recommendations relating to key Local Government sector issues.

The [Select Committee into Local Government Final Report – Inquiry into Local Government](#) was tabled in Parliament on 22 September 2020.

Key Issues

New Local Government Act

The Local Government Review Panel Final Report states:

When the Western Australia Government launched the Local Government Act Review its objectives were to produce ‘a new, modern Act that empowers local governments to better deliver for the community’, and that local government should be ‘Agile, Smart and Inclusive’. Those objectives remain valid.

Discussion

The current *Local Government Act 1995* was proclaimed in 1996 and has been effective at enshrining the general competence principle which has enabled Local Governments to govern in the best interests of their communities. However, over the last 25 years there has been significant regulation and compliance obligations added to the legislation.

The current Local Government Act contains ten parts and totals 490 pages. In addition, there are 13 sets of regulations comprising a further 460 pages. This is a legislative burden on the Local Government sector and requires a significant reduction and a move to a principle over prescription approach to a new Act.

The Local Government Act should facilitate Local Governments utilising their general competence powers within a legislative framework that provides for good governance and accountability to the community for decision-making. The Local Government sector seeks a reduced regulatory approach accompanied by best practice guidance, support and assistance.

With a State Election due in March 2021 it is appropriate for the sector to seek a commitment for the progression of a new Local Government Act.

Local Government Position:

That the State Government prepare a new Local Government Act as a priority.

Legislative Intent

The Local Government Review Panel Final Report recommends:

2. *The Panel recommends the following statement of intent (vision) for a new Act:*

An Act to provide for a system of local government relevant to Western Australia that develops and supports sustainable, accountable, collaborative and capable local governments through democratic representation, the provision of services, opportunities and enhanced well-being for each and every community.
3. *The Panel recommends the adoption of the following objectives for a new Act:*
 - a. *Democratic and accountable local government that recognises the diversity of and within Western Australia's communities.*
 - b. *Recognition of the specific needs and culture of Western Australia's Aboriginal people.*
 - c. *Promotion and improvement of the community's economic, social and environmental well-being.*
 - d. *An adaptive and forward-looking legislative framework, which supports and enables councils to provide local leadership for the whole community, and to collaborate with each other and with other key stakeholders at a regional level.*
 - e. *Open and transparent community participation in the decisions and affairs of local governments.*
 - f. *Enhanced capability of the local government sector, with a focus on continuous improvement and sustainability.*
 - g. *Efficient and effective service delivery and regulation that is responsive to current and future community needs.*
 - h. *Informed decision-making by local governments which is in the interest of their communities, within a legislative framework that supports balance and certainty in relation to the different interests of their communities.*
 - i. *Accountability of local governments to their communities through processes that demonstrate good governance.*
 - j. *Support for approaches and opportunities which foster collaboration and cooperation both within the local government sector and across all levels of Government.*
4. *The Panel recommends an Act that is considerably shorter, less prescriptive and minimises the use of regulations by establishing clear principles, robust processes, model charters, guidelines and templates.*
5. *The Panel recognises the diversity of local governments in Western Australia and supports a new Act which is responsive to this but does not recommend the adoption of a multi-tiered legislative framework.*
6. *The Panel recommends the inclusion of a statement of the role and principal functions of local governments that makes it clear their basic statutory responsibilities, retaining the overall power of general competency in the current Local Government Act.*

The Select Committee into Local Government recommends:

1. *The Government consider implementing a compliance regime that differentiates between local governments based on their size and scale where appropriate.*

Discussion

Throughout WALGA's consultation with the sector on the Local Government Act review, there has been overwhelming support for *principles over prescription*, an approach that avoids red tape and declutters the extensive regulatory regime. The following key principles are fundamental drivers of future Local Government legislation.

General competence

The Local Government Act is founded on the general competence powers principle, which gives Local Governments the legal capacity to do anything that is not prohibited by law. This principle is uniformly supported by the Local Government sector and that it should not be diluted by over-regulating the operations of Local Government.

The general competence principle recognises the democratic mandate of Local Government to represent, plan, and provides services for its community.

Flexible, principles-based legislative framework

The Local Government Act works well when Local Governments apply their general competence powers within a legislative framework that provides for good governance, with accountability to the community for decision-making.

The Local Government Act should focus on principles and objectives, not on process. Best practice, guidance material and smart people working together to solve problems drive innovation; prescriptive regulation drives compliance for the sake of compliance.

To focus on the process and not the principles and objectives risks embedding today's practice into legislation instead of allowing Local Governments the flexibility to innovate and adapt to new methods and new technologies. Not everything a Local Government should do needs to be legislated. Ultimately, Councils are considered to be generally competent and are accountable to the community through democratic elections held every two years.

Size and scale compliance regime

There is a marked appetite to differentiate between Local Governments based on size and scale. There is a significant difference in the compliance requirements of the City of Stirling compared to the Shire of Murchison. Areas such as the integrated planning and reporting framework, internal audits and model procurement policies are example areas that could be considered on a size and scale approach.

Promote enabling legislation

Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration the Local Government's role in creating a sustainable and resilient community through:

- Economic development
- Environmental protection, and
- Social advancement.

There is a need to provide enabling legislation with a 'menu of opportunities' for the sector. Legislation should enable Local Governments to carry out a range of activities, even though all Local Governments may not want to undertake the activity.

Reduce red tape

WALGA has called for the de-cluttering of the extensive regulatory regime that underpins the Local Government Act. The legislative and regulatory regime represents a considerable challenge to the delivery of effective and efficient governance.

The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

The State Government should not impose responsibilities to Local Governments without adequate resourcing. This principle is contained within the British Columbia Community Charter and is supported by the Local Government sector.

Local Government Position:

That the following key principles be embodied in the Local Government Act:

- 1. Uphold the general competence principle currently embodied in the Local Government Act**
- 2. Provide for a flexible, principles-based legislative framework**
- 3. Promote a size and scale compliance regime**
- 4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:**
 - i. Economic development**
 - ii. Environmental protection, and**
 - iii. Social advancement**
- 5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and**
- 6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.**

Intergovernmental Cooperation

The Local Government Review Panel Final Report recommends:

- 15 *The Panel recommends that the new Act include a set of principles for intergovernmental relations that make clear local government's role and obligations as part of the broader system of government, and that underpin a range of ongoing arrangements such as the State Local Government Partnership.*

Discussion

Local Government strongly supports the enhanced collaboration between State and Local Government, as two spheres of government responsible for delivering public infrastructure and services for the benefit of the Western Australian community.

A Partners in Government Agreement, to be signed by the Premier, Minister for Local Government and Local Government leaders should contain:

- A preamble highlighting the importance of collaboration and partnership
- Objectives and principles
- Meetings of the Partners in Government Group comprising senior State and Local Government decision makers
- Collaboration aims and ideals, and
- Key focus areas.

Collaboration and partnership between the State and Local Government sectors aims to leverage the strengths of both spheres of Government for the benefit of Western Australia: the State's leadership and policy direction, and Local Government's on-the-ground presence in every community in our large and diverse state.

Local Government Position:

That a Partners in Government Agreement promoting a collaborative partnership approach be signed by the Premier, Minister for Local Government and Local Government leaders at the commencement of each term of the State Government.

Elections

The Local Government Review Panel Final Report recommends:

19. *Optional preferential voting be adopted in place of the current first past the post system.*
20. *The principle of one vote per person be included in the legislation, subject to Recommendation 21 below.*
21. *Property franchise voting should be replaced with the requirement for local governments to introduce mechanisms for regular and effective consultation with the business community.*
22. *Local government elections are held once every four years, two years after but to otherwise accord with the timing of the State election.*
23. *All local government elections should be overseen by the Western Australian Electoral Commissioner.*
24. *Provision in the new Act for electronic/online voting to be introduced in the future once the integrity of the process can be assured (including allowing for a pilot).*
25. *The Panel makes the following further recommendations in relation to elections:*
 - a. *Postal voting be required, with lodgement of these votes to be allowed in person on and before election day.*
 - b. *The election process extended to provide more time for the issuing and receipt of postal votes.*
 - c. *The information local government candidates must provide at nomination should be expanded to ensure that adequate information is given for voters to make an informed decision. Candidate nomination forms should also include declaration of membership of a political party and these forms should be published and available during the election period.*
 - d. *A caretaker policy should be introduced barring elected members up for re-election from representing the council at events, handing out council grants or donations and moving substantive notices of motion in the period before the election, and a requirement to comply with this policy should be included in the Code of Conduct.*
 - e. *The donor and the candidate should co-sign each declaration of a gift made.*
 - f. *Donations via crowd funding platforms should be regulated so far as possible.*
26. *In respect to elected member representation, the Panel recommends:*
 - a. *Population should be used to determine the number of elected member positions:*

- (i) *Population of up to 5,000 – 5 councillors (including President).*
 - (ii) *Population of between 5,000 and 75,000 – 5 to 9 councillors (including Mayor/President).*
 - (iii) *Population of above 75,000 – 9 to 15 councillors (including Mayor).*
 - b. *Ward boundary reviews, to ensure equitable representation is maintained, should be conducted every four years by the Office of the Electoral Distribution Commissioners, with the support of the WAEC and should be conducted using similar processes and principles that are in place for state electoral boundaries as contained in the Electoral Act 1907.*
 - c. *Current classification bands 3 and 4 should not have multiple wards unless the Local Government Commission permits it in the interests of ensuring local democracy is enabled in certain communities.*
 - d. *The changes to wards and elected member numbers due to the above recommendations should be phased in.*

Discussion

The overwhelming majority of Local Governments support retaining four year terms with a half spill every two years. A principle of the current two year election cycle is to support the continuity of knowledge and experience of the Local Government. A key risk of a proposal for an all in/all out term is the loss of knowledge and the influence of a Council.

Promoting voting participation in Local Government elections is a priority and can be achieved through a range of voting options, such as:

- On-line voting
- Postal voting, and
- In-person voting.

In respect to voting methods, Local Governments over the past 40 years have experienced preferential voting, proportionate preferential voting and the current first past the post method. Due to its simplicity, and ease of understanding, the Local Government sector supports first past the post voting.

The Local Government sector opposes compulsory voting in Local Government elections.

In respect to Elected Member representation, the general competence principle should apply, enabling a Local Government to determine the appropriate number, between six and 15 elected members (including the Mayor/President), depending on local requirements. This philosophy also extends to the decision to have a Mayor or President elected by the Council or elected at large by the community.

The Local Government sector supports continuation of the status quo with regards to the property franchise.

Local Government Position:

The Local Government sector supports:

- 1. Four year terms with a two year spill**
- 2. Greater participation in Local Government elections**
- 3. The option to hold elections through**
 - Online voting**
 - Postal voting, and**
 - In-person voting**
- 4. Voting at Local Government elections to be voluntary**
- 5. The first past the post method of counting votes**
- 6. Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)**
- 7. Local Governments to determine if the Mayor or President is elected by the Council or the community at large**
- 8. Continuation of the property franchise.**

Rating Exemptions

The Local Government Review Panel Final Report recommends:

50(c) *The Economic Regulatory Authority (ERA) should be asked to undertake a review of the rating system, including a thorough examination of the case for the current wide range of exemptions.*

The Select Committee into Local Government recommends:

- 8 *Recognising that the current charitable purposes rate exemption produces perverse outcomes and may inappropriately shield commercial operations from paying rates, the Government clarify the charitable purposes rate exemption in any new local government Act.*
- 9 *The Government conduct a broad review of the rate exemptions to be included in any new local government Act.*

Discussion

Exemptions from rates represent significant revenue leakage for Local Government. Recent data indicates that revenue foregone represents approximately two percent of rate revenue. This shortfall in lost revenue must then be made up from other ratepayers.

Rating exemptions relating to charitable purposes are particularly concerning as this exemption has extended in scope beyond its original intent to provide rating exemptions for the commercial undertakings of not-for-profit organisations. For instance, Independent Living Units, which often cost far more than the median house, are often exempt from rates. The net result of this is that millions of dollars of revenue is lost to Local Government which then has to be recouped from other ratepayers, many of whom would not be in a position to afford an Independent Living Unit themselves.

The rating exemptions that are of concern for the sector relate to the following:

- Rating of Charitable Purpose properties
- Department of Housing: Leasing to Charitable Organisations
- Government Trading Entities
- State Agreement Act projects
- State Owned Unallocated Crown Land

On this basis, the Local Government sector supports an independent review of all rating exemptions to enhance equity among ratepayers in the community.

Local Government Position:

That an independent review of all rate exemptions be undertaken.

Fees and Charges

The Local Government Review Panel Final Report recommends:

- 51 *The Panel recommends that local governments should be able to set reasonable fees and charges according to a rating and revenue strategy, with the oversight of the Audit, Risk and Improvement Committee.*
- 52 *The Panel recommends that local governments and State Government apply cost recovery principles when setting fees and charges.*

Discussion

Fees and charges represent a significant source of discretionary revenue for Local Governments. Examples include dog registration fees, fees for building approvals and swimming pool entrance fees.

Currently fees and charges are determined by legislation or regulation, with an upper limit set by legislation, or by the Local Government. Fees mandated by legislation often do not keep pace with the cost of delivery meaning that ratepayers will subsidise particular activities without any ability to have input into the setting of the fee.

While cost recovery should be a consideration for the setting of fees and charges, there are some services that Local Governments may choose to subsidise to encourage activities with overall community benefit.

Setting fees and charges is a core government function and should be a deliberative decision of the Council.

Local Government Position:

That:

- 1. An independent review be undertaken to remove fees and charges from legislation and regulation and,**
- 2. Local Government be empowered to set fees and charges for Local Government services.**

Road Funding

The Select Committee into Local Government recommends:

7. *The Government consider returning to local governments at least 27 percent of motor vehicle licence fee collections.*

Discussion

Local Governments are responsible for 127,500km of roads in Western Australia, representing 88 percent of the public road network.

With a replacement value close to \$30 billion, the Local Government road network is a significant state asset that connects people and places and facilitates economic activity across all of Western Australia.

In their final report, the Select Committee into Local Government found that the shortfall between local government expenditure on road preservation and the amount required to maintain roads at their current condition has continued to increase over the past five years to \$155.74 million in 2018-19.

To that end, the Local Government sector advocates for road funding from the State Government to return to 27 percent of vehicle licence fees.

Local Government Position:

That the Government returns to Local Government at least 27 percent of motor vehicle licence fee collections.

Regional Collaboration

The Local Government Review Panel recommends:

12. *The Panel recommends that the new Act should promote and mandate expanded regional cooperation between local governments by:*
 - a. *Making increased collaboration a specific objective and principle.*
 - b. *Providing an improved model of joint (regional) subsidiaries that can be used for strategic planning, resource sharing, shared services delivery and commercial enterprises (see also Recommendations 14 and 39).*
 - c. *Requiring regional cooperation as part of IPR (see also Recommendation 35).*
13. *The Panel recommends that consideration also be given to the potential need for a new form of 'regional authority' to enable collaboration on specific issues between governments and with other key stakeholders.*
14. *The Panel recommends:*
 - a. *The regional council model is discontinued.*
 - b. *A flexible model of joint (regional) and single (local) subsidiaries be introduced in order to enable:*
 - (i) *collaboration between local governments; and/or*
 - (ii) *involvement of local government in economic development including commercial activities.*
40. *The Panel recommends that the new Act should provide the freedom for local governments to be involved in commercial activities where it is in the public interest and subject to competitive neutrality principles.*
41. *The Panel recommends that 'beneficial enterprises' not be introduced as a new mechanism for local government commercial activities, but that instead an updated and more flexible subsidiary model should provide for the following:*
 - a. *Local government autonomy to establish a single or joint subsidiary to:*
 - (i) *Carry out any scheme, work or undertaking on behalf of the council;*
 - (ii) *Manage or administer any property or facilities on behalf of the council;*
 - (iii) *Provide facilities or services on behalf of the council; and/or*
 - (iv) *Carry out any other functions on behalf of the council.*
 - b. *The subsidiary to be established through a charter.*
 - c. *The charter to be certified by an independent and suitably experienced legal practitioner as within power and National Competition Policy.*
 - d. *Public notice of the proposal to establish the subsidiary to ensure that there are no private operators that would be significantly disadvantaged.*
 - e. *The subsidiary to be able to undertake commercial activities (within the limits of competitive neutrality and a thorough risk assessment).*

- f. The subsidiary to have the ability to acquire, hold, dispose of or otherwise deal with property.*
 - g. Dividends able to be paid to member local governments.*
 - h. The requirement for employees of the subsidiary to be employed under the same award or agreement conditions as the relevant local government/s and within the jurisdiction of the Western Australian Industrial Relations Commission.*
 - i. No requirement for ministerial approval at the outset, but reserve powers for the Minister for Local Government to intervene if issues arise should be included.*
42. *The Panel recommends local governments should utilise the subsidiary models and, as a general rule, should not form entities outside this, such as under the Associations Incorporation Act, except as a means of establishing or maintaining partnerships with other local or regional organisations in those instances where the local government is not the dominant party.*

Discussion

The Local Government sector supports streamlined and effective regional collaboration to leverage economies of scale, combined resources and enhanced accountability.

Regional collaboration provides many benefits for the community, including:

- Efficient service delivery leveraging economies of scale
- Enhanced accountability for specific functions, and
- Reduced risk by quarantining ratepayer funds in a separate legal entity

Flexibility for local governments to select and adapt the most suitable collaborative model to local circumstances is crucial for the benefits of regional collaboration to be realised. While competitive neutrality is important, and should be respected, the ability to undertake commercial activities is important, particularly to address instances of market failure.

The subsidiary model, governed by a charter, provides simplicity and can be customised to meet local and service delivery needs.

The beneficial enterprises model provides for a commercial focus while increasing accountability and reducing risk by quarantining ratepayer funds.

To that end, the local government sector supports the ability to utilise a range of fit-for-purpose regional collaborative models.

Local Government position

That:

- 1. Local Governments be empowered to form single and joint subsidiaries, and beneficial enterprises, and**
- 2. Compliance requirements of Regional Councils be reviewed and reduced.**

Community Engagement

The Local Government Review Panel Final Report recommends:

33. *The Panel recommends that the following community engagement principles should be included in the new Act:*
 - a. *Councils actively engage with their local communities;*
 - b. *Councils are responsive to the needs, interests and aspirations of individuals and groups within its community;*
 - c. *Community engagement processes have clearly defined objectives and scope;*
 - d. *Participants in community engagement have access to objective, relevant and timely information to inform their participation;*
 - e. *Participants in community engagement are representative of the persons and groups affected by the matter that is the subject of the community engagement;*
 - f. *Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement; and,*
 - g. *Participants in community engagement are informed of the ways in which the community engagement process will influence council decision-making.*

34. *The Panel recommends a Community Engagement Charter be required as a mechanism for guiding and enhancing community participation in local decision-making, and that a model charter be prepared to set parameters and provide guidance on mechanisms to be used.*

35. *The Panel recommends the Annual Electors' Meeting is replaced by an Annual Community Meeting whereby:*
 - a. *As a minimum, councils provide information on their achievements and future prospects;*
 - b. *Councils report on the local government's financial performance and performance against relevant Council Plans;*
 - c. *Both the mayor/president and the Chair of the Audit Committee address the meeting;*
 - d. *There is ample time for questions; and,*
 - e. *Wider community participation is encouraged through different delivery mechanisms.*

Discussion

With a local presence in every community in Western Australia, community engagement is core business for Local Government.

Principles and methods supporting responsive, aspirational and innovative community engagement are supported. Local Governments are often on the frontier of innovative community engagement methods, such as participatory budgeting and deliberative democracy.

To that end, the Local Government sector supports community engagement aims and principles to be encapsulated in a policy. However, the content of such a policy should not be prescribed; Local Governments, with knowledge and regular touchpoints with their communities, are best placed to determine the content of a community engagement policy.

An optional Annual Community Meeting is supported, at which Local Governments could present their annual report, financial performance and recent achievements, and outline their future prospects and plans.

Local Government Position:

The Local Government sector supports:

- 1. Responsive, aspirational and innovative community engagement principles**
- 2. Encapsulation of aims and principles in a community engagement policy, and**
- 3. The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.**

Roles and Responsibilities

The Local Government Review Panel Final Report recommends:

28. *The Panel recommends significant changes in the Act to the current statements of roles and responsibilities for mayors/presidents, councillors and CEOs and that the Act should include a new statement of responsibilities for the 'council' which captures the roles and responsibilities of all councillors acting collectively as the council.*

29-32. *Revised statements of roles and responsibilities that are specific to address the following issues:*

- *Community leadership*
- *Strategic planning*
- *Continuous improvement*
- *Executive function (for mayors/presidents)*
- *Guiding the CEO (for mayors/presidents)*
- *Training*

The Select Committee into Local Government Report recommends:

26. *The Government clarify the roles of council and the chief executive officer, and the distinction between governance and operational matters, in any new local government Act.*

Discussion

The *Local Government Act 1995* is predicated on separate roles and responsibilities for Elected Members and the administration, as summarised in the Second Reading Speech:

*'The new Act will provide a clear distinction between the representative and policy making role of the elected Councillors and the administrative and advisory role of the chief executive officer and other staff.'*¹

The Inquiry Report's recommendations for training and induction are reflective of the mandatory training and continuing professional development requirements introduced in the *Local Government Legislation Amendment Act 2019*.

WALGA has long advocated for absolute certainty in responsibilities and separation of powers associated with employees. Appointing and dismissing senior designated employees falls within the function of the CEO.

From this perspective, clarification of roles and responsibilities requires similar consideration of a clearly defined separation of powers between the governing body and the administration.

¹ Government of Western Australia, Local Government Bill Second Reading, 31 Aug. 1995 pp. 7547-7551

Local Government Position:

That clarification of roles and responsibilities for mayors/presidents, councillors and CEO's be considered in conjunction with the separation of powers between the Council as governing body and the administration of the Local Government.

External Oversight

The Local Government Review Panel Final Report recommends:

57. *The Panel recommends that there should be an early intervention framework of monitoring to support local governments. The department should have additional powers to appoint and support the monitor with councils responsible for the direct costs of the monitor.*
58. *The Panel recommends the Minister should have the power to direct local governments and make declarations in respect to the Local Government Act during a declared state of emergency.*
59. *The Panel recommends establishing an Office of the Independent Assessor that should:*
 - a. *Be an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints.*
 - b. *Be a statutory appointment by the Governor.*
 - c. *Upon assessment, refer the complaint back to the council (behaviour-related), the State Administrative Tribunal (SAT) (serious breaches), or to another appropriate body (such as, Corruption and Crime Commission, Public Sector Commission, Ombudsman) according to the subject of the complaint.*
 - d. *Replace the Standards Panel by investigating and making determinations on Rules of Conduct breaches. SAT will determine the penalties.*
 - e. *Amongst other powers, have the power to investigate, to order compulsory mediation and to deal with abuses of process.*
 - f. *Be required to notify the CEO and council of any matters on a confidential basis.*

The City of Perth Inquiry Report recommends:

- 323-332. *An Office of Inspector of Local Government (Inspector) be established as an independent statutory office, responsible to the Minister for Local Government.*

The Select Committee into Local Government Report recommends:

25. *The Government give active consideration, as part of the review of the Local Government Act 1995, to establishing a new independent statutory body to regulate and support the local government sector.*

Discussion

The recommendation from the Local Government Act Review Panel to replace the Standards Panel with an Office of the Independent Assessor is worth supporting. The proposal is to set-up an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints, which has previously put the CEO in an invidious position.

An early intervention framework of monitoring to support Local Governments should also be provided.

Local Government Position:

The Local Government sector supports:

- 1. Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against elected members and undertake inquiries.**
- 2. Remove the CEO from being involved in processing complaints**
- 3. That an early intervention framework of monitoring to support local governments be provided.**

Financial Management and Procurement

The Local Government Review Panel Final Report recommends:

43. *The Panel recommends the following financial management principles be included in the new Act:*
- a. *Councils should have regard to achieving intergenerational equity, including ensuring the following:*
 - (i) *Policy decisions are made after considering their financial effects on future generations*
 - (ii) *The current generation funds the cost of its services, and*
 - (iii) *Long life infrastructure may appropriately be funded by borrowings*
 - b. *Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with the council's financial policies and strategic plans*
 - c. *Financial risks are monitored and managed prudently having regard to economic circumstances*
 - d. *Financial policies and strategic plans, including the Revenue and Rating Strategy and Investment policy, seek to provide stability and predictability in the financial impact on the community; and*
 - e. *Accounts and records that explain the financial operations and financial position of the council are kept.*
44. *Having regard to the need for sound financial decision-making and accountability, the Panel recommends the following:*
- a. *Local governments should be required to adopt or justify departures from a model investment policy to the Audit, Risk and Improvement Committee and relevant State Government Agency.*
 - b. *Local governments should be able to use freehold land to secure debt.*
 - c. *Debt should not be used for recurrent expenditure except in an emergency situation.*
 - d. *Notice should continue to be required to be given for borrowings not included in the local government's annual budget.*
 - e. *Building upgrade finance is permitted for specific purposes such as cladding, heritage and green improvements.*
 - f. *Local governments should adopt program budgeting to more clearly show the actual cost of delivering a service or undertaking an activity.*
 - g. *Local governments should report on the percentage of their expenditure spent on local businesses in their annual report.*
45. *The Panel recommends that local government procurement thresholds, rules and policies are, where applicable, aligned with the State Government, including (but not limited to):*
- a. *Tender threshold (currently \$250,000);*

- b. *Procurement rules and methods for goods and services under the tender threshold;*
 - c. *Procurement policies, including sustainable procurement, procuring from disability enterprises, buy local (where 'local' refers to Western Australia or a specific region of the state determined by the local government) and Aboriginal businesses; and*
 - d. *Using TendersWA as the primary tender platform.*
46. *The Panel recommends the development of a model procurement policy for all local governments. If a local government chooses to deviate from the policy it should to be required to explain its reasoning to the responsible State Government agency.*
 47. *The Panel recommends enhancing legislation to regulate and guide the establishment and management of panel contracts.*
 48. *The Panel recommends a requirement for local governments to have an open register of local businesses with local governments determining what is considered 'local' to their community.*
 49. *The Panel recommends breaches of the local government procurement rules to be referred to the Office of the Independent Assessor to use the appropriate powers under the new Local Government Act.*

The Select Committee into Local Government recommends:

12. *The Government give active consideration to providing, through the Department of Local Government, Sport and Cultural Industries, an accounting advice helpdesk service to the local government sector similar to the service provided by the Department of Treasury to the State government sector.*
13. *The Government:*
 - *consider reducing the financial reporting requirements on local governments*
 - *in doing so, take into account the information provided by the Office of the Auditor General, set out at Appendix 3 and Appendix 4 of this report.*
14. *The Department of Local Government, Sport and Cultural Industries and the Government consider the introduction of tiered financial reporting for local governments.*

The City of Perth Inquiry Report recommends:

188. *The State Government consider amendments to the Local Government Act 1995 to provide for better practice financial management through the establishment of Local Government Financial Management Instructions (similar to the Treasurer's Instructions for State Government) that establish a minimum set of standards and*

requirements for the financial administration of local government (Financial Management Instructions).

189. *The “WA Accounting Manual” be reviewed, updated and promulgated by the Department within the next 12 months.*
190. *The Minister for Local Government consider prescribing the format of the annual budget and financial report to provide consistency across local government.*

Discussion

The sector has considered a number of the recommendations from the reports and supports reviewing the financial reporting requirements for Local Governments.

Model Financial Statements

WALGA has recently formed a Sector Reference Group to review the current financial ratios and to suggest more appropriate ratios. The Reference Group believes the first action to be taken should be for the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector. This is to enable consistent financial reporting across the sector which would then allow for ratios to be more meaningful for sector analysis.

The following is an excerpt of notes from the group;

The Working Group discussed the possibility of progressing this resolution as soon as possible, rather than waiting for the work on financial ratios to be completed. It was decided that this should be actioned as a priority. A signal from the Minister for Local Government as to whether this proposal is supported will assist in guiding the group’s next steps, noting that the actual development of a model set of accounts would take time and resources. The group also noted that the Office of Auditor General (OAG) have made complementary recommendations relating to financial reporting. For example, in the [Audit Results Report – Annual 2018-19 Financial Audits of Local Government Entities](#), it was recommended that DLGSC re-assess the amount of detail required to be included in annual financial reports.

Resolved:

That WALGA advocates to the Minister for Local Government that the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector, in consultation with the Office of the Auditor General.

The concept on a model set of accounts is not new. Every other State produces one in some form. This document would be produced annually by the Department and be endorsed by the OAG.

The proposal would involve a detailed set of accounts, including notes, would be available to the industry in March of each year. The document would provide a template for Statements and Notes. These items would include references to legislation and Accounting Standards so the user can gain an appreciation as to why the information is required. Accompanying text could provide a greater understanding of the information and the cross referencing to other information. For example, the note on calculating financial ratios would include how those ratios are calculated, hence doing away with the need for Departmental Guidance Notes.

The benefits that would accrue to the Local Government sector and the community would be substantial. One set of model reports that could provide clear outcomes, rather than waiting for the annual audit to see if a Local Government had interpreted the standards and legislation correctly. Small Local Government would benefit as they may not have qualified accountants on staff and this would provide cost savings. Accessing information about each Local Government would be simplified. The audit process would also be simplified. All of these measures have the ability to lower costs incurred by Local Government in producing the annual financial report.

Use of Debt

The sector's long held position is that the Act should allow Local Governments to use freehold land, in addition to its general fund, as security when borrowing. Currently a Local Government can only borrow against its cash. In most cases this is sufficient, however there have been examples of Local Governments borrowing for large scale infrastructure projects that would benefit from being able to use their freehold land as security.

Building Upgrade Finance

Building Upgrade Finance would enable Local Governments to guarantee finance for building upgrades for non-residential property owners. In addition to building upgrades to achieve environmental outcomes, Local Governments have identified an opportunity to use this approach to finance general upgrades to increase the commercial appeal of buildings for potential tenants. In this way, BUF is viewed as means to encourage economic investment to meet the challenges of a soft commercial lease market and achieve economic growth.

Procurement

WALGA has consistently supported the alignment of the tender threshold with that of the State Government and broadly supports the principle that suppliers of goods, services and works competing for contracts will benefit where procurement processes across State and Local Government has more similarities than differences.

Local Government Position:

That the Local Government sector:

- 1. Requests the Minister for Local Government to require the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector, in consultation with the Office of the Auditor General;**
- 2. Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General;**
- 3. Supports Local Governments being able to use freehold land to secure debt;**
- 4. Supports Building Upgrade Finance being permitted for specific purposes such as cladding, heritage and green improvements;**
- 5. Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.**

Accountability and Audit

The Local Government Review Panel Final Report recommends:

53. *The Panel recommends the role of audit committees be expanded to become Internal Audit, Risk and Improvement Committees and:*
 - a. *The majority of the Committee members, including the Chair, should be independent of the local government and should be drawn from a suitably qualified panel.*
 - b. *To address the impost on small local governments, the committee could be established on a regional basis.*

54. *The Panel recommends the main roles of the Audit, Risk and Improvement Committee should include:*
 - a. *Developing an audit plan which focuses on compliance, risk (including procurement), financial management, fraud control, governance and delivery of Council Plans;*
 - b. *Identifying continuous improvement opportunities and monitoring programs and projects in this area;*
 - c. *Conducting the mandatory internal audits as outlined in the audit plan; and*
 - d. *Providing advice to the council in relation to these matters.*

The Select Committee into Local Government recommends:

11. *The Government give active consideration to facilitating, through the Department of Local Government, Sport and Cultural Industries, a shared internal audit service for the Local Government sector, particularly to assist small and medium councils.*

Discussion

The Local Government sector supports a robust self-regulation audit framework, which includes a role for the audit committee overseen by council, and a role for the Office of the Auditor General in conducting financial and performance audits of Local Government.

In accordance with the principles of self-governance and self-regulation, majority independent membership of audit committees is not supported. Oversight of the affairs of the Local Government is a fundamental role of the Council, and should not be confused by diffusing responsibility among an audit committee comprised of a majority of non-elected members. Notwithstanding, the Local Government sector acknowledges that some independent expertise may be beneficial to the audit committee process.

The Local Government sector supports a clearly defined role for the audit committee, led and overseen by the elected Council.

Local Government Position:

That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority.



COUNCIL POLICY **EM/CP-** COMMERCIAL LEASE

OBJECTIVE

The purpose of this policy is to provide a consistent, equitable and simple approach to dealing with commercial lease negotiations.

SCOPE

This policy applies to all commercial leases for Shire owned premises.

POLICY STATEMENT

Lease agreements between the Shire of Donnybrook Balingup and a commercial entity will be established in accordance with this policy.

1. Commercial Lease Rent Methodology

Commercial rent will be based on the market valuation (MV) obtained from an independent certified valuer. Rent will be reviewed annually in accordance with the Perth Consumer Price Index adjustments as stated in the lease. At the commencement of this policy rent will be phased in.

1.1. Phasing in

1.1.1. Existing lessee, new lease, MV 10% above current rent amount

Where:

- There is an existing lessee at the premises; and
- a new lease is being prepared; and
- the current MV is 10% above the current rent amount.

Rent shall increase in equal increments over a three-year period to bring it up to the current MV. After the third year the rent will be reviewed annually in accordance with Consumer Price Index adjustments as stated in the Standard Commercial Lease.

1.1.2. Existing lessee, new lease, MV 10% below current rent amount

Where:

- There is an existing lessee at the premises; and
- a new lease is being prepared; and
- the current rent amount is 10% below the current MV.

Rent shall increase to the current MV for the first year and will be reviewed annually in accordance with the Perth Consumer Price Index adjustments as stated in the Standard Commercial Lease.

COUNCIL POLICY **EM/CP-** COMMERCIAL LEASE



2. Lease Terms

Terms are to be negotiated by the Chief Executive Officer in accordance with current market conditions with a minimum five-year term for the first term.

Leases terms for retail shops will be in accordance with the *Commercial Tenancy (Retail Shops) Act 1985*.

3. Lease Renewals

Whenever premises become available, an MV will be obtained, and Expressions of Interest will be sought for commercial lessees.

Where there is an existing lessee at the premises and the lease has expired with no further options, an MV will be obtained, and they will be given the first option of renewal for a new lease.

4. Standard Commercial Lease

Any new commercial lease, or renewal of an existing lease, shall be based on the Shire's 'Standard Commercial Lease' incorporating the requirements in this policy.

Any variations to the Standard Community Lease will be detailed in an Item in the Schedule (Additional Terms and Covenants) of the lease document.

Minor changes, as deemed necessary by the Chief Executive Officer, may be made to the Standard Community Lease.

5. Costs

Commercial leases will be drafted by the Shire's solicitors, 100 % of all legal costs incurred will be paid for by the lessee unless the lease is being prepared for a retail shop in which case the Shire will bear all costs in accordance with section 14B *Commercial Tenancy (Retail Shops) Act 1985*.

The costs of obtaining a market valuation in accordance with section 3.58(3)(a) of the *Local Government Act 1995* for the initial lease rental assessment and during the term of the lease for rent reviews will be split 50:50 between the Shire and lessee.

DEFINITIONS

Related Policies:	EXE/CP- 4- Document Execution and Application of Common Seal	Related Procedure:	N/A
Responsible Department:	Executive Services	Reviewer:	Corporate Planning & Governance Officer
Initial Adoption Date:		Review Frequency:	Tri
Review Version		Next Due:	2022
[Link to saved doc in PDF]	Decision Reference:	Synopsis:	
Date Live:		Synergy #	

COUNCIL POLICY **EM/CP-** COMMERCIAL LEASE



LEGISLATION

- *Local Government Act 1995*
- *Commercial Tenancy (Retail Shops) Act 1985*
- *Land Administration Act 1997*

Related Policies:	EXE/CP- 4- Document Execution and Application of Common Seal	Related Procedure:	N/A
Responsible Department:	Executive Services	Reviewer:	Corporate Planning & Governance Officer
Initial Adoption Date:		Review Frequency:	Tri
Review Version		Next Due:	2022
[Link to saved doc in PDF]	Decision Reference:	Synopsis:	
Date Live:		Synergy #	

From: [Damien Morgan](#)
To: [Ben Rose](#); [Steve Potter](#); [Paul Breman](#)
Subject: FW: Local Roads and Community Infrastructure (LRCI) Program – Extension
Date: Monday, 2 November 2020 12:24:44 PM
Attachments: [image001.jpg](#)
[image002.png](#)
[image006.jpg](#)
[image007.jpg](#)
[image008.jpg](#)
[image003.png](#)
[image004.png](#)

Have highlighted the bit below where it say we only get an additional \$460k of funding

Regards

Damien Morgan
MANAGER WORKS & SERVICES



Cnr Bentley & Collins Street, Donnybrook WA 6239 – PO Box 94 Donnybrook WA 6239
T: (08) 9780 4200 **DIRECT:** (08) 9780 4211
E: damien.morgan@donnybrook.wa.gov.au **W:** www.donnybrook-balingup.wa.gov.au



OUR VISION: A proud community enjoying our rural lifestyle, cultural heritage and natural environment.

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THINK BEFORE YOU PRINT. PLEASE CONSIDER OUR ENVIRONMENT BEFORE YOU PRINT THIS EMAIL.

From: SM Shire <shire@donnybrook.wa.gov.au>
Sent: Friday, 30 October 2020 3:01 PM
To: Damien Morgan <Damien.Morgan@donnybrook.wa.gov.au>
Subject: FW: Local Roads and Community Infrastructure (LRCI) Program – Extension

Jaimee Earl
Administration Officer - Executive Services



Shire of Donnybrook Balingup

Cnr Bentley & Collins Street, Donnybrook WA 6239 – PO Box 94 Donnybrook WA 6239

T: (08) 9780 4200 **DIRECT:** (08) 9780 4208

E: jaimie.earl@donnybrook.wa.gov.au W: www.donnybrook-balingup.wa.gov.au



OUR VISION: A proud community enjoying our rural lifestyle, cultural heritage and natural environment.

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From: Local Roads and Community Infrastructure Program

[\[mailto:local.roads.and.community.infrastructure.program@notify.gov.au\]](mailto:local.roads.and.community.infrastructure.program@notify.gov.au)

Sent: Friday, 30 October 2020 2:01 PM

To: SM Shire <shire@donnybrook.wa.gov.au>

Subject: Local Roads and Community Infrastructure (LRCI) Program – Extension



Notify

Dear Mayor

Local Roads and Community Infrastructure (LRCI) Program – Extension

We are writing to you following the 2020-21 Budget, where we have again demonstrated our commitment to partner with local governments as they play a critical role as part of the national recovery from the COVID-19 pandemic, delivering local jobs, through local projects.

As the closest tier of government to the people it serves, local governments remain an essential support for communities across

Australia, helping them through this downturn and planning for the recovery.

Under the initial funding available through the LRCI Program, local government areas such as yours have identified more than 2,200 projects, providing opportunities and support for local jobs, firms and procurement in all areas of the nation.

The LRCI Program Extension will continue to assist local governments to deliver local road and community infrastructure projects, as well as create local job opportunities particularly where employment in other sectors have been negatively impacted.

We encourage you to identify projects to maximise the opportunity for a range of workers to be retained, redeployed and employed to deliver ready to roll-out projects that provide economic stimulus and benefits to communities.

Under the LRCI Program Extension, Shire of Donnybrook-Balingup will receive an additional funding allocation of \$467,054. This funding will be available from 1 January 2021, with the Program being extended until the end of 2021.

Program Guidelines and Grant Agreements are currently being drafted and will be provided in the coming weeks. In the meantime, we encourage you to consider projects you may wish to nominate for funding under the Program Extension.

If you have yet to submit Project Nominations for consideration under the initial funding available under the LRCI Program, we encourage you to submit these as soon as possible.

We look forward to continuing to work with you to deliver priority local road and community infrastructure projects.

Yours sincerely

THE HON MICHAEL MCCORMACK MP
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

THE HON MARK COULTON MP

Minister for Regional Health, Regional Communications and Local
Government



**COMMON
GROUND**



COMMON GROUND TRAILS
Company Profile - Pump tracks



Name of Legal Entity **COMMON GROUND TRAILS PTY LTD**

ACN **162 352 776**

Place of business **Unit 7 / 119 Bussell Hwy
Margaret River
WA 6285**

ABN **51 162 352 776**

Contact Person **David Willcox**

Contact Person Position **Director**

Telephone **0417 994 366**

Website **www.commongroundtrails.com**

Email **dave@trails.com.au**



Company Profile

We are Industry Leading Pump Track Experts

Common Ground is a pump track design and construction company. We have been designing and building pump tracks since 2013 for a range of government and private clients, for the establishment of recreational facilities that connect people with spaces and landscapes. By fostering a 'common ground' between agencies and enthusiasts we are able to design and develop universally accepted, sustainable and iconic facilities.



Our Beginnings

Common Ground Trails was founded by David Willcox through a desire to influence the emerging pump track sector with the professionalism of the architecture and planning industries from which he originates.

Common Ground Trails has undertaken numerous pump track projects and has become Australia leading expert consultancy and construction company. We have grown and are now working across multiple states but are based in Western Australia, Victoria, Queensland and Canada.

Our Capabilities

The breadth of our capabilities and depth of our technical expertise set us apart from other pump track companies. Common Ground is driven by our shared values and aspirations for the development of exceptional pump track facilities throughout Australia.

We are dedicated to giving our many stakeholders the confidence to trust us to develop economically and environmentally sustainable facilities which complement and enhance the existing landscape.

Our Mission & Impact

- **Develop the best trail**
- **Cause no unnecessary harm**
- **Use trails to conserve and create stewards for the environment**



Introduction

As industry leaders in pump track design and construction, Common Ground is proud of our accomplishments in improving the standard, quality and availability of these facilities across Australia.

We are committed to continuous improvement and learnings from previous projects, and we are not afraid to try new processes and technologies to achieve better results for our clients.

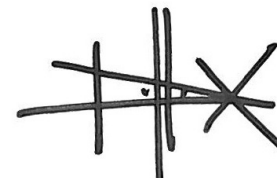
In early 2016, we completed the first asphalt surfaced pump track in Western Australia. Since then we have delivered a further 12 asphalt pump tracks on the ground and countless designs. The demand for asphalt surfaced tracks and our services is rapidly increasing, with many landscape architects and local governments incorporating them into revitalised recreation and parkland areas, and new housing developments.

While our design team has faced challenges due to the growth in demand for our services, the construction team has maintained an excellent track record of delivering large scale projects on time. We have recently expanded our design team with industry experienced experts and are now capable of delivering large scale projects efficiently.

With our unrivalled experience designing and building Australia's best and most enjoyable asphalt pump tracks, and with our team's experience in landscaping we believe we are ideally suited to achieve the best outcome for our clients.

We look forward to the potential of working with you to deliver an exciting facility.

Yours sincerely,



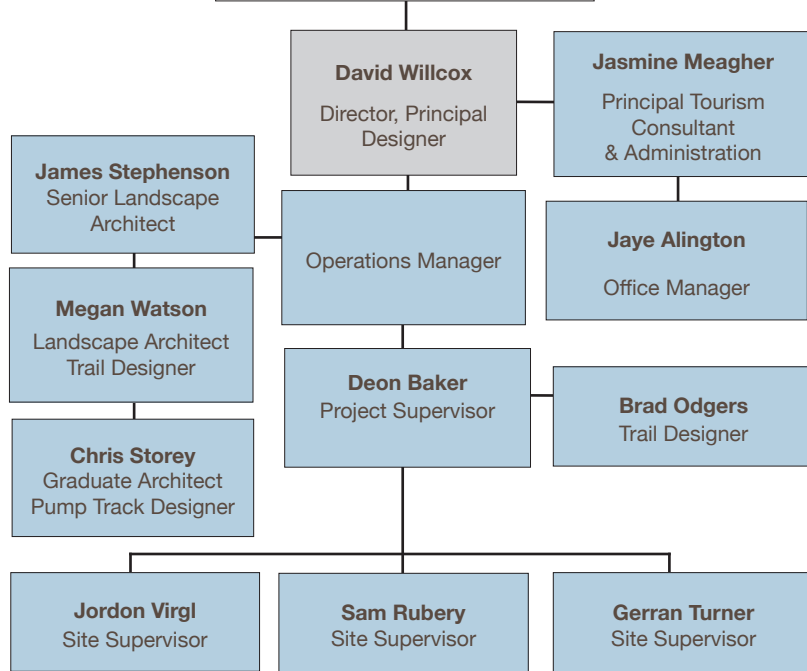
David Willcox
Director
Common Ground Trails



**COMPANY
STRUCTURE**



PERMANENT FULL TIME STAFF



FULL TIME

Dennis Meagher Operator	Rodney Laws Labourer	Daniel Davis Labourer
Lee Reid Operator	Phillip Maroney Labourer	Travy Taylor Labourer
Nick Morgan Operator	Jack Bon Labourer	Kelly Seamer Labourer

COMPANY PROFILE

Common Ground is a multi-skilled industry leading pump track development company operating Australia wide - trails experts, designers, engineers, architects, planners, consultants, project managers, trail builders and more...

Common Ground Trails is a leading trail, pump track and play space company. Established in picturesque Margaret River, Western Australia, the firm also has offices and teams based in Victoria, Queensland and Canada.

Since its establishment in 2013, the company has been recognised for its innovative approach within the industry and socially conscious ethos.

Our core values are:

- Employing high performing staff from diverse backgrounds
- Minimising our impact on the environment in all of our operations
- Understanding the values of our customers and providing the right solutions in appropriate locations

Benefits of working with Common Ground Trails

Common Ground offers the following benefits to your project:

- Australia's most experienced pump track specialists
- Gold Coast based team members with recent experience in Queensland, Victoria and New South Wales
- Intimate knowledge of working in Queensland
- Highly experienced pump track team with prior experience working together and in depth understanding of project requirements
- previous experience building twelve asphalt pump tracks as a team
- Experience in design and construction of challenging and unique urban pump tracks
- Prior experience delivering a pump tracks across Australia
- Strong understanding of the area and existing relationships with local suppliers in neighbouring towns from recent work
- Excellent construction knowledge and understanding of high quality and low maintenance pump tracks and play spaces
- Commitment to delivering exceptional quality product and dedicated to excellence
- Strong financial capacity to undertake project



Why Common Ground

Over the past 7 years Common Ground has been building its capacity, refining its processes and advocating on behalf of high quality pump track experiences with the purpose of developing iconic, large-scale projects throughout Australia. In order to achieve this we have been delivering projects across Australia to gain experience to inform our work and improve our skill sets. We see pump tracks as an opportunity for us to combine our teams urban design, architecture and landscape architecture skills with our significant pump track construction experience. Critical to the success of this project will be the integration of drainage and landscaping elements to create a multi faceted youth facility. The following highlights the competitive advantages Common Ground possesses;

- **Queensland based team with very recent project experience in Victoria and New South Wales**
- **We utilise professional designers (Architects and Landscape Architects) to design and document our work rather than engineers or unqualified specialists. This ensures only the highest quality design outcomes.**
- **We use engineers to engineer our work, but Landscape Architects to design our work.**
- **We do not outsource our design work to sub consultant landscape architects who 'ride mountain bikes' and only have a broad and limited understanding of pump track activity specifics. Our team live and breathe pump track projects.**
- **We have team members who focus 100% on similar pump track projects and they have unrivalled experience in Australia.**
- We would commit our most experienced and knowledgeable staff to the project
- Our team of pump track experts includes two Architects and two landscape Architects all with enviable experience.
- Common Ground is a full time trails and pump track business with focus only on pump track and trail planning, design and construction projects
- Our company employment diversity policy ensures we are considering and catering for all and bridging the gap
- We employ and empower professional staff with, architecture, landscape architecture, project management, civil construction and landscaping backgrounds
- Our design team consists of expert riders who understand the users needs
- Our design team consists only of members who are university educated
- We are all full time permanent pump track facility professionals and all designers have multiple years experience
- All permanent team members have been involved in the pump track industry long term gaining valuable experience over time
- Staff are trained in pump track facilities with extensive experience in both design and construction
- We welcome input but require minimal supervision into detailed design to get high quality well performing outcomes
- Highly capable of delivering detailed documentation projects to required specifications
- Capacity and resources to deliver large scale projects internally (without outside assistance) within limited timeframe
- Strict processes in place to deliver high quality detailed design to best practice International standards
- Extensive experience in delivering schematic design, design development & tender packages for similar projects
- Responsible for designing and building many of Australia's most popular pump tracks which are sustainable, robust and not management burdens
- Experience in designing for appropriate recreation characteristic settings including primary motivators of experience, challenge and fun
- Experience working interstate and with diverse range of clients and landscapes
- Strategic understanding of pump track facilities required for destination development balanced with understanding of what the local youth and enthusiast user is seeking for fun and challenge
- Track record of delivering contract documentation which leads to robust and sustainable facilities and low management requirements
- Extensive experience working with numerous sub consultants and sub contractors
- Track record of delivering low risk designs which are well documented and communicated and enable successful construction
- Track record of delivering very high quality and well performing pump track facilities
- Passion for fun and challenging bike facilities which cater for youth and enthusiasts
- Proven track record of going above and beyond project commitments to ensure the best outcome for projects



**COMMON
GROUND**

“ Great park with something for all ages. The small track for young kids is great and very popular. The jumps area is also really well laid out with a clearly defined area for beginners, intermediate and advanced riders. My 6yo girl enjoyed the beginners area

KINGSLEY PUMP TRACK
Andreas Koepke
(Google Review) ”

“ If you are looking for somewhere to take the kids for a skateboard, or to ride their bike and scooters as well as enjoy a play, you'll love Baldivis One71 Pump Track Park. It's not too big so it's easy to keep track of the kids and is lots of fun for the whole family.

BALDIVIS One71 PUMP TRACK
(kids-around-perth.com) ”

“ Our new pump track provides a skills development space for competitive and elite riders in Logan and beyond

WALLER PARK PUMP
TRACK
CITY OF LOGAN ”

“ Great mountain bike and BMX dirt jump arena that covers all aspects of training progression

ST MARKS DIRT JUMPS,
BUNBURY
Corey Wyatt (Google Review) ”



Skills Technical Capacity

Common Ground extensive knowledge and experience in all stages of play spaces and pump track planning, design and construction, in a variety of landscapes, terrain and topography. Below is a summary of our team's capabilities and skills.

The following pages detail some of our recent engagements, which demonstrate our broad skill sets and knowledge base.

Design & Construction

- Team mobilisation throughout Australia
- Site selection and planning
- Integration with new housing developments
- Standalone facilities in public open space
- Natural surfaced tracks
- Asphalt surface tracks
- Modular tracks
- Concrete tracks
- Play Spaces
- Nature Playgrounds
- Playgrounds
- Landscaping
- Storm water Drainage
- Site Preparation
- Material Importation
- Base Course Installation
- Machine & Hand Shaping
- Mechanical Compaction
- Asphalt & Tack Coat Application
- Concreting
- Paving
- Landscape architecture

Trail Construction

- Team mobilisation throughout Australia
- Procurement of materials
- Site supervision
- Safety, Health, Quality and Environment Management Planning
- Subcontractor management
- Construction management
- Hand and machine construction techniques
- Trail head and way marking signage printing and installation
- Vegetation clearing in line with clearing permits and recommendations of environmental impact studies
- Trail bed profiling
- Mechanised compaction
- Drainage management
- Trail surfacing
- Technical trail feature construction
- Stairways and railing systems
- Corridor clearing and finishing
- Naturalisation and demarcation

Trail Planning & Design

- Comprehensive regional master planning
- Review and analysis of opportunities and constraints to develop best case recommendations
- Stakeholder and community consultation
- Workshop facilitation
- Trail concept design
- Trail detailed design
- Trail audits
- Trail site selection
- Identification of positive and negative control points, interest points and viewsheds
- Understanding of desirable trail characteristics for a range of user types
- Understanding of state, national and international guidelines and sustainable trail design principles
- In field trail mapping including GIS data acquisition
- Desktop map development and documentation
- Landscape architecture
- Graphic Design
- Report preparation and graphic design
- Development of print, digital and social marketing collateral
- Project management

Technical Skills and Capabilities

The following pages detail Common Ground’s technical skills and capabilities that are fundamental to delivery of our high quality asphalt surfaced pump tracks.

Qualitative criteria

COMPANY CAPACITY



CREATIVE DESIGN

- Extremely talented and creative designers (David Willcox & Deon Baker) with backgrounds in creative industries, architecture, landscaping and film production
- Believe in creating innovative, inclusive rider experiences
- Incorporate features to challenge riders of all abilities in all designs
- Every pump track is a highly attractive showcase product

FUNCTIONAL DESIGN

- While our pump tracks look good, they are based on solid foundations
- Our engineering consultants ensure the drainage systems, structures and surfaces will perform under environmental conditions
- Our designs are documented to the requirements of relevant legislative and client requirements

PASSION FOR RIDING

- All team members are passionate mountain bike and BMX riders
- As a diverse company, we especially understand the value of increasing participation by removing barriers for children and female riders
- Our designers have a true understanding of how a shape leaves the rider with a feeling of flow and accomplishment
- Our builders hand sculpt every berm, roller, feature and jump to achieve the desired feel on the track

PARTICIPANT SAFETY

- Track user safety is paramount
- Good design ensures risks are identified and minimised.
- As a key part of our statutory obligations, our designs minimise risk of key hazards:
 - Interactions between users
 - Buffers on beginner lines
 - Education on advanced lines
 - Surrounding parkland infrastructure & activities
 - Durable hard surface materials

THE RIGHT TEAM

- Our core construction team has delivered numerous pump tracks to date
- We have not had minimal staff turnover in 4 years, and the team continues to carry their collective skills and experience through to the next project
- We encourage an inclusive and proactive work culture

WORK FLOW

- Our work flows as well as our tracks
- With the right people, skills, tools and systems, the result is a positive experience of our services
- Being able to maximise our efficiencies means we can save cost to our clients
- We are dedicated to continual improvement in all aspects of our work flow

Recent Relevant Project Experience

Our staff has gained extensive knowledge and experience in planning and design of pump tracks in a variety of landscapes, terrain and topography. Our extensive work throughout Australia has provided us with the skills required and allowed us to form many excellent working relationships. Below is a list of some of our most relevant recent pump track projects.

PREVIOUS PUMP TRACK ENGAGEMENTS

Project	Type	Client
Alma Trealor Pump Track & Skate Park	Design & Construction	Cardinia Shire Council, VIC
Tumut Pump Track	Design & Construction	Snowy Valleys Council, NSW
Dwellingup Asphalt Surfaced Pump Track	Construction	Shire of Murray, WA
Hammon Park Asphalt Pump Track	Design & Construction	Hepburn Shire Council, VIC
Waller Park Asphalt Surfaced BMX Pump Track	Design & Construction	City of Logan, QLD
Tudor Park Pump Track and Skills Park	Design & Construction	City of Logan, QLD
Chapman River Asphalt Pump Track, Jumps Track and Skills Track	Design & Construction	City of Greater Geraldton, WA
Baldivis One71 Asphalt Surfaced Pump Track	Design & Construction	Emerge, Mirvac, WA
Calleya Asphalt Surfaced Pump Track	Design & Construction	Emerge, Landscape Elements, WA
Madox Asphalt Surfaced Pump Track	Design & Construction	Emerge, Mirvac, WA
Kingsley Asphalt Surfaced Pump Track and Jumps Track	Design, Construction & Maintenance	City of Joondalup, WA
Saint Marks Naturally Surfaced Jumps Track	Design & Construction	City of Bunbury, WA
South Lake Naturally Surfaced Pump Track	Design & Construction	City of Cockburn, WA
Jindowie Naturally Surfaced Pump Track	Design, Construction & Maintenance	EPCAD, Landscape Elements, WA
Nedlands Naturally Surfaced Pump Track	Design, Construction & Maintenance	City of Nedlands, WA
Halls Creek Pump Track	Feasibility Study & Business Case	Shire of Halls Creek, WA
Dianella Reserve Pump Track	Feasibility Study & Community Consultation	City of Stirling, WA
John Dunn Pump Track	Feasibility Study & Community Consultation	City of Armadale, WA
Dwellingup Pump Track	Detailed Design, Concept Design & Community Consultation	Shire of Murray, WA
Nannup Pump Track	Design Review	Shire of Nannup, WA
Albany Asphalt Surfaced Pump Track	Concept Design & Community Consultation	City of Albany, WA
Goat Farm Skills Park and Pump Track	Concept Design	Parks and Wildlife WA
Golden Bay Asphalt Surfaced Pump Track	Concept Design	EPCAD, WA
Tom Price Asphalt Surfaced Pump Track	Feasibility Study & Concept Design	Pilbara Regional Council, WA
Broome Pump Track	Concept Design, Detailed Design	Shire of Broome, WA



Qualitative criteria
EXPERIENCE

DWELLINGUP

Australias Largest Pump Track

Dwellingup
Western Australia



PROJECT DESCRIPTION

Construction of Australias Largest asphalt surfaced pump track as part of the Dwellingup mountain bike destination development. Working in conjunction with the Shire of Murray, the track was designed to blend into the landscape and transform the previously dilapidated area. The track is located adjacent to a skate park and trails hub and required significant consideration of visitor flow and integration. The pump track totals approximately 1050sqm. Common Ground undertook works including track design, construction and drainage.

KEY OUTCOMES

Huge community focused facility connected to skate park. Low maintenance, innovative pump track design was key for this track which has beginner, intermediate and Advanced sections. The result is the biggest asphalt pump track in Australia. In order to meet extremely tight drainage requirements and flood levels Common Ground was required to design and construct a complex connected storm water system with 50mm tolerance over 100m. Installation of large concrete culverts, wells and head walls required absolute precision. Watching the testing of drainage work successful was a highlight of construction for staff.

In order to allow the federal minister to open the pump track prior to easter, 2 weeks prior to agreed contract completion date, our team had to accelerate works which required sourcing additional casual labourers and working 12 hour shifts for 3 weeks. Due to excellent project and site management completion was 1 week ahead of the revised timeline, taking 8 weeks to build a 1050sqm asphalt pump track, with 3 weeks of

site clearing, demolition and drainage works

NOTABLE FEATURES

- Largest Pump Track in Australia and connected to Skate Park
- 3000sqm of turf and landscaping installed
- The pump track design is based around multiple areas for different capabilities and includes a separate kids track

LESSONS LEARNT

Designing and working around heritage tress was problematic especially replacing large 600mm concrete culverts requiring installation near to root systems. In future design we will be sure to enusre redesign any existing drainage to avoid compounding issues.

Multiple historic and active services crossed the site in all different directions interrupting drainage. While designed for, all services ended up being hand excavated and repositioned surrounding drainage to allow correct drainage levels.

The track design incorporates two large table top jumps which come close to power lines due to a leaning power pole. Safety corrals needed up being installed to ensure users were kept away from active lines.

LOCATION
Dwellingup WA

YEAR
2019

YEAR
2019

VALUE
\$300k

TOTAL RIDE SURFACE
1050sqm

CLASSIFICATION
Easy - Difficult

USER GROUP
Mountain Bike
BMX
Scooter, Skateboard

EQUIPMENT
Excavators
Mini Skid Steer
Skid Steer

CONSTRUCTION TYPES
Pump track - Road base
and asphalt surface

TEAM
David Willcox,
Deon Baker, Jordon
Virgl, Gerran Turner,
Megan Watson

Qualitative criteria
EXPERIENCE

TUMUT

Australia's Newest Pump Track

Tumut
New South Wales



PROJECT DESCRIPTION

Design and construction of Australia's newest asphalt surfaced pump track. Working in conjunction with the Snowy Valleys Council, the track was designed to blend into the landscape and link to existing recreation facilities in the area. The track is located adjacent to a skate park and totals approximately 600sqm. Common Ground undertook works including track design, construction drainage and landscape preparation.

KEY OUTCOMES

Huge community focused facility connected to skate park. Low maintenance, innovative pump track design was key for this track which has beginner, intermediate and Advanced sections. The result is one of the best asphalt pump tracks in Australia. In order to meet extremely tight surrounding existing trees to be retained, Common Ground was required to design and construct track that weaved through the trees and included complex connected storm water system. Successful retention of all the trees on site and not impacting on the tree protection zones was a highlight outcome of the project.

Due to initial delays in the design the our construction team had to accelerate works which required sourcing additional casual labourers and working long shifts and weekends in order to deliver the project on schedule. Due to excellent project and site management completion was ahead of the revised project timeline.

NOTABLE FEATURES

- Largest Pump Track in Australia and connected to Skate Park
- 1500sqm of turf and landscaping installed
- The pump track design is based around multiple areas for different capabilities and includes a separate kids track

LESSONS LEARNT

Designing and working around high value trees was problematic especially when installing large drainage system near roots to trees. Managing costs in regional New South Wales also required considerable management of resources. This was managed by utilising site won materials for the sub base buildup.

LOCATION
Tumut, NSW

YEAR
2019

YEAR

VALUE
\$280k

TOTAL RIDE SURFACE
600sqm

CLASSIFICATION
Easy - Difficult

USER GROUP
Mountain Bike
BMX
Scooter, Skateboard

EQUIPMENT
Excavators
Mini Skid Steer
Skid Steer

CONSTRUCTION TYPES
Pump track - Road base
and asphalt surface

TEAM
David Willcox,
Deon Baker, Jordon
Virgl, Gerran Turner,
Megan Watson,
Sam Rubery

HAMMON PARK

Victoria's First Asphalt Pump Track

**Creswick
Victoria**



LOCATION
Hammon Park
Creswick

YEAR
2019

YEAR
2017

VALUE
\$200k

TOTAL RIDE SURFACE
450sqm

CLASSIFICATION
Easy - Difficult

USER GROUP
Mountain Bike
BMX
Scooter, Skateboard

EQUIPMENT
Excavators
Mini Skid Steer
Skid Steer

CONSTRUCTION TYPES
Pump track - Road base
and asphalt surface

TEAM
David Willcox,
Deon Baker, Jordon
Virgl, Gerran Turner,
Louise Fox, Megan
Watson

PROJECT DESCRIPTION

Common Ground undertook the design and construction of an asphalt surfaced pump as part of the Creswick mountain bike destination development. Working in conjunction with the Hepburn Shire Council, the track was designed to blend into the landscape and transform the previously dilapidated oval. The track is located adjacent to a major creek line and was within flood zones and required a well considered drainage design. The pump track totals approximately 450m. Common Ground undertook all works including track design, construction, landscaping, reticulation and drainage. Works included the significant swale drain which discharges the entire oval to the nearby creek via a retention basin.

KEY OUTCOMES

Low maintenance, innovative pump track design was key for this track. The result was the first asphalt pump track in Victoria. Successfully designed to cater for all wheeled sports, the track has multiple transfer lines to cater from beginner through to expert riders. The asphalt surfaced pump track caters for bikes as well as skateboards and scooters. In order to meet drainage requirements and flood levels Common Ground was required to design and construct a large swale drain and connected stormwater system. Common Ground designed

and The track integrates seamlessly into the landscape, and provides a variety of options for all users.

NOTABLE FEATURES

- Pump track is a component of a grander overall site masterplan which has multiple mountain bike elements with the pump track at the centre of the design.
- Utilisation of natural materials such as spotted gum timber bollards and large rocks to soften the landscape and provide a deterrent to illegal access
- The pump track design is based around multiple berms and is a fast tight track with multiple transfer lines.

LESSONS LEARNT

The original masterplan undertaken by others had not considered site drainage requirements or finished level of the pump track. Common Ground recommended lifting the pump track above flood levels and draining the entire historic oval site through a central landscaped swale drain. The resulting connected storm water system drains into the large swale ensuring little potential for site flooding and damage to the track.

KINGSLEY

Pump Track and Jump Track Integration Kingsley Western Australia



PROJECT DESCRIPTION

Common Ground undertook the design and construction of an asphalt surfaced pump and jump track as the long-awaited upgrade to the dilapidated historical community built BMX jumps in Shepherd's Bush Reserve. Working in conjunction with the City of Joondalup Youth Services team, the track was designed to cater for progression from beginner to advanced level riders. The track is located adjacent to a children's cycle safety track, from which young riders will be able to progress. The pump track totals approximately 500m in a 90m x 50m area.

KEY OUTCOMES

Low maintenance, innovative dirt jump design was key for this track. The result was the first asphalt-lipped, clay-landing jumps track in Australia. Designed to cater for mountain bike, BMX and dirt jump bikes, the two lines cater from beginner through to expert riders. The pump and jump track is the most popular track in WA, receiving extremely high visitation. The asphalt surfaced pump track caters for bikes as well as skateboards and scooters. Painted lines guide beginner, intermediate and advanced riders on track. The combined tracks integrate seamlessly, and provide a variety of options for all users.

NOTABLE FEATURES

- The use of green, blue and red painted demarcation lines enables users to safely navigate to the lines suitable for their skill level.
- The compacted limestone road base formed a solid, hard structure to support a strong and smooth asphalt surface.

- Landscaped rock walls were built up to protect large trees, which were an integral feature of the track. The limestone rock provided a natural feel to integrate with the parkland and adjacent bush forever site.
- Track design was considerate of the many other park users, ensuring separation between the existing playgrounds, children's cycle safety track, and walking paths around the park. Local government planning and community engagement processes were undertaken to minimise conflict and prevent opposition to the project. Feedback was incorporated into the design, resulting in several design iterations and impact on the project schedule. However, the result was a robust design and a varied and exciting integrated pump and jump track.

LESSONS LEARNT

The original budget and design only allowed for a natural surface pump track. Through successful negotiation, it was decided to extend the budget to include asphalt surface, to significantly reduce the ongoing maintenance requirements. The City of Joondalup engaged the services of a civil contractor to assist Common Ground in laying Asphalt. The civil team had no experience at hand laying and the first day's results were terrible. On our advice, the city engaged a more experienced contractor who delivered fantastic results. We have since upskilled our team and purchased all the necessary equipment to carry out the asphaltting of pump tracks ourselves.

LOCATION	YEAR
Shepherd's Bush Reserve, Kingsley	2017
TOTAL RIDE SURFACE	CLASSIFICATION
1000sqm	Easy - Difficult
USER GROUP	EQUIPMENT
Mountain Bike BMX Scooter, Skateboard	Mini Excavators Mini Skid Steer Skid Steer
CONSTRUCTION TYPES	TEAM
Pump track - Road base and asphalt surface Dirt jumps - Asphalt lips and clay landings	David Willcox, Carl Fox, Deon Baker, Gerran Turner, Louise Fox, Chris Idle

WALLER PARK

Side by Side Race Track Asphalt Pump Track

**Waller Park
Queensland**



PROJECT DESCRIPTION

Common Ground undertook the design and construction of an asphalt surfaced pump track as part of a larger upgrade to the Centenary Plains BMX Club in the City of Logan, Queensland.

KEY OUTCOMES

The pump track design is based on a “mirrored” double track, allowing head to head style racing. It is the first asphalt surfaced pump track to be built in Brisbane, after five years of planning by the BMX Club and Local Government. Constructed in record timing of just four weeks, construction techniques involved the use of larger scale machinery. Built to cater for BMX racing and training, the track has a large number of features and transfers. It will also cater for other users, such as scooters and skateboards.

The fine mix asphalt produces a smooth consistent surface, with lower rolling resistance than natural surface, and will provide an excellent training group for the aspiring junior riders in the Centenary Plains BMX Club.

CHALLENGES & LESSONS LEARNT

The facility is located in a rehabilitated landfill refuse site. Geotechnical information provided by the client contained some inaccuracies, which led to some complications during construction. When excavations revealed refuse at a shallower depth than expected, our engineering team was able to respond quickly and provided a suitable rehabilitation solution to continue operations with minimal delay. All stages of construction were overseen by a Registered Civil Engineer, and the structure was certified on completion.

NOTABLE FEATURES

The landscaping within the track area involved installation of turf and drainage features. The result was an attractive and vibrant space that the Club can take pride in.

LOCATION	YEAR
Waller Park, City of Logan, Queensland	2017
	VALUE
	\$155k
TOTAL RIDE SURFACE	CLASSIFICATION
550sqm	Easy - Difficult
USER GROUP	EQUIPMENT
BMX	3.5T Excavators Tracked Skid Steer 1.5T Padfoot Roller
LEAD CONTRACTOR	TEAM
Trailscapes Common Ground Trails subcontracted	David Willcox, Carl Fox, Deon Baker, Gerran Turner, Louise Fox, Adam O'Rourke

CONSTRUCTION TYPES
Asphalt surfaced over road base

Qualitative criteria
EXPERIENCE

ONE71

**Beginner
Pump Park
Pump Track**
Baldivis One71
Western Australia



PROJECT DESCRIPTION

Common Ground undertook the design and construction of an asphalt surfaced pump track as a key aspect of a family oriented recreational precinct and playground within the residential estate, Baldivis One71.

KEY OUTCOMES

Expert pump track design ensured the track would appeal to the full range of mountain bikes, from balance bikes, through to BMX and dirt jump bikes. The pump track is a unique development in the area and it receives high levels of visitation from a range of users of all ages and abilities, including mountain bikes, BMX, skateboards and scooters. It caters for beginner and intermediate tracks, totalling approximately 200m of track in a 35m x 35m area.

Asphalt surfacing was selected for its many advantages, including a crisp, clean finish that complements the brand new residential estate. The asphalt also has superior durability, low maintenance requirement and appeals to a wider user base. The fine mix asphalt produces a smooth consistent surface, with lower rolling resistance than natural surface, and is suitable for road bikes, skates, skateboards and scooters.

CHALLENGES & LESSONS LEARNT

While the facility was intended for bike users, it has been extremely popular with scooter and skateboards users. The surface is designed to withstand the impact of the smaller wheels, and wear is not an issue. The user groups and the culture of pump track users generally self regulates behaviours and reduces conflicts, and sharing these facilities between user groups generally generates positive interactions within the area. However, if the facility continues to increase in popularity, a review of the demand may identify the need for additional separate facilities to cater for exclusive use by particular groups.

NOTABLE FEATURES

The construction of the Baldivis One71 pump track involved the use of a civil head contractor for the bulk earthworks, as a cost saving mechanism. Common Ground prepared detailed drawings with adequate details to allow the Contractor to proceed independently for the initial works. We provided supervision of all works, and performed final hand shaping. The process expedited the completion of the pump track in a very short timeframe.

LOCATION	YEAR
Baldivis One71 Residential Estate	2016
TOTAL RIDE SURFACE	CLASSIFICATION
300 sqm	Easy - Moderate
USER GROUP	EQUIPMENT
Mountain Bike	Mini Excavators Mini Skid Steer Skid Steer
LEAD CONTRACTOR	TEAM
Horizon West Common Ground Trails subcontracted	David Willcox, Carl Fox, Deon Baker, Gerran Turner, Tom McTurk, Louise Fox, Chris Idle

CONSTRUCTION TYPES
Lifted - Imported Material, asphalt surfacing, in-built drainage

CALLEYA



Long Roller Straight Asphalt Pump Track

Calleya
Western Australia

PROJECT DESCRIPTION

Common Ground undertook the design and construction of a 550sqm asphalt surfaced pump track as a key aspect of a family oriented recreational precinct and playground within the Calleya residential estate.

KEY OUTCOMES

This 550sqm pump track was designed to be the central piece of a larger recreation precinct. By incorporating multiple transitions lines the design ensured the track would appeal to the full range of mountain bikes, from balance bikes, through to BMX and dirt jump bikes. The pump track is a unique development in the area and it receives high levels of visitation from a range of users of all ages and abilities, including mountain bikes, BMX, skateboards and scooters.

Asphalt surfacing was selected for its many advantages, including a crisp, clean finish that complements the brand new residential estate. The asphalt also has superior durability, low maintenance requirement and appeals to a wider user base. The fine mix asphalt produces a smooth consistent surface, with lower rolling resistance than natural surface, and is suitable for road bikes, skates, skateboards and scooters.

CHALLENGES & LESSONS LEARNT

The asphalt installation was carried out by a subcontractor who damaged surrounding works and had a poor quality finish. Due to the complexity of shapes on the pump track, this had been an ongoing issue. We have since upskilled our team and purchased all the necessary equipment to carry out the asphaltting of pump tracks ourselves.



LOCATION
Calleya Residential Estate

YEAR
2017

VALUE
\$145k

SCALE
550sqm

CLASSIFICATION
Easy - Moderate

USER GROUP
Mountain Bike

EQUIPMENT
Excavators
Mini Skid Steer
Skid Steer

LEAD CONTRACTOR
Common Ground Trails

TEAM
David Willcox, Carl Fox, Deon Baker, Gerran Turner, Louise Fox, Chris Idle

CONSTRUCTION TYPES
Lifted - Imported Material, asphalt surfacing, in-built drainage

Qualitative criteria
EXPERIENCE

MADOX

**The Small Site
Beginner
Asphalt Bowl
Pump Track
Madox Estate
Western Australia**



PROJECT DESCRIPTION

Common Ground undertook the design and construction of asphalt surfaced pump bowl as part of public open space in the new Madox residential development.

KEY OUTCOMES

The design was based on a series of bowls allowing beginners to get an introduction into shallow bowl riding. Constructed over a period of 2 weeks, the small track fits into a very tight site and shows the ability to develop pump tracks in all kinds of locations. While the pump track will appeal to beginners, it is also designed to keep experienced riders interested with multiple lines and transfer options.

The track was constructed with recycled concrete road base and red oxide asphalt.

CHALLENGES & LESSONS LEARNT

The asphalt was installed on this pump track following the previous installation of the surrounding features and concrete. Throughout construction, the team were required to be extremely careful not to damage surrounding completed works. Due to the sandy soil profile, soakwells were initially installed. Subsequently, they failed due to significant dewatering on an adjacent site. A pump station was installed to reduce the water level while dewatering occurred, which has been left in place to compensate in future peak events. All bowls with no over path drainage will now be installed with a connected stormwater system.



LOCATION
Piara Waters, Western
Australia

YEAR
2018

TOTAL RIDE SURFACE
200sqm

CLASSIFICATION
Easy

USER GROUP
BMX & MTB

EQUIPMENT
3.5T Excavators
Tracked Skid Steer
1.5T Padfoot Roller

LEAD CONTRACTOR
Common Ground Trails

TEAM
David Willcox,
Deon Baker, Gerran
Turner, Jordon Virgl,
Alex Jaeger, Louise
Fox

CONSTRUCTION TYPES
Asphalt surfaced over
road base

Qualitative criteria
EXPERIENCE

CHAPMAN RIVER

Pump Track and Jump Track Integration Geraldton Western Australia



PROJECT DESCRIPTION

Common Ground was engaged for the Design & Construction of a new skills track, pump track, and jumps track, and the upgrade of an existing 11km mountain bike loop trail network with beginner to advanced difficulty trails to cater for the growing local recreation market. A key aim of the project was to develop a multi-wheeled sports facility at Spalding Park which included the asphalt pump track.

KEY OUTCOMES

Chapman River Regional Park is a unique natural area located in the heart of Geraldton. The project provided the opportunity to provide a higher quality experience for all users of this beautiful area at any time of the year. The upgraded mountain bike trail and new shared-use trail are highly complementary to the nature trail experiences already available in the park.

The pump track features a gravel road base construction, with a connected stormwater system and asphalt surface. Common Ground undertook all sub base, drainage, base course and asphalt wearing course construction on the pump track.

Numerous timber trail features were constructed and installed as part of the project including; Timber drops, timber balance beams, timber rollers. A range of rock features were also incorporated into the skills track.

LESSONS LEARNT

There were various logistical challenges associated with the regional location of the project. The limited availability of local labour and few prospects for ongoing trail development in the region made it challenging to scale up project teams as planned for the peak construction period. As a result, toward the final stages of construction, additional team members had to be mobilised from Perth and the South West to supplement resources on site.

Common Ground was responsible for the construction of the pump track, and the City of Greater Geraldton was going to install final landscaping surrounding the pump track. Unfortunately, landscaping has not been established, degrading the visual appeal of the area and increasing the risk to users with the track surface covered with sand and dust from the surrounding unlandscaped area. We now try to ensure landscaping is part of our broader scope of works or being undertaken by others before demobilising from the site and opening the facility.

LOCATION
Chapman River
Geraldton, WA

YEAR
2018

VALUE
\$260k

TOTAL RIDE SURFACE
300sqm

CLASSIFICATION
Easy - Difficult

USER GROUP
Mountain Bike
BMX

EQUIPMENT
Excavators
Loader

Scooter, Skateboard

Skid Steer

CONSTRUCTION TYPES
Pump track - Road base
and asphalt surface
Dirt jumps - Clay lips and
landings

TEAM
David Willcox, Carl
Fox, Deon Baker,
Gerran Turner, Alex
Jaeger, Jordon
Virgl, Sam Rubery,
Louise Fox

Qualitative criteria
EXPERIENCE

JINDOWIE

Natural Surface Pump Track Yanchep Western Australia



PROJECT DESCRIPTION

Common Ground undertook the design and construction of a pump track in a new housing estate in Yanchep, a recreational facility for families residing in the estate. The Yanchep pump track is a unique development in the area and it receives high levels of visitation from a range of users, including mountain bikes, BMX, skateboards and scooters. It caters for beginner and intermediate tracks, totalling approximately 160m of track in a 40m x 30m area.

SCOPE OF INVOLVEMENT

The construction of the Yanchep pump track involved the use of machinery and a large quantity of imported materials. A robust and repetitive construction workflow was created by the team, to maximise efficiency and cost-effectiveness on site.

The pump track comprises a series of man-made features, which are designed to ensure a flowing experience for the user. These features are shaped and finished by hand to ensure the perfect profile.

ISSUES & RESOLUTION

The design of the park included integration with the landscaping design of the new estate. It was important to maintain a natural feel, as the surroundings represent a small area of remaining natural bushland in the estate. The large established trees and natural shrubbery were used in the design, to weave the track in and around, and to create an enjoyable track.

While designed with bikes in mind, through usage by the local community, it was found that the facility is also very popular with skateboards and scooters. While this is an excellent outcome, the sharp narrow profile of the scooter wheels was impacting on the surface and drainage of the track and causing more wear than was intended. Common Ground sourced a soil stabilisation product to harden the top layer of the track to prevent further damage. The soil stabilisation works have been successful, but the natural surface needs constant ongoing maintenance, and we now recommend all client install an asphalt surface track to reduce the ongoing management burden.

LOCATION	YEAR
Yanchep	2016
TOTAL RIDE SURFACE	VALUE
150sqm	\$45k
USER GROUP	CLASSIFICATION
Mountain Bike	Easy - Moderate
LEAD CONTRACTOR	EQUIPMENT
Common Ground Trails	Mini Excavators Mini Skid Steer Skid Steer
CONSTRUCTION TYPES	TEAM
Lifted - Imported Material	David Willcox John Dingey Louise Wallace Carl Fox Deon Baker Gerran Turner

Qualitative criteria
EXPERIENCE

NEDLANDS

Natural Surface Pump Track Nedlands Western Australia



PROJECT DESCRIPTION

Common Ground undertook the redesign and reconstruction of a dilapidated pump track in the highly visual recreational precinct, College Park in Nedlands.

KEY OUTCOMES

The College Park pump track receives high levels of visitation from a range of users of all ages and abilities, including mountain bikes, BMX, skateboards and scooters. It caters for beginner and advanced tracks, totalling approximately 150m of track in a 30m x 15m area.

CHALLENGES

The design of the park included naturally surfaced clay construction, minimal drainage and integration with the highly visual and established landscaping within the precinct.

LESSONS LEARNT

The design of the facility allowed for a subsurface drainage system, however, budget restrictions did not allow for its integration at the

time of construction. Several options for drainage were investigated in detail following the completion of the track, which identified the need for a retrofitted system as well as asphalt surfacing to prevent ongoing maintenance requirements. Common Ground installed the drainage system and other than ongoing maintenance due to the natural surface, the drainage issues are now reduced.

Mulch was used immediately following completion of the track to landscape the area. While it initially looked great, mulch was spread all over the track by users and kids playing on the track. The clay fines also eventually ended up washing out of track ended up mixing with the mulch creating unsightly boggy areas. Common Ground subsequently returned and removed all of the mulch and have since recommended to clients not to use mulch due to the ongoing spread in high traffic areas.

LOCATION	YEAR
Nedlands	MAY 2015
TOTAL RIDE SURFACE	VALUE
450sqm	\$25k
USER GROUP	CLASSIFICATION
Mountain Bike	Easy - Advanced
LEAD CONTRACTOR	EQUIPMENT
Common Ground Trails	Mini Excavators Mini Skid Steer Skid Steer
CONSTRUCTION TYPES	TEAM
Lifted - Imported Material	David Willcox, Carl Fox, Deon Baker, Gerran Turner

Key Personnel - Management & Design Personnel

Qualitative criteria
COMPANY CAPACITY

Common Ground has a strong pump track design team that has delivered numerous pump track projects throughout the country. Common Ground design staff have been instrumental in the establishment of Australian Leading pump track documentation, which is based on principles used in the architecture, landscape architecture and engineering industries. Through clear and consistent design documentation, pump track designs can be handed over to the construction team to implement.



DAVID WILLCOX
FOUNDING DIRECTOR
LEAD DESIGNER

Key Skills & Experience

David is a trail and bike facility expert with experience across the planning, architecture and trail building industries spanning over 20 years. David has unrivaled experience in design of pump track and jump track facilities across Australia, and will oversee all aspects of project delivery to ensure the highest quality outcomes. He will be the direct client contact and decision maker and will delegate project deliverables to the capable team.



JAMES STEPHENSON
SENIOR LANDSCAPE
ARCHITECT

Key Skills & Experience

James has recently joined the Common Ground team. James provides a depth of landscape knowledge and design nous with 13 years of industry experience. He provides strong conceptual design work, detail design and documentation. James's experience in working with construction teams ensures quality constructed outcomes are achieved. He will be responsible for the day to day running of the project and will work closely with David and the team.



MEGAN WATSON
LANDSCAPE ARCHITECT
TRAIL DESIGNER

Key Skills & Experience

Megan is an experienced Landscape Architect professional with significant experience in multi purpose facility design. She will support detailed facility designers in coordinating and presenting schematic designs. Megan also generally prepares all graphic content for attractive presentation and marketing materials.



DEON BAKER
TRAIL DESIGNER

Key Skills & Experience

Deon is one of Australia's leading trail builders and designers. He will assist the landscape architects with rider specific knowledge for the jump tracks and pump track. He has an eye for desired technical features users seek, and has applied this to shaping the various facilities and trail networks constructed by Common Ground Trails.

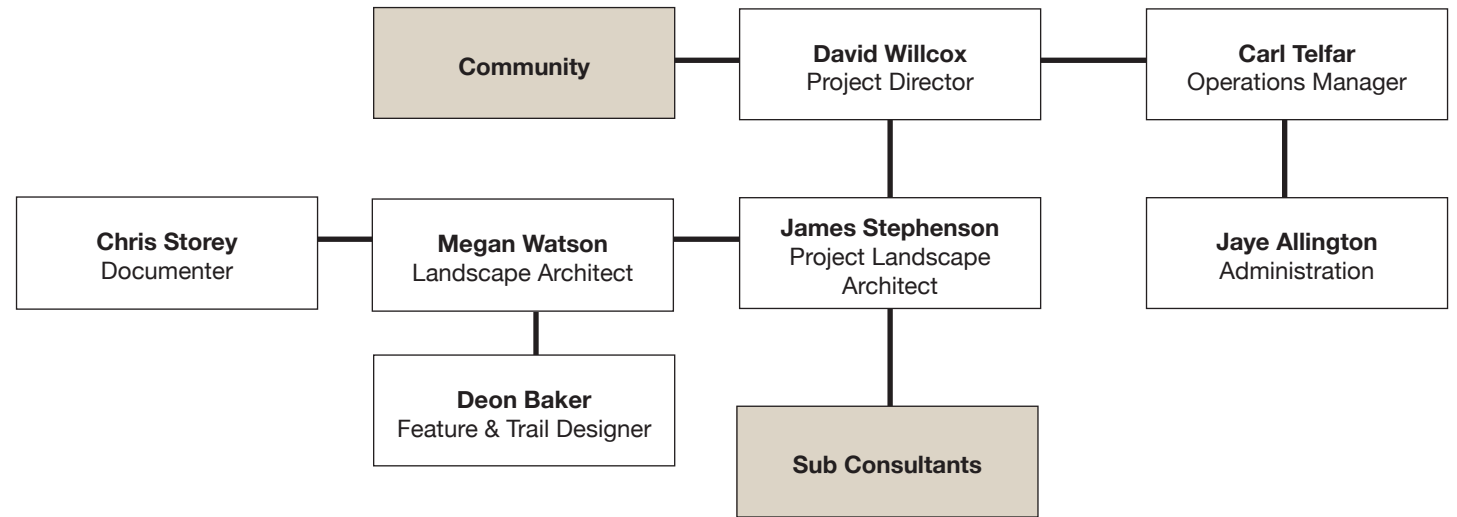


CHRIS STOREY
GRADUATE ARCHITECT
JUNIOR DESIGNER

Key Skills & Experience

Chris has recently joined the Common Ground team. Chris is an experienced pump track design professional with experience in BMX and Skale facility design. He will support detailed facility designers in coordinating and presenting schematic designs and will undertake design development of the pump track. Chris will be responsible for all 3D schematic work.

DESIGN TEAM STRUCTURE



PROJECT TEAM ROLES

PROJECT TEAM STRUCTURE & ROLES

PROJECT DIRECTOR

Primary contact, client liaison, decision maker, quality & experience control, stakeholder design workshop facilitator, council presenter, site investigations, meeting and workshop attendance, oversight of design consistency across all design phases, set local character intent

David Willcox
Project Director

PROJECT LANDSCAPE ARCHITECT

Sub consultant coordinator, design and documentation manager, compliance review, landscape and engineering integration, service assessments, coordination of design program & finalisation, review & incorporate specialist consultant outcomes, provide cost estimates, coordinate engineer certified documentation, access and inclusion strategy compliance, certificates of design compliance, maintenance schedule and lifecycle costings, impliment CPTED principles, impliment general design principles, achieve compliance for design development documentation

James Stephenson
Project Landscape Architect

LANDSCAPE ARCHITECT

Prepare precedent examples, attend design workshop, background information review, liaison with service providers and government authorities, photo montages & graphic illustrations, obtain permits & approvals, provide content for social media

Megan Watson
Landscape Architect

EXPERT ADVISOR

Expert design principles advice, set user intent, set local characteristics intent

Deon Baker
Feature & Trail Designer

DOCUMENTATION

Develop schematic design options including perspectives & graphic renderings, reprepare detailed design plans specifications and material schedule, storm water management design integration

Chris Storey
Documenter

Key Personnel - Construction Team

Common Ground has a full time permanent specialised pump track construction team which is highly skilled and experienced in machinery operation, hand building, drainage, asphaltting and landscaping. The team has worked extensively as a complete and dynamic unit to deliver multiple projects throughout Australia. The team's collective expertise has been developed through delivery of multiple projects, and through each individual striving for improvement in every aspect of a build. The team is extremely competent in site safety management and supervision; operation of loaders, skid steers, excavators, rollers, compactors and hot tools. Each member of the team is trained in team supervision and capable of leading independent construction crews across multiple sites.

Qualitative criteria
COMPANY CAPACITY



DEON BAKER (DB)
CONSTRUCTION MANAGER,
SUPERVISOR & MACHINERY
OPERATOR

Background
Landscaper, professional world cup downhill mountain bike racer.

Qualifications & Relevant Experience
Deon has an eye for detail and technical construction elements and has applied this to leading the Chapman, Hammon Park, Piara Waters, Waller Park, Calleya, Kingsley, One71 Baldivis, Jindowie Pump Tracks & St Marks Jump Park.

- Credentials**
- Construction Industry White Card
 - Conduct Articulated Loader Skid Steer & Excavator Operations
 - Provide First Aid Certificate



JORDON VIRGL (JV)
SITE SUPERVISOR &
MACHINERY OPERATOR

Background
Civil Earthworks Operator

Qualifications & Relevant Experience
As an experienced civil operator, Jordon assisted the Common Ground construction crew on the Chapman, Hammon Park and Piara Waters, .

- Credentials**
- Construction Industry White Card
 - Conduct Skid Steer & Excavator Operations
 - Provide First Aid Certificate



GERRAN TURNER (GT)
DESIGNER, MACHINERY
OPERATOR & SHAPER

Background
Trail Building, Graphic design, environmental science

Qualifications & Relevant Experience
Enthusiastic, creative builder, Gerran has been a vital team member on the Chapman, Hammon Park, Piara Waters, Waller Park, Calleya, Kingsley, Jindowie and One71 Baldivis pump tracks.

- Credentials**
- Construction Industry White Card
 - Conduct Skid Steer & Excavator Operations



ALEX JAEGER (AJ)
BUILDER & SHAPER

Background
Mining and Landscaping

Qualifications & Relevant Experience
Skilled pump track builder with experience in asphalt Alex is highly experienced in pump track construction, responsible for development of the Chapman River and Piara Waters Pump Tracks.

- Credentials**
- Construction Industry White Card
 - Conduct Skid Steer & Excavator Operations



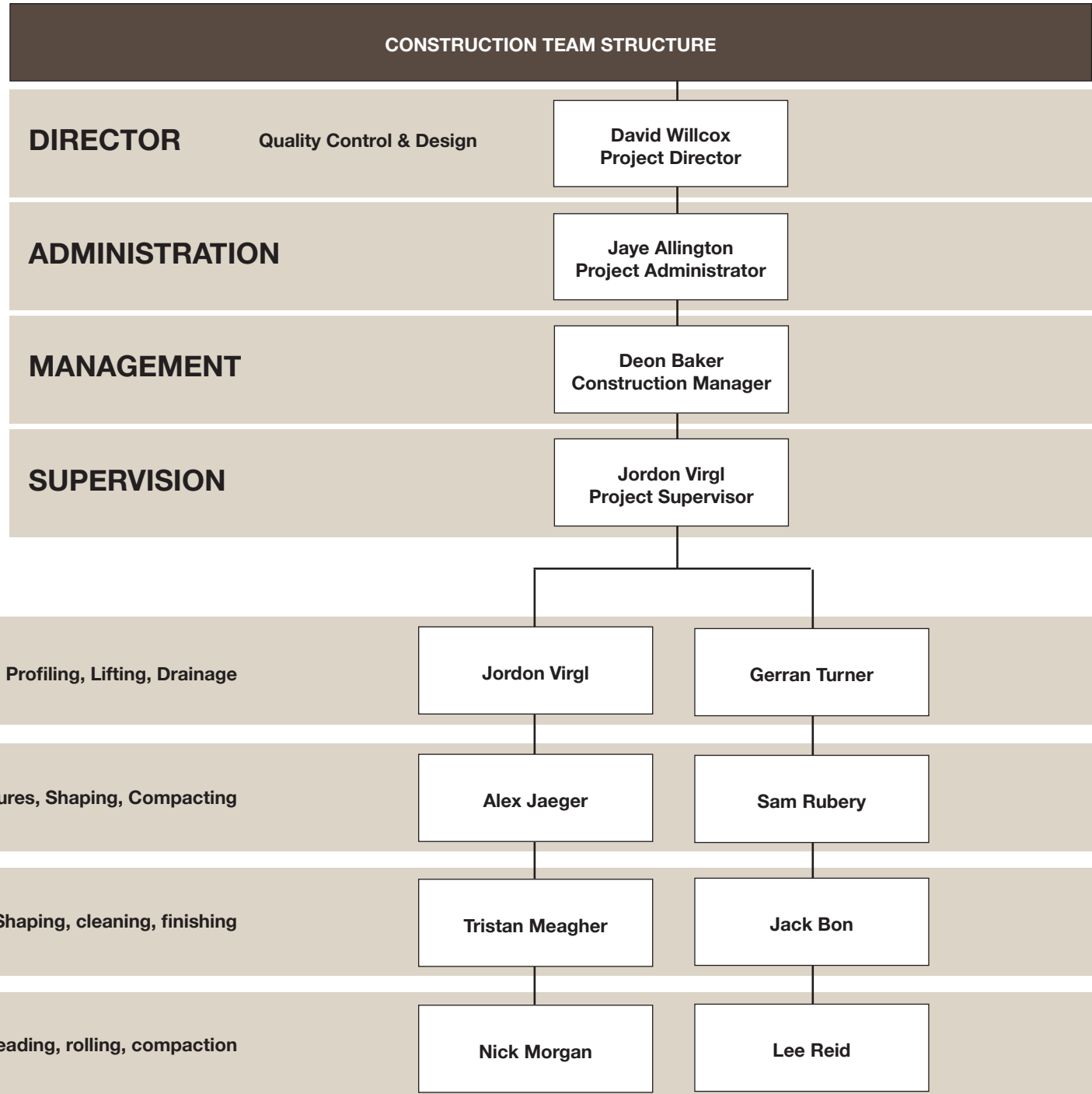
SAM RUBERY (SR)
BUILDER & SHAPER

Background
Trail Building

Qualifications & Relevant Experience
Experienced pump track builder with experience in asphalt Sam is a capable pump track builder, responsible for development of the Chapman River and Piara Waters Pump Tracks.

- Credentials**
- Construction Industry White Card

Qualitative criteria
COMPANY CAPACITY
CONSTRUCTION TEAM STRUCTURE



David Willcox

Director &
Pump Track Designer



ABOUT

- Founder and Director of Common Ground Trails since 2013
- 6 years in the professional Trails Industry
- 10 years in the Architecture and Planning industry
- Known for his leadership and contribution to trails in Western Australia
- Dedicated designer, planner and project manager
- Attention to detail and obsession with continuous improvement ensure the highest quality outputs in all of David's project engagements
- Under David's direction, the Common Ground team have delivered plans for over 2000km of trail in Western Australia, Victoria, South Australia and Queensland

Committees & volunteering

- 2017-2019 - Trails WA Chairperson
- 2014-ongoing Director - Margaret River Busselton Tourism Association
- 2011-15 Chairperson - Margaret River Off Road Cycling Association
- 2017-2018 - Committee Member Western Australian Trails Reference Group

Education

- 1999 Bachelor of Science, ECU

Noteable Speaker Engagements

- 2014 Australian Mountain Bike Conference
- 2015 WA Trails Conference
- 2015 Australian Mountain Bike Conference
- 2016 WA Trails Conference
- 2017 Sustainable Trails Conference, Thredbo
- 2018 Pilbara Trails Forum
- 2018 Wheatbelt Trails Forum
- 2019 Destination MTB Forum, Maydena
- 2019 Sustainable Trails Conference, NZ

PUMP TRACK PROJECT EXPERIENCE

Waller Park Asphalt Surfaced Pump Track, 2017, City of Logan / Trailscapes, QLD

- Detailed design of pump track
- Responsible for decision making to ensure low cost and highly effective solutions for

various design developments

- Overall responsibility for client relationship and project delivery

Broome Asphalt Surfaced Pump Track, 2018-ongoing, Shire of Broome, WA

- Concept design of wider youth precinct, incorporating trails, pump track and other youth oriented recreation facilities
- Concept and Detailed pump track design

Chapman River Asphalt Surfaced Pump Track, Jumps Tracks and Skills Track, 2018, City of Greater Geraldton, WA

- Concept & Detailed design of pump track, jumps track and skills track
- Youth and community design workshop
- Stakeholders consultation
- Concept presentation to Councillors for endorsement

Piara Waters Pump Track, 2018, Emerge Associates, WA

- Concept and Detailed pump track design
- Opinion of probable cost
- Construction management

Calleya Asphalt Surfaced Pump Track, 2017, Landscape Elements, WA

- Concept and Detailed pump track design
- Opinion of probable construction costs for landscape architect prior to engagement as construction contractor
- Overall responsibility for procurement and construction activities
- Carried out periodic design inspections to provide direction to on ground construction crew

Yangebup Pump Track, 2017, City of Cockburn, WA

- Options study and preliminary design
- Opinion of probable construction costs

Tom Price Asphalt Surfaced Pump Track, 2017, Pilbara Regional Council, WA

- Site assessments
- Concept design
- Opinion of probable construction costs

Kingsley Asphalt Surfaced Pump Track & Jumps Track, 2017, City of Joondalup, WA

- Concept & Detailed Design
- Presented long term cost saving options for landscaping and drainage
- Proposed asphalt surfacing to improve upon preliminary specifications initially required by the client
- Outcome was a durable and very popular pump and jumps track and returned savings to the client

Baldvis One71 Asphalt Surfaced Pump Track, 2016, Horizon West, WA

- Concept & Detailed designs
- Opinion of probable construction costs
- Supervision of construction and liaise with head contractor

Halls Creek Asphalt Surfaced Pump Track, 2017, Shire of Halls Creek, WA

- Site assessments
- Stakeholder workshop
- Options study
- Opinion of probable construction costs

Yanchep Naturally Surfaced Pump Track, 2015, Landscape Elements, WA

- Concept and Detailed Design
- Construction

College Park Naturally Surfaced Pump Track, 2014-2015, City of Nedlands, WA

- Concept and Detailed Design
- Construction and Maintenance
- Advice on major resurfacing works

Other Advisory Services for:

- Market Garden Pump Track Concept Design, City of Cockburn, WA
- Nannup community Pump Track Design Review, Shire of Nannup, WA
- Golden Bay Pump Track Design, EPCAD, WA
- Albany Pump Track Design and Construction Cost Estimate, Albany Mountain Bike Club, WA
- Bob Gordon Pump Track, City of Melville,

James Stephenson

Landscape Architect



ABOUT

- 13 years in the Landscape Architecture industry
- Professional experience in both New Zealand and Australia
- A broad range of project types covered including infrastructure upgrades, greenfield developments, civic projects, visual assessments, residential projects & local government assistance
- Experience in broad scale and detail development of projects from inception through construction
- Experience in generating accurate construction cost estimates
- Experience with the arrangement of spaces and movement inbetween within public open space development. Appreciation of how critical this is in creating well balanced and cohesive open space
- Experience with nature play principles and development of multiple nature play areas within public open spaces
- A good eye for detail design and conversion into desirable constructed outcomes

Education

- 2006 Bachelor of Design, major in Landscape Architecture, Victoria University of Wellington
- 2016 Registered Landscape Architect with AILA

PROJECT EXPERIENCE

Busselton Foreshore Upgrade, Busselton, 2014, City of Busselton / Emerge Associates, WA

- Conceptual landscape design of the entire Stage Two of the Foreshore Upgrade
- Detail design, documentation and cost estimates provided to City of Busselton for in house construction of all landscape works
- Cohesion of design with Convic as they delivered a skate park within the Stage Two area of the Foreshore site

Rotary Park Development, Margaret River, 2016, AMR Shire / Emerge Associates, WA

- Provide a review of the existing site and respond to spatially arrange the site
- Conceptual design of nature play areas, path network and parking strategy
- Integration of a pump track
- Prepare a graphic document for both online community feedback and for community consultation
- Facilitate community consultation of concept design and provide response and recommendation to AMR Shire

Vasse Greenfield Development, POS Stage 3B, 2016, Perron Development / Emerge Associates / Nature Play Solutions, WA

- Public open space and streetscape design from conceptual design through to documentation for approvals and construction
- Creation of a central park with a sheltered hub and adjacent nature play area catering for a wide range of abilities and ages
- Skateable path hinged off of sheltered hub with dual use skateable landscape elements

Witchcliffe Ecovillage, 2017-present, Sustainable Settlements / Perron Developments, WA

- Assistance with planning to obtain approved Structure Plan
- Conceptual design across both civil and landscape features
- Detail design of landscape features and ensuring cohesion with civil aspects of the project
- Conceptual design, detail design and cost estimates of streetscapes, community gardens, buffer public open spaces and large POS to contain open playing field, half court basketball, natureplay area, the Village Square and arrival Piazza for detail costings, approvals and construction

BACKGROUND AND OTHER EXPERIENCE

- Experience with local mountain bike club in event management, social engagement and trail advocacy
- A keen rider belonging to several bike clubs across several disciplines for the last 23 years in New Zealand, Canada and Australia

Deon Baker

**Construction Manager
Trail Designer
Builder**



PUMP TRACK PROJECT EXPERIENCE

Waller Park Asphalt Surfaced Pump Track, 2017, City of Logan / Trailscapes, QLD

- Assisted with detailed design of track, ensuring multiple line options were incorporated into various features, and to ensure each line was equal in timing and distance to enable the key 'dual slalom' feature of this track
- Drawing on his freestyle BMX experience, hand shaping of all track features to maximise the feeling of flow
- Machinery operation
- Asphalt laying and supervision of subcontractor

Chapman River Asphalt Surfaced Pump Track, Jumps Tracks and Skills Track, 2018, City of Greater Geraldton, WA

- Assisted with Concept & Detailed design of pump track, jumps track and skills track to ensure elements of progression and fun
- Machinery operation
- Asphalt laying works

Madox Asphalt Surfaced Pump Track, 2018, Mirvac, WA

- Machine shaping and compaction of track features
- Machinery operation and training
- Asphalt laying works and supervision of subcontractor

Calleya Asphalt Surfaced Pump Track, 2017, Landscape Elements, WA

- Machinery operation
- Hand shaping of all track features
- Asphalt laying works and supervision of subcontractor

Kingsley Asphalt Surfaced Pump Track & Jumps Track, 2017, City of Joondalup, WA

- Assisted with Concept & Detailed designs of pump and jump tracks
- Developed construction techniques for installation of new innovative jump design integrating asphalt surfaced jump lips with clay landings

- Worked with the client to develop landscaping solution to fit with the natural feel of the site while providing for safety of track users
- Machinery operation
- Asphalt laying works
- Periodic inspections and maintenance

Baldvis One71 Asphalt Surfaced Pump Track, 2016, Horizon West, WA

- Machinery operation, hand shaping and compaction of track features
- Asphalt laying works

Yanchep Naturally Surfaced Pump Track, 2015, Landscape Elements, WA

- Machinery operation, hand shaping and compaction of track features
- Asphalt laying works

College Park Naturally Surfaced Pump Track, 2014-2015, City of Nedlands, WA

- Periodic maintenance and resurfacing works
- Drainage improvement works

Various natural and hard surfaced pump tracks Design & Construction, 2016-2017, Various Local Governments.

- Designed and constructed various pump and jump tracks to cater for wide user base and to allow features to be used and enjoyed by riders of any skill level
- Passionate about providing progressive facilities, to enable riders to advance their skills, Deon cleverly designs every berm, roller and jump to cater for this

Other Advisory Services for:

- Market Garden Pump Track Concept Design, City of Cockburn, WA
- Nannup community Pump Track Design Review, Shire of Nannup, WA
- Golden Bay Pump Track Design, EPCAD, WA
- Albany Pump Track Design and Construction Cost Estimate, Albany Mountain Bike Club, WA
- Bob Gordon Pump Track, City of Melville,

BACKGROUND AND OTHER EXPERIENCE

- 5 years trail planning and building experience.
- Experienced landscaper.
- Professional World Cup downhill mountain bike racer.
- Mountain bike skills coaching
- Leads trail construction crews, with particular expertise in shaping and sculpting of jumps and technical trail features.
- Regular at BMX and pump tracks around Perth, Deon has an eye for the desired technical trail features users seek.
- Passionate about delivering a fun user experience through his design and construction work and will go the extra mile to ensure the perfect finish is achieved.
- Deon has been the creative talent behind some of the best progressive descending flow and technical trails in WA.
- 2007 Bachelor of Art, Curtin University

Various Trail Design & Construction Assignments throughout Australia.

Gerran Turner

Trail Designer & Builder



PUMP TRACK PROJECT EXPERIENCE

Waller Park Asphalt Surfaced Pump Track, 2017, City of Logan / Trailscapes, QLD

- Drainage installation
- Hand shaping and compaction of track features
- Responsible for receipt of equipment and materials to site
- Landscaping and turf installation
- Asphalt laying and supervision of subcontractor

Chapman River Asphalt Surfaced Pump Track, Jumps Tracks and Skills Track, 2018, City of Greater Geraldton, WA

- Machinery operation
- Asphalt laying works

Madox Asphalt Surfaced Pump Track, 2017, Mirvac, WA

- Hand shaping and compaction of track features
- Machinery operation and training
- Asphalt laying works and supervision of subcontractor

Calleya Asphalt Surfaced Pump Track, 2017, Landscape Elements, WA

- Drainage installation
- Hand shaping and compaction of track features
- Machinery operation and training
- Asphalt laying works and supervision of subcontractor

Kingsley Asphalt Surfaced Pump Track & Jumps Track, 2017, City of Joondalup, WA

- Drainage installation
- Hand shaping and compaction of track features
- Testing and refinement of advanced jumps line
- Asphalt laying works
- Responsible for liaison with client for periodic inspections and maintenance visits

Baldivis One71 Asphalt Surfaced Pump Track, 2016, Horizon West, WA

- Hand shaping and compaction of track features
- Asphalt laying works

Yanchep Naturally Surfaced Pump Track, 2015, Landscape Elements, WA

- Hand shaping and compaction of track features
- Periodic inspection and maintenance tasks

College Park Naturally Surfaced Pump Track, 2014-2015, City of Nedlands, WA

- Periodic maintenance and resurfacing works
- Drainage improvement works

Various natural and hard surfaced pump tracks Design & Construction, 2016-2017, Various Local Governments.

- Designed and constructed various pump and jump tracks to cater for wide user base and to allow features to be used and enjoyed by riders of any skill level
- Recently achieved licence to conduct skid steer and excavator operations

BACKGROUND AND OTHER EXPERIENCE

- 5 years trail planning and building 3 years trail building experience.
- Experienced landscaper.
- Downhill mountain bike racer.
- Experienced in construction of mountain bike trails, particularly descending flow and technical trail.
- Enthusiastic, creative trail builder, Gerran regularly rides BMX and races downhill and gravity enduro.
- Experienced in pump track construction.
- Interest in conservation and prior work experience with the Parks and Wildlife Service WA.

Various Trail Design & Construction Assignments throughout Australia.

Megan Watson

Landscape Architect



ABOUT

- 5 years experience shaping visitor experience in National Park context in Victoria and Western Australia
- 3 years experience in land and conservation management in Canada
- Highly motivated and engaged professional with a genuine interest in the environment and the processes which shape it
- Understanding of the complexities of balancing visitor access with the protection of natural and cultural values
- Understanding of trail planning and design principles to prevent & reduce adverse impacts on sensitive environments
- Passionate about enabling experiences which captivate and engage trail users

Education

- 2012 Post Graduate Diploma of Science (Botany), University of Melbourne
- 2008 Bachelor of Landscape Architecture, University of Melbourne

RELEVANT PROJECT EXPERIENCE

Hammon Park Asphalt Surfaced Pump Track, 2019, Hepburn Shire Council VIC

- Master Plan Design of Pump Track, Jump Track Skills Park and associated infrastructure

Project Chapman River Mountain Bike Trails Design and Construction

Date 2018

Client City of Greater Geraldton

- Preparation of GIS mapping and development of trail alignment
- Liaison with client environmental and parks staff
- Design, procurement and management of trail heads and signage

Project Jindabyne Shared Use Trail Design

Date 2017 (ongoing)

Client Snowy Monaro Regional Council

- Preparation of GIS mapping and development of trail alignment options
- Presentation of options to client and land managers

Project Collie Mountain Bike Trail Design & Construction (Wagyl Bidi)

Date 2018

Client Shire of Collie

- Liaison with client environmental and parks staff
- Obtaining agency permits for clearing and construction works
- Design, procurement and management of trail heads and signage

Project Queensland Mountain Bike Strategy

Date 2017 (ongoing)

Client Mountain Bike Australia

- Review of trail counter data, community survey outcomes, GIS information
- Opportunity planning, multi criteria analysis of all existing and proposed trail locations
- Development of project report including text, plans, maps and graphics.

Project Peel Regional Trails Strategy

Date 2017

Client Shire of Murray

- Audit of existing trail network
- Opportunity planning, multi criteria analysis of all existing and proposed trail locations
- Development of project report including text, plans and graphics.

Project Mullum Mullum Trails Master Plan

Date 2011

Client Parks Victoria

(working for others)

- GPS mapping of existing trail network
- Analysis of existing trail network, site constraints and opportunities and development of key recommendations and action plan for implementation
- Preparation of concept design report for multi-use trail network

Project Bunuba Country Recreation and Tourism Master Plan

Date 2017

Client DBCA Parks and Wildlife Service

(working for others)

- Prepared Recreation and Tourism Master Plan, including analysis of existing conditions and visitor use patterns and development of new concepts and proposals for recreation and tourism opportunities.
- Worked closely with tourism consultant and local park rangers to gather site information and visitor data.
- Prepared graphic Master Plan report, including mapping, detailed site concepts and cost estimates
- Presented master plan to stakeholders for review and incorporated feedback.

Project Eighty Mile Beach boardwalk and lookout platform

Date 2017

Client DBCA Parks and Wildlife Service

(working for others)

- Detailed design for beach access boardwalk and a lookout platform.
- Undertook site analysis, concept development and detailed design.
- worked closely with consultant engineer to develop construction documentation drawings.

Project River Red Gum Parks site planning

Date 2012

Client Parks Victoria

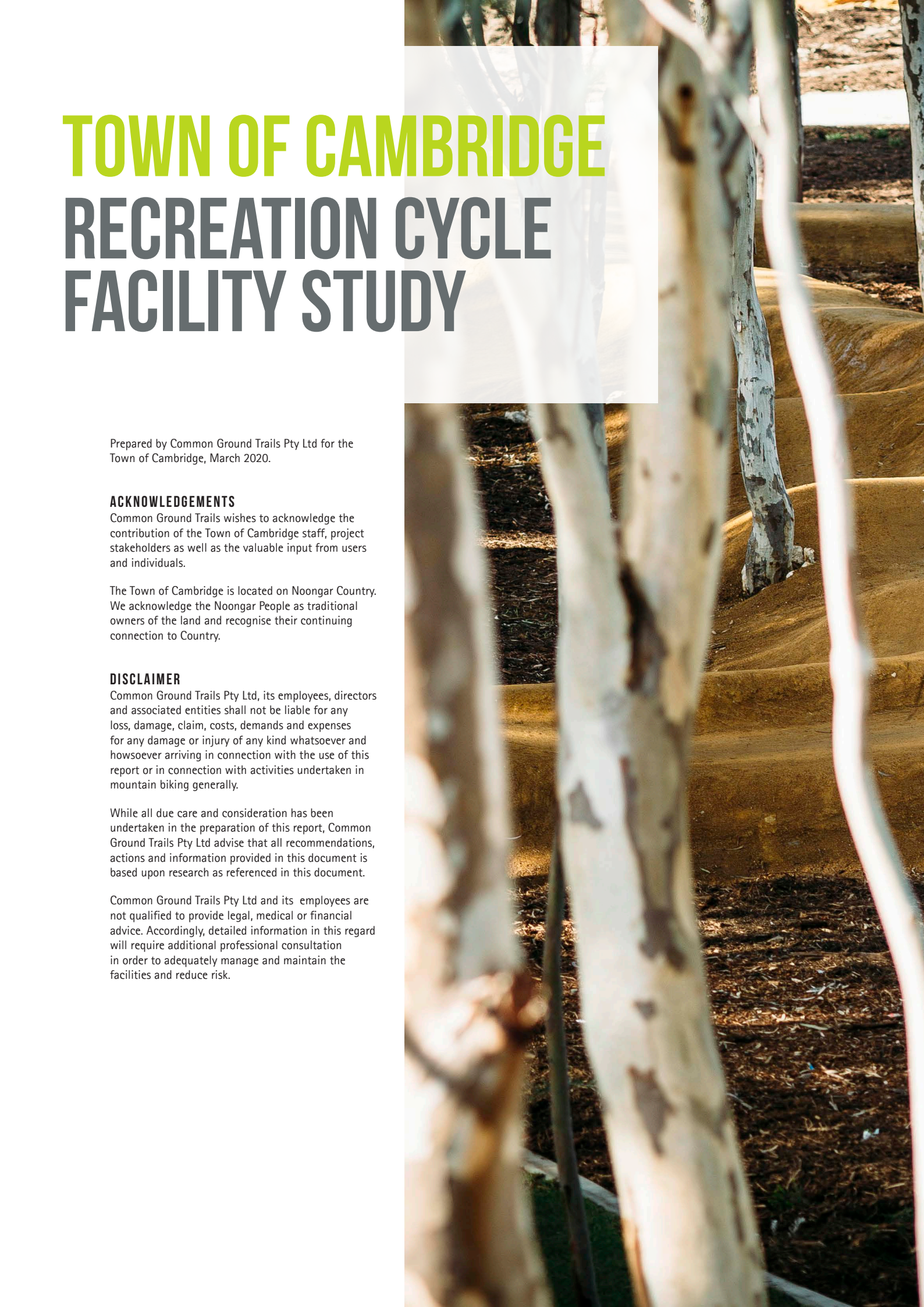
(working for others)

- Mapping and analysis of 8 visitor sites in parks along the Murray River in Victoria.
- Concept development for visitor facilities.
- Consultation with key stakeholders and community during analysis and concept development
- Preparation of detailed report including analysis, concepts and implementation schedule.

TOWN OF CAMBRIDGE RECREATION CYCLE FACILITY ASSESSMENT

MARCH 2020





TOWN OF CAMBRIDGE RECREATION CYCLE FACILITY STUDY

Prepared by Common Ground Trails Pty Ltd for the
Town of Cambridge, March 2020.

ACKNOWLEDGEMENTS

Common Ground Trails wishes to acknowledge the contribution of the Town of Cambridge staff, project stakeholders as well as the valuable input from users and individuals.

The Town of Cambridge is located on Noongar Country. We acknowledge the Noongar People as traditional owners of the land and recognise their continuing connection to Country.

DISCLAIMER

Common Ground Trails Pty Ltd, its employees, directors and associated entities shall not be liable for any loss, damage, claim, costs, demands and expenses for any damage or injury of any kind whatsoever and howsoever arriving in connection with the use of this report or in connection with activities undertaken in mountain biking generally.

While all due care and consideration has been undertaken in the preparation of this report, Common Ground Trails Pty Ltd advise that all recommendations, actions and information provided in this document is based upon research as referenced in this document.

Common Ground Trails Pty Ltd and its employees are not qualified to provide legal, medical or financial advice. Accordingly, detailed information in this regard will require additional professional consultation in order to adequately manage and maintain the facilities and reduce risk.



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EXECUTIVE SUMMARY



Almost 20% of the Western Australian population identifies as a bike rider. Recreational cycling is growing in popularity and the development of recreational cycling facilities are becoming more common, not just across Australia, but across the world.

There are a large variety of cycling facilities, scale of facility, purpose of facility, differing designs, materials, cost and popularity.

The Town of Cambridge has identified a desire for recreational cycling facilities within the Town to service the youth population and existing bike riders. Development of facilities within the Town will allow the resident population to benefit from the physical, mental and social benefits of cycling.

The Town of Cambridge is a vibrant inner city community, with a range of demographics and an extensive youth population. The town has many key attractors, drawing visitors from surroundings areas and some of the most extensive parklands that Perth has to offer.

The development of sustainable recreational cycling facilities within the Town of Cambridge is in line with the Vision outlined in the current Strategic Community Plan¹:

"Vision

The Town is endowed with a range of housing, employment, and lifestyle opportunities. Our inner-city charm, character laden suburbs, extensive parkland and quality streetscapes reflect who we are, what we value and what we offer. Our activity hubs, mixed-use areas and events create a sense of community, belonging and wellbeing for residents of all ages. These are all community values we seek to protect and enhance into the future."

Priority areas identified in this report are in line with the Town of Cambridge Mission:

"Mission

We will maintain and enhance our very liveable suburbs, their streetscapes and character and our vibrant activity centres through strategic, cost effective management of resources and an enhanced community experience based on a locals first philosophy. "

All areas and facilities suggested have been identified as meeting Goal 1, 2 & 3 in the Strategic Community Plan, as well as bringing additional benefits to the local community and visitors to the area.

"Goal 1: A sense of community, pride and belonging

Goal 2: Quality local parks and open spaces for the community to enjoy

Goal 3: An active, safe and inclusive community"

An online survey was undertaken to gain a clear understanding of desire for recreational cycling facilities within the Town of Cambridge. The survey identified preferred facility type, preferred locations, and gave an indication of demand for facilities within the town. '

The Survey results were analysed and assessed against areas outlined by Town of Cambridge Officers and local land managers. Each site was assessed for suitability and then priority sites were identified for a development of either community, local, regional or state significance. Final recommendations were made based on:

- Access and parking
- Connectivity
- Existing infrastructure
- Land availability
- Land tenure

All identified sites will require further planning, consultation and

1. Town of Cambridge, Strategic Community Plan, 2018-2028

INTRODUCTION



BACKGROUND

The Town of Cambridge is home to over 50 beautiful parks, gardens, recreation areas and playgrounds, but currently does not have any cycle specific recreation facilities. There is a network of cycle routes throughout the Town, serving as commuting and leisure routes, with a number of suggested upgrades identified in the Town of Cambridge Bicycle Plan 2018-2023.² There are currently no cycle facilities that encourage cycle skills development, challenge of skills, enhancing cycle endurance, adventure riding, or facilities which encourage users to stay a while. The Town of Cambridge has identified a community desire for cycle recreation facilities. This assessment will identify the level of demand, areas deemed suitable for sustainable development and feasible projects which are in line with the Strategic Community Plan and community wishes and expectations.

PURPOSE

The purpose of the Town of Cambridge Cycle Recreation Facility Assessment is to support the Town in achieving the Vision, Mission and Goals, defined in the Strategic Community Plan 2013-2023:³

Vision

The Town is endowed with a range of housing, employment, and lifestyle opportunities. Our inner-city charm, character laden suburbs, extensive parkland and quality streetscapes reflect who we are, what we value and what we offer. Our activity hubs, mixed-use areas and events create a sense of community, belonging and wellbeing for residents of all ages. These are all community values we seek to protect and enhance into the future

Mission

We will maintain and enhance our very liveable suburbs, their streetscapes and character and our vibrant activity centres through strategic, cost effective management of resources and an enhanced community experience based on a locals first philosophy.

Goal 1: A sense of community, pride and belonging

Goal 2: Quality local parks and open spaces for the community to enjoy

Goal 3: An active, safe and inclusive community

The Cambridge Recreation Facility Assessment is intended to assist the Town to achieve the vision, mission and relevant goals through identifying suitable areas for sustainable development of cycle recreation facilities which will grow into hubs of community activity, mixed use areas and become quality places where family and friends get together. Cycle recreation facilities will further enhance the liveable suburbs, their streetscapes and character, and enhance community experience, encourage activity, provide safe and inclusive facilities, and be located and designed based on a locals first philosophy.

2. Town of Cambridge, Bicycle Plan, 2018-2022

3. Town of Cambridge, Strategic Community Plan, 2018-2028

PROJECT OBJECTIVES

The purpose will be met through the following objectives:

- Identify recreation cycle facilities types and current trends in design and management
- Identify current and anticipated user trends in recreation cycle facilities
- Identify community demand for cycle recreation facilities in the Town of Cambridge
- Identify areas within the Town of Cambridge suitable for sustainable development, whilst additionally identifying areas which are desirable, but not suitable.
- Propose facilities types in specific areas which meet current and future local needs
- Identify planning and legislative approval processes required to enable development of identified facilities
- Determine lifecycle costs – capital, operational and replacement – of identified facilities
- Identify funding opportunities (internal and external)
- Propose actions to ensure facility designs meet the needs of local residents, engender buy-in, stewardship and expected participation rates

APPROACH

1. Who are the local community and what facilities do they currently have access to?

Establish local community context including demographics, existing facilities, gaps in provisions and identify opportunities for facilities which can integrate into existing services and infrastructure.

2. What is happening elsewhere?

Facility trends are evolving, therefore consideration into facilities in similar communities regionally and nationally is wise.

3. What do the local community want?

Consultation is critical for success. A community survey and stakeholder liaison will assist in determining what is required to meet current demand and expectations.

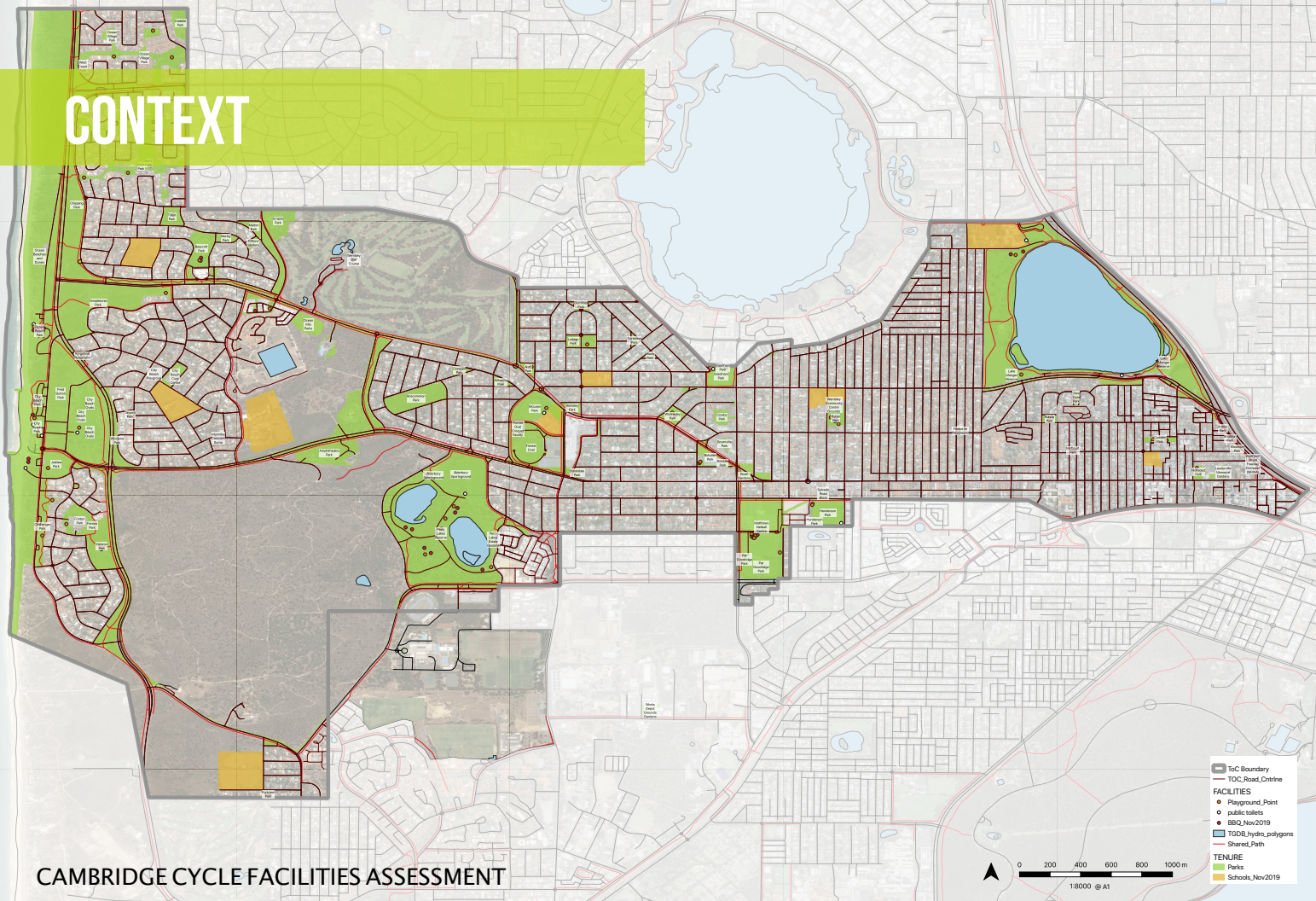
4. Where should the facilities be located?

The online survey component includes an interactive mapping tool, which allows survey responders to place a pin on a map to identify their preferred location for a particular facility type. The pins will be rationalised and areas feasible and suitable for sustainable development will form the recommendations of the assessment.

5. Can the Town of Cambridge support the development in the short and long term?

The project lifespan costs are considered to ensure there is a clear picture of initial and ongoing financial commitments. The useful life of facilities is also considered, which can build a business case determining return on investment.

CONTEXT



CAMBRIDGE CYCLE FACILITIES ASSESSMENT

TOWN OF CAMBRIDGE OVERVIEW

The Town of Cambridge is located 8km west of the Perth CBD. The Town covers an area of approximately 22km², with 4.77km² of managed open spaces, which include bushland, coastal dunes, sports grounds, garden beds, lakes and wetlands. There are 15 Bushland Conservation areas with an abundance of native flora and fauna, over 50 parks, gardens, recreation areas and playgrounds, and a total of 40km of existing regional and local walking trails within the Town.⁴ To the west lies a 4.8km stretch of coastline bordering the Indian Ocean, the City of Stirling lies to the north, the Cities of Vincent and Perth in the east and the Cities of Subiaco and Nedlands in the south.

Within the Town boundaries are the suburbs of City Beach, Floreat, Wembley and West Leederville and a small portion of Jolimont, Subiaco and Wembley Downs. The Town of Cambridge is split in to 2 wards, the Coast Ward to the west and the Wembley Ward to the east.

There are 9 schools within the Town boundaries, 40 sporting clubs and 48 community organisations. At the last census in 2016 there were almost 11,000 private dwellings, approximately 3,930 registered businesses, and the Town of Cambridge provided employment to almost 14,000 people.⁵

The Town has two train stations on the Fremantle railway line, Subiaco and West Leederville. This line connects travellers to Perth CBD and suburbs south of the Town of Cambridge, with the final destination of Fremantle. There are 6 bus routes running through the Town of Cambridge. "Map your Move" is a joint initiative between the Town of Cambridge and Department of Transport which gives access to latest maps and travel information for travel by cycling, walking and public transport.⁶

DEMOGRAPHIC ANALYSIS

DISTRIBUTION OF YOUTH - SHOWING WHERE LARGEST POPULATION DENSITY LIES

The current residential population of the Town of Cambridge is just over 28,000.⁷ In the 2016 census there were almost 9,000 people under the age of 25 residing in the Town, with the highest density of this demographic located in Wembley, Jolimont and Floreat.

	City Beach (N) & Wembley Downs	City Beach (S) & Mt Claremont	Floreat	Wembley	West Leederville
No. of Population <25 years old	1,109	1,291	2,625	2,736	1,031

4. Town of Cambridge, Walking Trail Strategy, 2018-2021

5. Town of Cambridge, Strategic Community Plan, 2018- 2028

6. Department of Transport, Your Move <https://yourmove.org.au/journey-planner/>

7. Town of Cambridge, Strategic Community Plan, 2018-2028

CURRENT YOUTH FACILITY PROVISION

SCHOOLS

There are currently 9 schools within the town of Cambridge. Planning is in place to relocate the International School out of the Town of Cambridge to the City of Stirling in 2020. In contrast, the recent development of Bob Hawke College in Subiaco will see an influx of 2,000 secondary school students to the Subiaco site, which borders the Town of Cambridge.⁸

- City Beach Primary
- Floreat Park Primary
- Holy Spirit Primary
- Jolimont Primary
- Kapinara Primary
- Lake Monger Primary
- Wembley Primary
- West Leederville Primary
- International School of WA

COMMUNITY CENTRES

There are two community centres, Wembley Community Centre (capacity 150) and Holyrood Pavilion (capacity 62). Both venues are available for hire and are located in the Wembley Ward.

LEISURE CENTRES

Bold Park Aquatic is the main leisure centre in the Town, with indoor and outdoor pools, an active swim academy and group fitness classes.

Matthews Netball Centre in Jolimont has 48 courts and supporting facilities, including a hall (capacity 125) and two food vendors on site.

The Wembley Golf Course is a purpose build public golf facility, owned and run by the Town of Cambridge. The facility boasts two 18 holes golf courses and complimentary experiences attracting more than just golfers. On top of the two golf courses there is mini golf, a driving range, club house, playground, restaurant and bar, and a weddings and conference centre. The facility is set in an undulating landscape of Tuart and Banksia trees and is encompassed within a bushland perimeter.

PUBLIC OPEN SPACES

There are 4.77km² of managed open spaces, which include bushland, coastal dunes, garden beds, lakes, sports grounds, and wetlands. There are 15 Bushland Conservation areas with an abundance of native flora and fauna, over 50 parks, gardens, recreation areas and playgrounds, and a total of 40km of existing regional and local walking trails within the Town.⁹ The most popular recreation areas are Lake Monger, Perry Lakes and Bold Park.

CURRENT RECREATION CYCLE FACILITIES

There are currently no specific cycle recreation facilities within the Town of Cambridge. There is a network of cycle routes, including on and off-road paths and connectivity upgrades to these have been outlined in the Town of Cambridge, Bicycle Plan, 2018-2022.

Perry Lakes Skate Park located on the Perry Lakes Drive side of Alderbury Reserve offers skate elements to suit skaters of all abilities. The park features a street skate area with ledges, rails, euro gap, hiped banks and quarter pipes, as well as an enclosed linked skate bowl. It is not uncommon to see bicycles and scooters utilising this facility.

COMMUNITY RECREATION CYCLE FACILITIES REQUESTS

The Town of Cambridge has received a number of requests from members of the public for the development of cycle recreation facilities. There are a number of community members that have been taking children to alternative suburbs seeking cycle facilities.

CURRENT POLICY AND STRATEGY REVIEW

A number of documents were reviewed and referenced during this assessment, including:

- Lake Monger Reserve Management Plan 2008 – 2018
- Perry Lakes Management Plan, 2000
- Town of Cambridge, Bicycle Plan 2018 – 2022
- Town of Cambridge Community Engagement Framework Guide
- Town of Cambridge, Draft Local Planning Strategy, 2019
- Town of Cambridge Heritage List Rev 1.0, 2019
- Town of Cambridge, Local Government Inventory of Heritage Places, 2018
- Town of Cambridge, Strategic Community Plan, 2018 – 2028
- Town of Cambridge, Sustainability Strategy 2019 – 2023
- Town of Cambridge, Walking Trail Strategy, 2018 – 2021
- Town of Cambridge, Wembley Activity Centre Plan, 2018
- Western Australia Strategic Cycling Facilities Review, West Cycle
- Western Suburbs Greening Plan

CONCLUSION

The Town of Cambridge has a large number of youth and families that would benefit from recreation cycle facilities. There is an extensive amount of public open space within the Town of Cambridge, many with good supporting infrastructure. There are numerous sites that could support the sustainable development of recreation cycle facilities, complementing existing facilities, and other areas within the Town that are currently underutilised and have been identified for future infill and development in the Draft Local Planning Strategy.

8. Department of Education, Schools Online, Bob Hawke College (4213) School Overview <https://www.det.wa.edu.au/schoolsonline/overview.do?schoolID=4213&pageID=S001>

9. Town of Cambridge, Walking Trail Strategy, 2018-2021

INDUSTRY REVIEW & CURRENT TRENDS



BENEFITS OF CYCLING FACILITIES

It is widely recognised that participation in activities in the outdoors is beneficial for general wellbeing. There are recognised physical, social and emotional benefits in participation in cycling. It is a fun, cheap (after initial outlay costs) and good for the environment. Once mastered, cycling is an easy activity to participate in and can be as intense a workout, or challenge, as is desired.

Recreational cycling facilities create fun and positive atmospheres within communities. Specifically designed facilities introduce a level of challenge into cycling, allowing children through to adults to develop new skills. All ages and all skill levels can generally learn and progress in the same location, gradually building up challenge and intensity. Very young riders can establish competency within a variety of recreational cycling facilities and can be introduced to road safety and traffic controls signals in a safe artificial environment on Learn to Ride tracks.

CURRENT PARTICIPATION TRENDS

Cycling is one of the most popular sport and recreation activities in Australia. In Western Australia, nearly 500,000 people (18.5% of the population) ride a bike regularly, with 85% of these people (425,000) riding for sport or recreation rather than transport.¹⁰

Wheeled sports have recently shown to be growing in popularity over organised sports. Research, undertaken by the Australian Bureau of Statistics, into children's participation in sport and physical recreation found that participation rates for physical recreation activities such as skateboarding, bike riding and roller blading were much higher than organised sports (refer table 1). The research also indicated increasing participation rates for both males and females (refer table 2). Note data relating to skateboarding and roller blading in the years 2009 and 2012 also incorporates scooter riding.¹¹ More recent data is yet to be released, however in the years since this study anecdotally the popularity of wheeled sports has continued to grow.

10. Western Australia, Strategic Cycling Facilities Review, West Cycle
11. ABS (2012), Children's Participation in Cultural and Leisure Activities, Australia, 2012, code 4901.0



Pump Track Jindowie, Yanchep

Table 1. Comparison of organised sport vs wheeled sports 2012.

Males	No ('000)	Participation (%)
Soccer	309.7	21.7
Bike riding	998.8	69.9
Skateboarding or roller blading	857.8	60.0
Females	No ('000)	Participation (%)
Dancing	367.4	27.1
Bike riding	770.6	56.8
Skateboarding or roller blading	640.0	47.2

Table 2. Growth in wheeled sports participation rates across Australia 2009-2012.

Males	No ('000)		Participation (%)	
	2009	2012	2009	2012
Bike riding	992.5	998.8	66.1	69.9
Skateboarding or roller blading	780.4	857.8	55.9	60.0
Females	No ('000)		Participation (%)	
	2009	2012	2009	2012
Bike riding	721.1	770.6	54.4	56.8
Skateboarding or roller blading	562.2	640.0	42.4	47.2

Participation in BMX racing has increased dramatically since the discipline made its Olympic debut at the 2008 Beijing Games and Australia is now the second largest BMX nation in the world. Membership of BMX Sports Western Australia has more than doubled since 2005 (1,156 members in 2005 2,810 members in 2017).¹² BMX club membership in Western Australia has a young demographic, with 72% of riders under 17.¹³ BMX and pump track facilities are widely recognised as a primary gateway into cycling for young people, with participation building skills, physical attributes and tactical knowledge transferrable to other cycling disciplines.

Mountain biking in Western Australia is growing in popularity. The Western Australian Mountain Bike Strategy identified young people as being underrepresented in mountain bike participation. Increasing availability and accessibility of different styles of trail offering different levels of technical difficulty is one of the recommendations aimed at reducing barriers to participation.¹⁴

Anecdotal evidence from recently opened facilities around Perth indicates there is a demand locally for more purpose designed facilities. Kingsley Pump and Jump Trail in City of Joondalup opened in 2017 and includes a pump track, jump track, and safety track. This facility is still drawing crowds especially on weekends, with people travelling large distances to visit the facility.

CURRENT TRENDS IN FACILITY PROVISION

Dedicated facilities for sport and recreation cycling can:

- Provide an environment for recreation, training and events that is not affected by other users or activities
- Help raise the profile of cycling
- Be a home to clubs, organisations and community groups
- Host events using simplified event approvals, logistics and management processes
- Provide enhanced spectator opportunities
- Cater for bike education and skill building

12. Western Australia Strategic Cycling Facilities Review (2017)

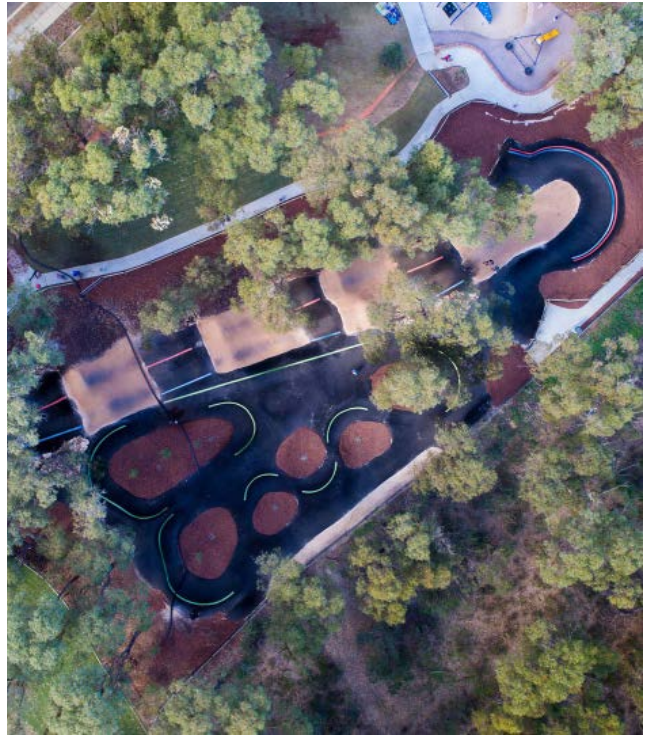
13. BMX Sports Western Australia. (2017). 2016-2017 Annual Report

14. Western Australian Mountain Bike Strategy 2015 - 2020 Unlocking the potential

CASE STUDY #1

KINGSLEY PUMP AND JUMP, SHEPHERDS BUSH, JOONDALUP

Kingley Pump and Jump is a small facility (0.34ha) that contains a pump track, jump lines and a safety track. Open in early 2017 the facility has become a regional attraction with riders travelling large distances to use the facility. The park is often crowded on weeknights and weekends, attracting all ages.



CASE STUDY #2

CITY BIKE PARK, ADELAIDE.

City Bike Park is located in Adelaide's CBD. Hand built and maintained by a dedicated crew of volunteers, the park is one of the best known dirt jump trail spots in Australia. This facility is a good example of how the riding community can be effectively engaged to activate and enhance public space.

Originally built in 2004, the park has been through a number of phases of redesign, coming from a competition based facility to more of an all-inclusive recreation facility with jumps to suit beginners, intermediate and advanced riders. The park has been designed, built and managed by a dedicated group of volunteers, until 2017 when the Adelaide City Council raised some concerns regarding insurance. Negotiations resulted in the volunteer crew being retained and a third party trail building company engaged for safety assessment/auditing and an operational framework put in place. Adelaide City Council provide ongoing support in the form of tools and supplies.

Management of the jumps also involves watering before use, covering and chaining when not in use and restricting and monitoring use after rainfall events all tasks which are undertaken by volunteers.

The success of City Bike Park is primarily due to the enthusiasm, and dedication of a few individuals within the community and also the support from the City of Adelaide. For further information on the history of City Bike Park refer to www.citydirtcrew.com.

While the level of community interest in a cycle facility in Albany would suggest that a similar community led jumps line could be feasible, ongoing commitment to maintain is unknown.



City Bike Park.
Image source: www.citydirtcrew.com

EXISTING CYCLING FACILITIES

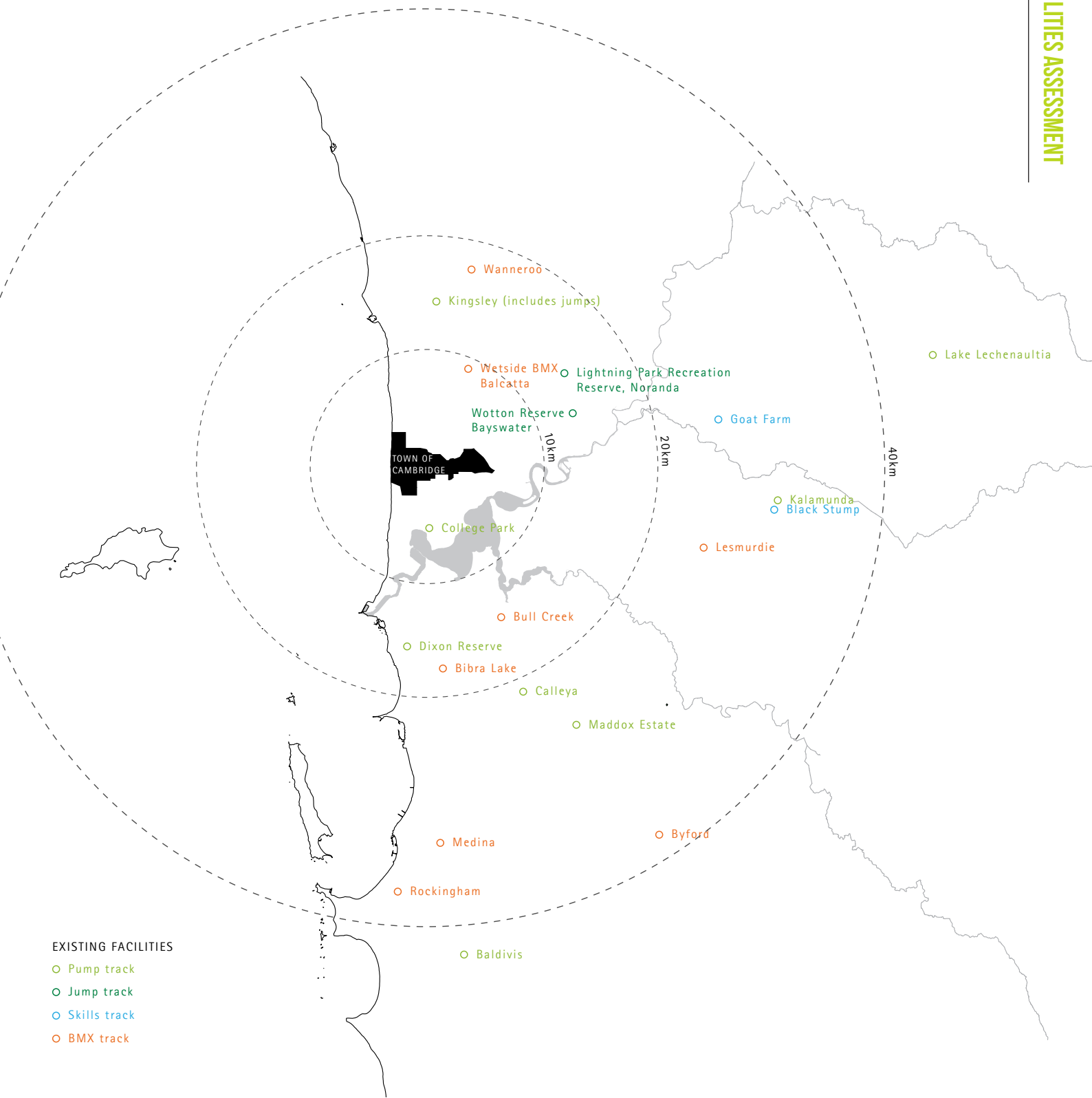
There are a number of existing facilities around Perth which are outlined in the table below. There is only one pump track within 10km of The Town of Cambridge, highlighting the need for cycle facilities in the area.

Existing facilities in Perth Region.

FACILITY	SCALE (HA)	SURFACE	LOCAL GOVERNMENT
BMX TRACK			
Balcatta	1.3	Asphalt	Stirling
Wanneroo	1.4	Asphalt	Wanneroo
Bibra Lake	3.3	Asphalt	Cockburn
Bull Creek	1.5	Asphalt	Melville
Lesmurdie	1.2	Asphalt	Kalamunda
Medina	2	Asphalt	Kwinana
Rockingham	1.5	Asphalt	Rockingham
Byford	1.1	Asphalt	Serpentine-Jarrahdale
Mandurah	0.9	Asphalt	Mandurah
PUMP TRACK			
Kingsley	0.29	Asphalt	Joondalup
College Park	0.14	Natural	Nedlands
Calleya	0.9	Asphalt	Cockburn
Black Stump	0.12	Natural	Kalamunda
Jindowie, Yanchep	1.24	Natural	Wanneroo
Baldivis	0.18	Asphalt	Rockingham
South Lake	0.09	Asphalt	Cockburn
Muchea	0.32	Asphalt	Chittering
Lake Leschenaultia	0.15	Natural	Mundaring
Wellard	0.05	Asphalt	Kwinana
Dixon Reserve Hamilton Hill	0.06	Natural	Cockburn
Perena Rocchi Reserve Yangebup	0.18	Natural	Cockburn
Maddox Estate Piara Waters	0.11	Asphalt	Armadale
Sussex Bend Lower Chittering	0.13	Natural	Chittering
Houghton Park Carramar	0.20	Natural	Wanneroo
JUMP TRACK			
Kingsley	0.3	Natural	Joondalup
Lightning Park Reserve, Noranda	0.48	Natural	Bayswater
Wotton Reserve, Bayswater	0.24	Natural	Bayswater
SKILLS TRACK			
Goat Farm		Natural	Mundaring
Kalamunda		Natural	Kalamunda
SAFETY TRACK			
Kingsley	0.3	Asphalt	Joondalup
Reg Williams	0.3	Asphalt	Armadale

CONCLUSION

Cycle participation is increasing, and demand for more recreational cycle facilities is evident from existing facility use in surrounding suburbs and interest in online surveys to date. The Town of Cambridge has a significant community that will benefit from the development of multiple facilities within the Town.



- EXISTING FACILITIES**
- Pump track
 - Jump track
 - Skills track
 - BMX track

CONSULTATION



THE CONSULTATION PROCESS

The consultation process was vital to build an understanding of the demand for recreation cycling facilities within the Town, and to gain an understanding of local preference and expectations. Consultation with the Town of Cambridge identified areas deemed plausible for sustainable development and allowed for a correlation to be drawn between the wishes of the general public and the areas deemed suitable by the Town. The consultation process involved a background review, direct consultation with Town of Cambridge employees and an online survey, circulated by the Town of Cambridge and Common Ground Trails.

COMMUNITY SURVEY

The Town of Cambridge Recreation Cycle Facility survey was an integral component of the consultation process. The survey provided insight into the local community's desires and expectations. It allowed informed assessment of the proposed development sites, in the best interest of the Town of Cambridge and the wishes of the local community.

The survey received 230 individual responses and 324 comments. Almost 50% of the responses were participants requesting mountain biking activities within the Town. There were a number of repeated comments and 27 comments opposing development within sensitive areas.

DISCIPLINE	NO. OF COMMENTS
BMX	7
Challenge Track	20
Jumps Track	17
Learn to Ride	7
MTB	149
Pump Track	34
Road Cycling	31
Skills Track	10

Areas identified for sustainable development by the Town of Cambridge community:

- Alderbury Reserve
- Beecroft Park
- Bold Park
- Bold Park – old drive-in site
- Boulevard – cycle path
- Boulevard Quarry Amphitheatre
- City Beach Oval
- Coastal Bushland
- Fred Burton park
- Golf Course
- Grantham Park
- Helston park
- Henderson Park
- Lake monger
- North of Tilton park

- Oceanic Drive – cycle path upgrades
- Perry Lakes
- Roscommon Park
- Rutter Park
- Skate Park
- Wembley Oval
- Winston’s dog park and playground

CONCLUSION

It can be concluded that a number of residents of the Town of Cambridge are largely in favour of the development of recreation cycling facilities within their local suburbs. Mountain biking is the most sought-after activity (48%), followed by pump track facilities (12%).

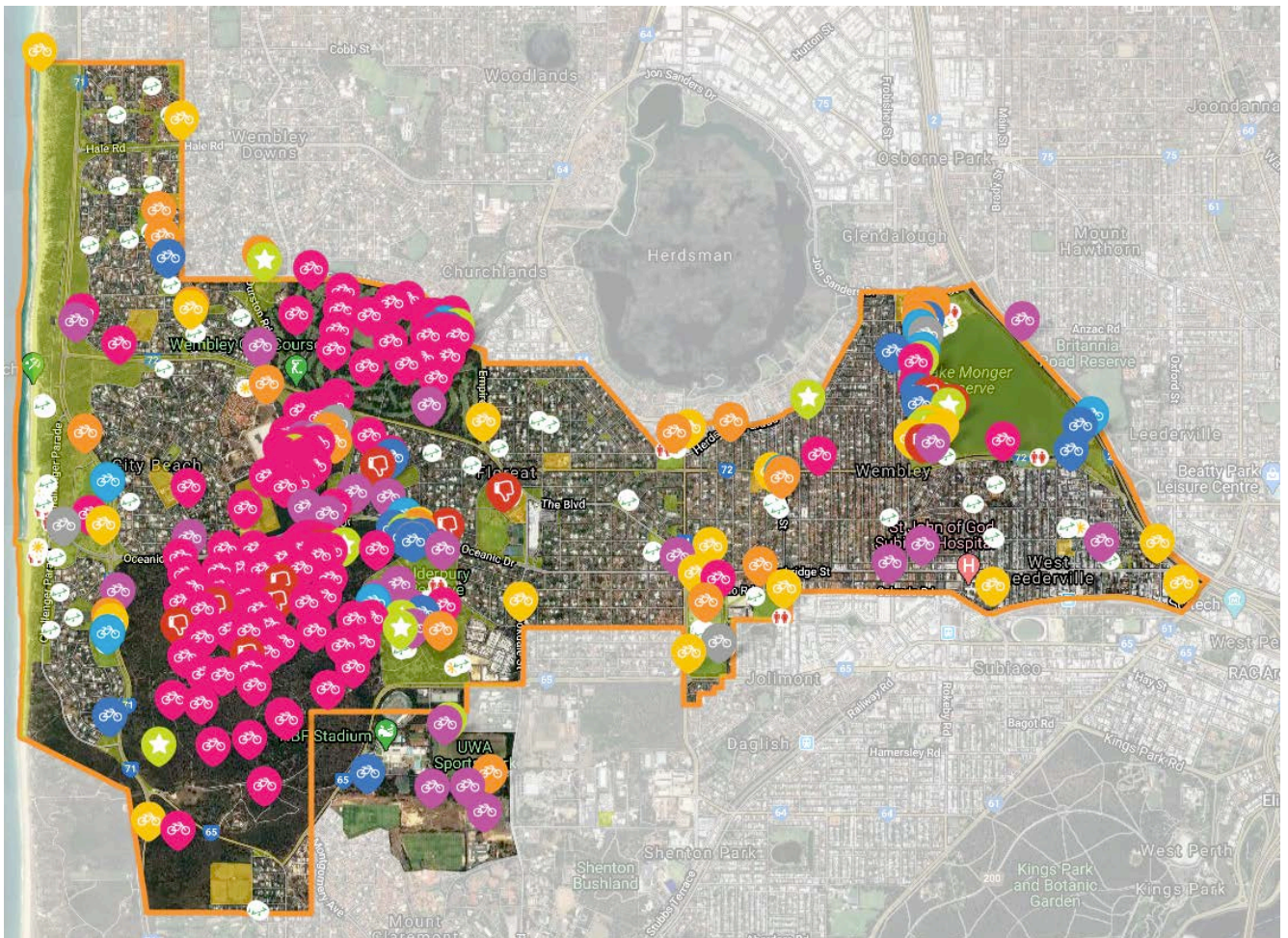
There was valuable input highlighting areas of concern, largely for environmental and social reasons. These have been taken into consideration when making recommendations.

The most popular areas identified by members of the public were Lake Monger, Perry Lakes, Bold Park and Bold Park old drive-in site and Wembley Golf Course. There were over 30 comments highlighting Lake Monger and over 70 comments within Bold Park.

COMMUNITY WORKSHOPS

The purpose of this document is to determine public interest and assess the suitability of areas for the sustainable development of recreation cycle facilities within the Town of Cambridge. Once an area has been identified the Town should consider public workshops to develop detailed design for the sites. Including members of the public in detailed design will assist in establishing ownership and stewardship of the project and the facility. Having the local community as stewards of a facility will ensure it serves the intended purpose and is well maintained.

Overview of Social Pinpoint Survey Results



LEGEND

- | | | | |
|---------------------|---------------------|------------------------------|----------------|
| Mountain bike Trail | Jumps Track | Draw Cycle Route | Public Toilets |
| Pump Track | Skills Track | I don't want facilities here | |
| BMX Track | Road Cycle Facility | Schools | |
| Learn to Ride Track | Challenge Park | Parks/Reserves | |

FACILITIES PROVISIONS & RECOMMENDATIONS

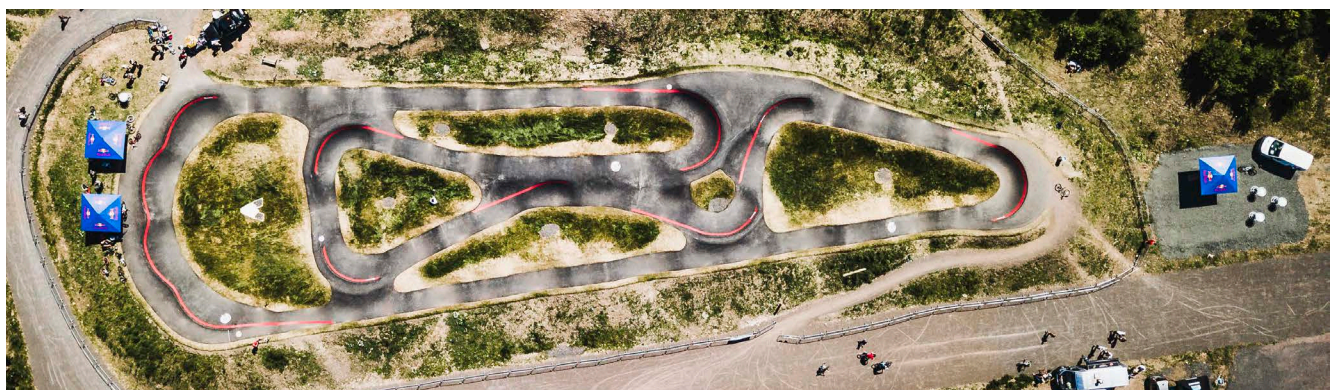


CREATING VARIETY

Distributing facilities across the Town of Cambridge will prevent influx to a particular destination and will both disperse users and provide a differing challenge and experience across the Town. Depending on the level of investment, there are opportunities to design and construct facilities that meet growing demand and encourage new users to participate.

Having varying classification of facilities will also affect the number of users. Developing large scale, leading edge facilities will see an influx of visitors from out with the Town of Cambridge. The recommendations within this report are directed at servicing the Town of Cambridge residents first, but at the same time creating facilities that are exciting and create a desire for continual use.

Not all sites are suitable for all disciplines, but grouping facilities together creating Challenge Parks is the most rewarding for the user and generally the most successful facility. Multi-disciplinary sites allow for introductory experiences and skills progression. Alternatively, a single discipline community facility is well placed with non-cycling activities to provide an alternative experience whilst other family members are participating in activities such as team sports.



FACILITY CLASSIFICATION

COMMUNITY

Community facilities are designed to service the community in the immediate vicinity or are supplementary to existing experiences offered at a site. They are small scale, minimal budget projects that create opportunity for introductory experiences and skills development for beginners.

LOCAL

A local level facility is intended to service the Town of Cambridge residents. Users may travel within the Town to access the facility and multiple local facilities should be strategically distributed across the local government area. Facilities incorporate basic design, simple detail and are value for money. They generally should allow for skills development for beginners and intermediate riders. Local facilities should be constructed next to existing infrastructure and recreation spaces and are capable of holding small local events, competitions and workshops.

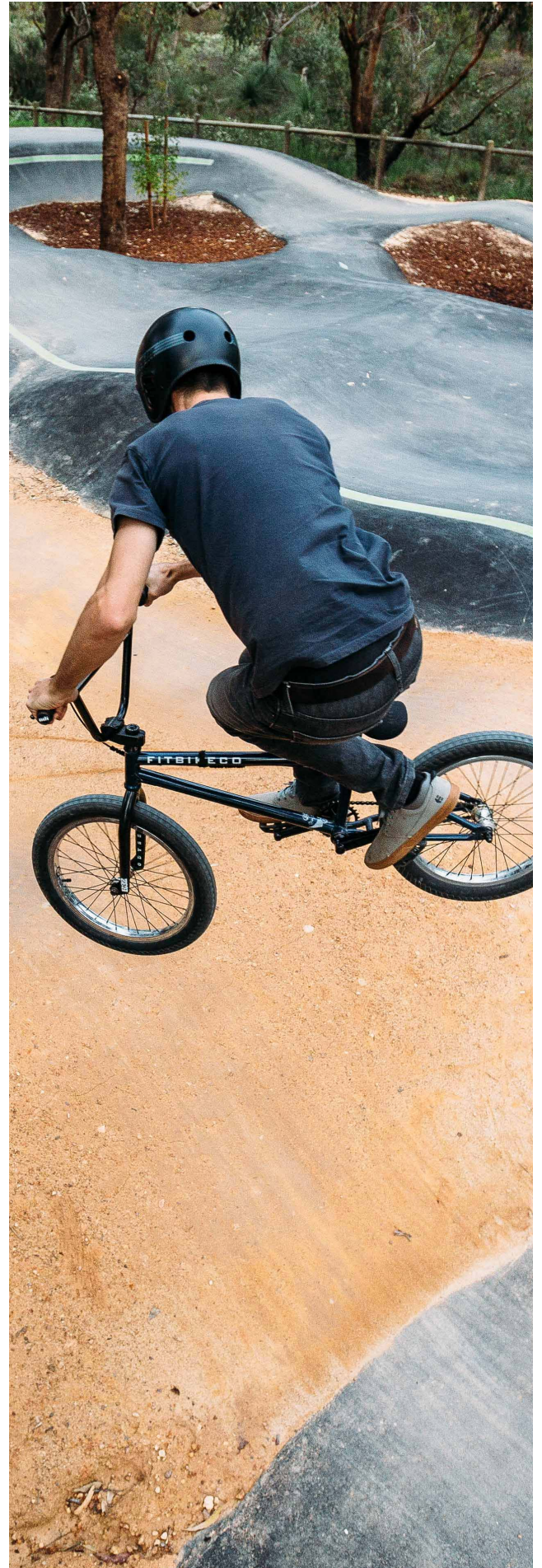
REGIONAL

A regional level facility will be attractive to a wider market and will attract users from outside the immediate area. Additionally, these facilities will provide a greater level of satisfaction and desire to return to the site for local residents. These facilities incorporate more technical design elements, increased detail and will be of varying greater cost depending on technical features and supporting infrastructure. Development around existing supporting infrastructure greatly reduces the cost of regional facilities. There will be opportunity to host larger events, competitions and workshops and they spaces will become thriving community spaces

STATE

State level facilities capture a much broader market, with individuals travelling great distances to participate. These facilities will attract all user groups from beginners and new participants through to elite riders. Significant capital expenditure is required to develop a State level facility, but there are major opportunities for return on investment. Competitions will draw spectator crowds, there are opportunity for facility and equipment hire and many opportunities for private enterprise in areas such as hospitality, coaching and private sporting clubs.

State facilities require a significant investment in supporting infrastructure such as car parking, ablutions and shower facilities, food and beverage; therefore, require a significant parcel of land.



FACILITY CLASSIFICATION DESIRED REQUIREMENTS

KEY REQUIREMENTS	COMMUNITY	LOCAL	REGIONAL	STATE
Ablutions				
Changing facilities & showers				
Drinking Water				
Designated Emergency Access				
Designated Spectator Viewing & Seating				
Food and beverage outlets				
Lighting				
Parking & Drop-Off				
Proximity to major community centre				
Public Transport Access				
Rubbish Bins				
Shelter/ shade				

FACILITY TYPES AND TRENDS

In order to assess the suitability and the appropriateness of cycling facilities within the Town of Cambridge, it is important that a sound understanding of the potential facilities is established. Within urban interface sites there are a range of facilities that can be developed including; Bike Playparks, BMX tracks, Jump Tracks, Pump Tracks, Learn to Ride Tracks and Skills Tracks. Where there is appropriate land available longer purpose built mountain bike trails may also be appropriate.

BIKE PLAYGROUND

Bike playparks include features such as tunnels, ramps, walls, and balance planks and are designed to suit a more playful riding style, incorporating tricks and highly skilled riding. Typically bike playgrounds have a more urban character, with constructed elements rather than more natural features.



BMX TRACKS

BMX tracks typically consist of a single lap track usually between 300-400m, constructed from compacted dirt and asphalt, with a start ramp and

features such as tabletops, gap jumps and rhythm sections. BMX racing rewards strength, speed, and bike handling. BMX tracks are typically used in a structured and organised setting rather than unstructured play.



PUMP TRACKS

A pump track is a 1-3 metre wide track that can be used for bicycle, skateboard, in-line skates and scooter riders to practice skills on a series of features, such as berms and rollers placed in quick succession. Essentially they are scaled down BMX tracks which do not require pedaling. 'Pump' refers to the action made by riders pushing down with their arms and legs to manoeuvre the bike or board over features to maintain momentum without pedaling or pushing-off the ground. Typically, tracks can be ridden continuously, and different combinations of features can be linked to provide a varied challenge. Bike handling skills can be transferred to other mountain bike tracks. Well designed pump tracks cater for all abilities, with all features being roll-able for beginners, and allowing for progression to pumping, and even jumping for more advanced riders. Riding a pump track is easy and children are typically comfortable using them within 10-20 minutes.

A well designed pump track provides enough challenges to stay attractive for years, because the rollers and berms can be combined and transitioned

in different directions, creating opportunity for skilled riders to do jumps and maneuvers. Pump tracks can be made from natural soil, hardened surfaces, wood, fibreglass, concrete or asphalt. Historically pump tracks were constructed from natural soil blends and required significant ongoing maintenance. More recently, world's best practice is tending toward lower maintenance surfacing techniques and materials, such as asphalt, which are inclusive for a larger user base of wheeled-sports including skateboarding, scooters, in-line skates and non-off road bikes.



JUMP TRACKS

Jump tracks typically feature a series of jumps of various size and technicality in multiple lines. Provision of jump tracks is a vital inclusion allowing for progression for young people through to adults who seek an alternate and often more challenging experience than a pump track. Jumps are developed so that they allow for progression while always keeping safety in mind. Featuring all types of jumps, including table-tops, gaps, step-ups, step-downs and hips, with features linked so riders flow immediately from one to the next. Ideally, a rider will not have to brake between jumps. Well designed jump tracks offer a wide variety of challenges, from easy rollers to big jumps. A diversity of lines will allow riders to build their skills gradually and will create a park that is fun for all abilities. Typically, jump lines are arranged side-by-side in increasing difficulty, all starting at a common roll-in hill and traveling in the same direction. Jump tracks are primarily constructed of soil, however increasingly jump take offs and entire jump lines are being made from hardened surfaces, such as wood, concrete and asphalt. This significantly reduces ongoing maintenance and improves rideability.



SKILLS TRACKS

Skills tracks feature man-made technical trail features that test the skills of a rider and allow them to try features that they may encounter on trails in the region. Typical features may include log rollovers, log rides, balance planks, rock drops and other technical features. They can also incorporate street features such as rails and wall rides, or freeride stunts like ladder bridges, skinnys, teeters and drops. Importantly all features are built with progression allowing users to start small and build their confidence up to larger features. Successfully executed skills park areas feature a diverse range of materials and can look like well landscaped areas or 'nature play' areas with natural features such as timber, logs and rocks.



LEARN TO RIDE/ SAFETY TRACKS

Learn to ride, also known as safety tracks, make learning road rules fun for young people on bikes and scooters. A safety track features a miniature road network giving real life experiences while learning essential safety skills. Safety tracks are designed to enable reading traffic signals, crossing railways and school crossings, negotiating roundabouts and gutters, recognising traffic signs and line marking, and cycling on roads or footpaths. Safety tracks are typically constructed using materials and features as they would be encountered in the real world including asphalt and concrete combined with various line marking and road safety signage. To improve the enjoyment of these tracks, features like fuel stations and parking areas can be included for diversity



CHALLENGE PARKS

Pump, jump, skills and learn to ride tracks are often integrated into one, larger-scale, seamless facility under the banner of challenge parks. Challenge parks are larger scaled developments featuring multiple bike related facilities and are used to improve riding skills. Their combined facilities provide an excellent entry point into bike riding while offering technical riding features for more advanced riders all within one convenient and safe location.

Challenge parks are typically developed with soft landscaping, hardscaping and site improvements turning the area into an aesthetically pleasing community hub and making them suitable for urban interface developments. Due to their offerings, challenge parks also often act as a trailhead or hub for the area's greater trail networks. Urban interface challenge parks provide significant community benefit with extensive use from youth, but also recreation enthusiasts and, when of significant scale, tourists. Such facilities have proven extremely successful nationally and internationally.



MOUNTAIN BIKE TRAILS

Mountain Bike Trails are purpose built trails in varying terrain. The terrain available will typically dictate the style of trail built. Typically a mountain bike trail or network of trails requires larger areas.

Trail type defines the style of trail and its typical attributes. Different trail types suit different styles of riding and typically each trail type will have a specific kind of mountain bike designed to suit. Different cohorts use different types of trails and all trail types can have varying classifications. Not all environments are suitable to host all trail types and any mountain bike trails developed within the Town of Cambridge will require thorough consideration and planning to ensure long term sustainability.

CROSS COUNTRY

Primarily singletrack, with a combination of climbing and descending trails and natural trail features of varying technicality. They appeal to the majority market and are suitable for timed competitive events. Cross country trails can include cyclo-cross tracks.



ALL MOUNTAIN

Similar to cross country, primarily singletrack with greater emphasis on technical descents and non-technical climbs. All mountain trails are suitable for timed competitive events.



DOWNHILL

Descent only trails with an emphasis on speed and technical challenge. They appeal to more experienced riders; however lower-classification trails are emerging to cater for all experience levels. Downhill trails usually require shuttle uplift to the trailhead via chairlift or vehicle shuttle. These trails are suitable for timed competitive racing.



FREERIDE

Descent focused trails with an emphasis on technical challenge and skill development. Trails feature both built and natural technical features with a focus on drops and jumps. Appeals to more experienced riders and caters for competitions judging manoeuvres and skills.



PARK

Built feature environment with emphasis on manoeuvres, skills and progression. Appeals to wide market including youth and can cater for competitions judging aerial manoeuvres. Can include jump and pump tracks and skills parks. Typically, dirt surfaced but can include hardened surfaces.



TOURING

Long distance riding on reasonably uniform surface conditions and lower grades. Touring trails are dual direction linear trails or long distance circuits with a focus on reaching a destination. Touring trails can include rail trails, access/fire roads and singletrack. While there is a limited market, touring trails can be ridden in sections making them accessible to all.



DISTRIBUTION MODEL

The Town of Cambridge has a significant youth population, is bordered by significant population centres and has major key attractions including City Beach, Floreat Beach, Floreat Forum shopping centre and numerous schools.

The most appropriate areas for development have significant existing user bases and therefore both Local and Regional facilities have been deemed the most appropriate, to be developed at equal intervals across the Town.

SITE SELECTION

All public open spaces within the Town of Cambridge were assessed for their suitability to host a recreational cycling facility. The table on the following page outlines all Town of Cambridge managed sites, existing attributes and facilities each area could physically support.

The final priority sites selected in this report are aimed at meeting the goals of the Town of Cambridge Strategic Community Plan:

Goal 1: A sense of community, pride and belonging

Goal 2: Quality local parks and open spaces for the community to enjoy

Goal 3: An active, safe and inclusive community

Community feedback on preferred sites was cross referenced with areas identified by Town of Cambridge Officers. Existing land use was taken into consideration to ensure minimal conflict between user groups and local residents. The high priority sites are designed to assist with Goal 1, by further enhancing the sense of community, Goal 2, by increasing the existing quality of local parks and open spaces and Goal 3, enabling Town of Cambridge residents to be active and inclusive in the community.

The sites identified in the Coast Ward have been specifically selected to create a leading suburban recreational cycle facility precinct. Delivering exceptional interconnected recreational cycling opportunities to the Town of Cambridge residents.

Assessment of Town of Cambridge Public Open Spaces for suitability to host recreational cycle facilities

Criterion	Track	Learn to Ride	Skills Track	Pump Track	BMX	MTB		Basketball	BBQ	Cricket Training	Dog Exercise	Drinking Fountain	Exercise Equipment	Facility for Hire	Gazebo/ Shelter	Lighting	Parking	Parking Accessible	Picnic Table	Play Equipment	Public Toilet	Sports Facilities	Skate Park
							Alyth Park																
	x		x			x	Beecroft																
	x						Bent Park																
							Birkdale Park																
					x		Boulevard Quarry Park																
							Bournville Park																
							Challenger Park																
							City Beach																
						x	City Beach Oval																
							Cowden Park																
							Crosby Park																
							Donegal Park																

Criterion Track	Learn to Ride	Skills Track	Pump Track	BMX	MTB		Basketball	BBQ	Cricket Training	Dog Exercise	Drinking Fountain	Exercise Equipment	Facility for Hire	Gazebo/ Shelter	Lighting	Parking	Parking Accessible	Picnic Table	Play Equipment	Public Toilet	Sports Facilities	Skate Park	
						Drabble Park																	
					x	Elphin St Park																	
			x			Empire Park																	
						Floreat Beach																	
						Floreat Oval																	
						Fortview Park																	
					x	Fred Burton Park																	
x			x			Frinton Park																	
						Gifford Gardens																	
						Grantham Park																	
						Harborne Park																	
x			x			Helston Park																	
						Henderson Park																	
x			x			Holyrood Park																	
x			x			Jubilee Park																	
						Kilkenny Park																	
						Kingsland Park																	
						Lake Monger (Dog exercise area)																	
x	x	x			x	Lake Monger Reserve																	
						Leederville Memorial Gardens																	
x			x			Lothian Park																	
x						Maloney Park																	
						McCourt Park																	
x			x			McLean Park																	
						Ocean Mia Park																	
						Pat Goodridge Park																	
x	x		x			Perry Lakes Reserve																	
	x		x			Perry Lakes Skate Park																	
						Roscommon Park																	
						Rose Garden																	
						Ruislip Park																	
x			x			Rutter Park																	
						St John's Wood Park																	
						Tara Vista Park																	
						Taworri Park																	
						Templetonia Park																	
						Tilton Park																	
						Wembley Oval																	
						Winmarley Park																	

MATERIAL SELECTION

Material selection will determine the ongoing management requirements and user experience. A range of surface treatments exist for various components of recreational cycle facilities. While natural materials can be more affordable and are often desired by the community, they can create significant ongoing management requirements and often fall into disrepair. Conversely hardened materials can be a larger capital investment, but typically see higher participation and far less management requirements.



NATURAL EARTH



MODULAR



ASPHALT



CONCRETE

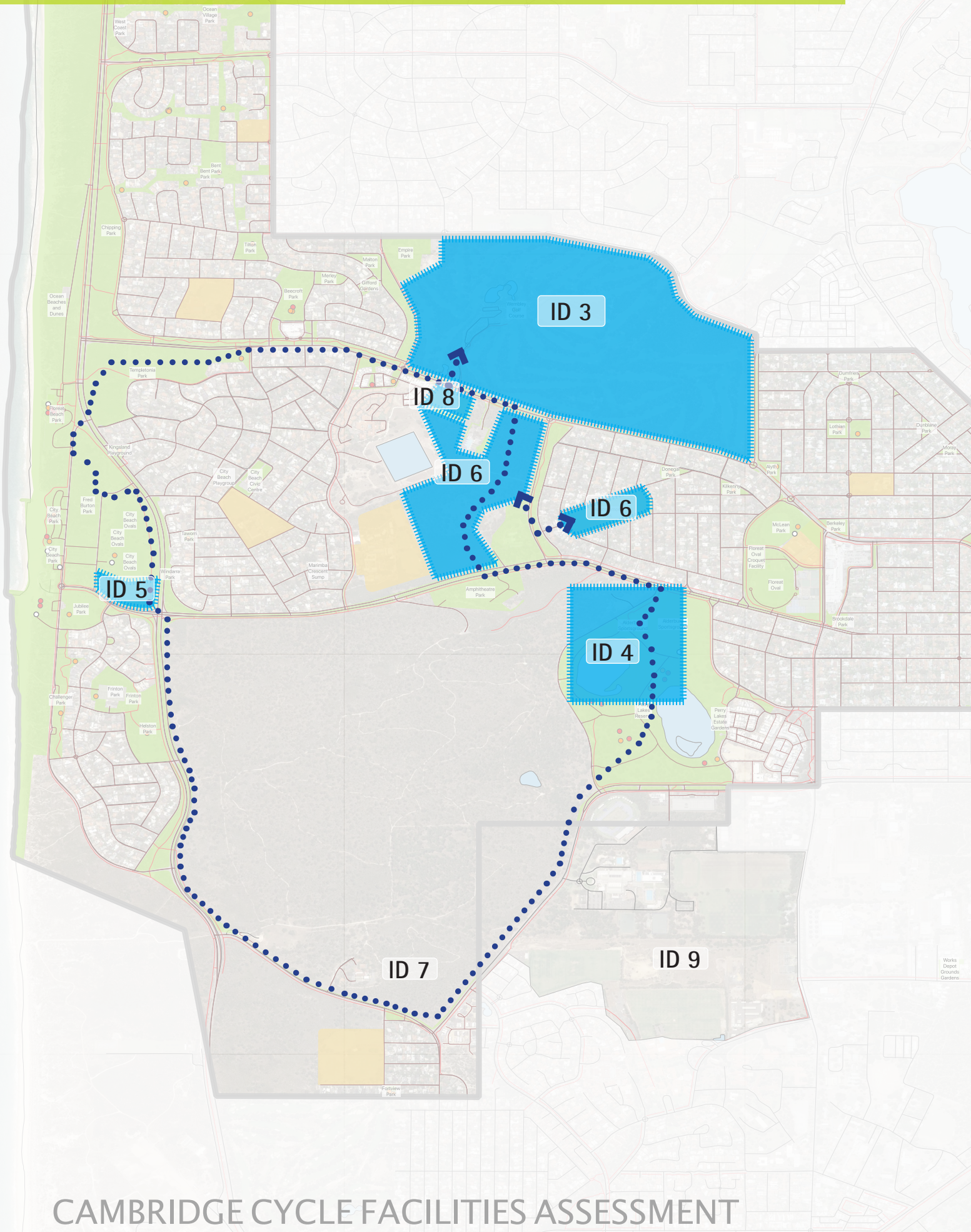
	NATURAL EARTH	MODULAR	ASPHALT	CONCRETE
ADVANTAGES	<ul style="list-style-type: none"> Low material cost Involvement of local volunteers Flexibility (layout and design can be changed any time) Natural look and feel Construction possible in bushland Softer surface 	<ul style="list-style-type: none"> Unskilled labour Relocatable Suitable for bikes, skateboards, inline skate, scooters 	<ul style="list-style-type: none"> Moderate cost Low maintenance, durable & sustainable Low rolling resistance High traction Year round usability in any weather Suitable for bikes, skateboards, inline skate, scooters Consistent surface quality Neat look & resistant against vandalism 	<ul style="list-style-type: none"> Durable, sustainable Low rolling resistance Year round usability in any weather Surface structure choice (smooth, grippy, rough) Colour choice Usable for bikes, skateboards, inline skate, scooters Resistant against vandalism Neat look
DISADVANTAGES	<ul style="list-style-type: none"> High and frequent maintenance Only usable in good weather conditions Suitable for off road bikes only Susceptible to peak weather damage Typically falls into disrepair Often looks dilapidated 	<ul style="list-style-type: none"> High cost Moderate maintenance Highly susceptible to damage and to vandalism Low reparability Damage irreparable Limited customisation 	<ul style="list-style-type: none"> High material cost Abrasive surface Skilled labour 	<ul style="list-style-type: none"> Very high construction cost High material cost Abrasive surface Skilled labour
MANAGEMENT REQUIREMENTS	High	Medium	Low	Low
APPROPRIATE MANAGER	Volunteer Groups	Event Promoter	Local Government / Developer	Local Government / Developer
RECOMMENDED FACILITY	Dirt Jump landings, Skills Park	Relocatable Pump Track	Pump Track, Jump Tracks, Safety Track	Jump Lips
APPROPRIATE SETTING	Bushland	Temporary Sites	Urban Parkland	Urban Parkland

CONCLUSION

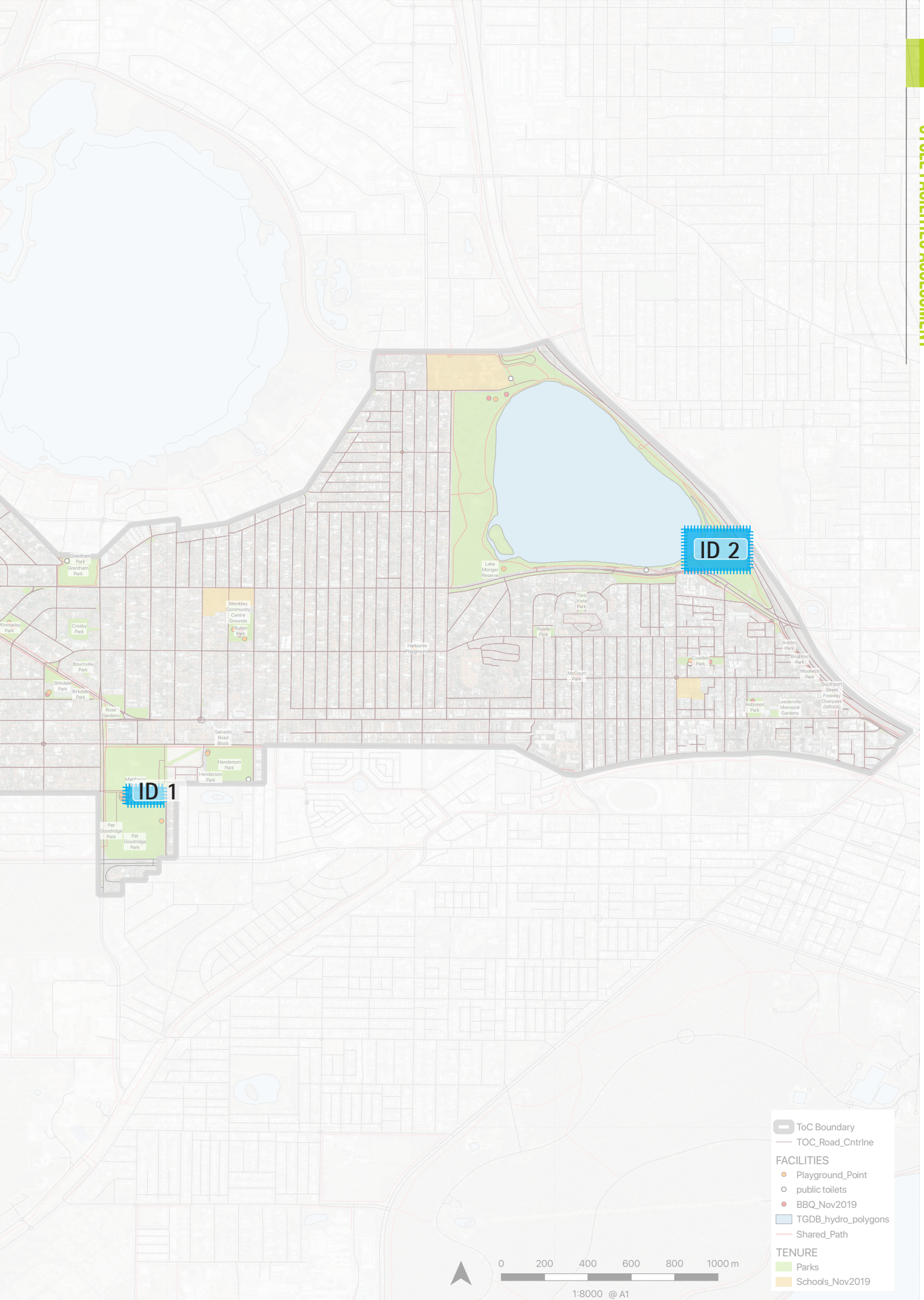
There are a broad range of recreational cycling facilities, with varying complexity, purpose and accompanying price tag. Innovative designs and materiality are ever changing, with more and more Local Governments seeking sustainable recreational cycling facility options.

There are facilities to accommodate all user groups, from complete beginners through to advanced riders, and there is demand for opportunities across the recreational opportunity spectrum. Normally availability of space will dictate the level of development and the span of the facility, but many recreational cycle facilities can be designed to fit within existing built and natural environments, ensuring space is used optimally and user experience is maximised.

SITE ASSESSMENT RECOMMENDATIONS



CAMBRIDGE CYCLE FACILITIES ASSESSMENT



Legend

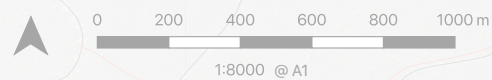
- ToC Boundary
- TOC_Road_Cntrlne

FACILITIES

- Playground_Point
- public toilets
- BBQ_Nov2019
- TGDB_hydro_polygons
- Shared_Path

TENURE

- Parks
- Schools_Nov2019



SITE ASSESSMENT RECOMMENDATIONS



INTRODUCTION

All areas identified by the Town of Cambridge and identified through the community survey were investigated. The following attributes were deemed priority attributes:

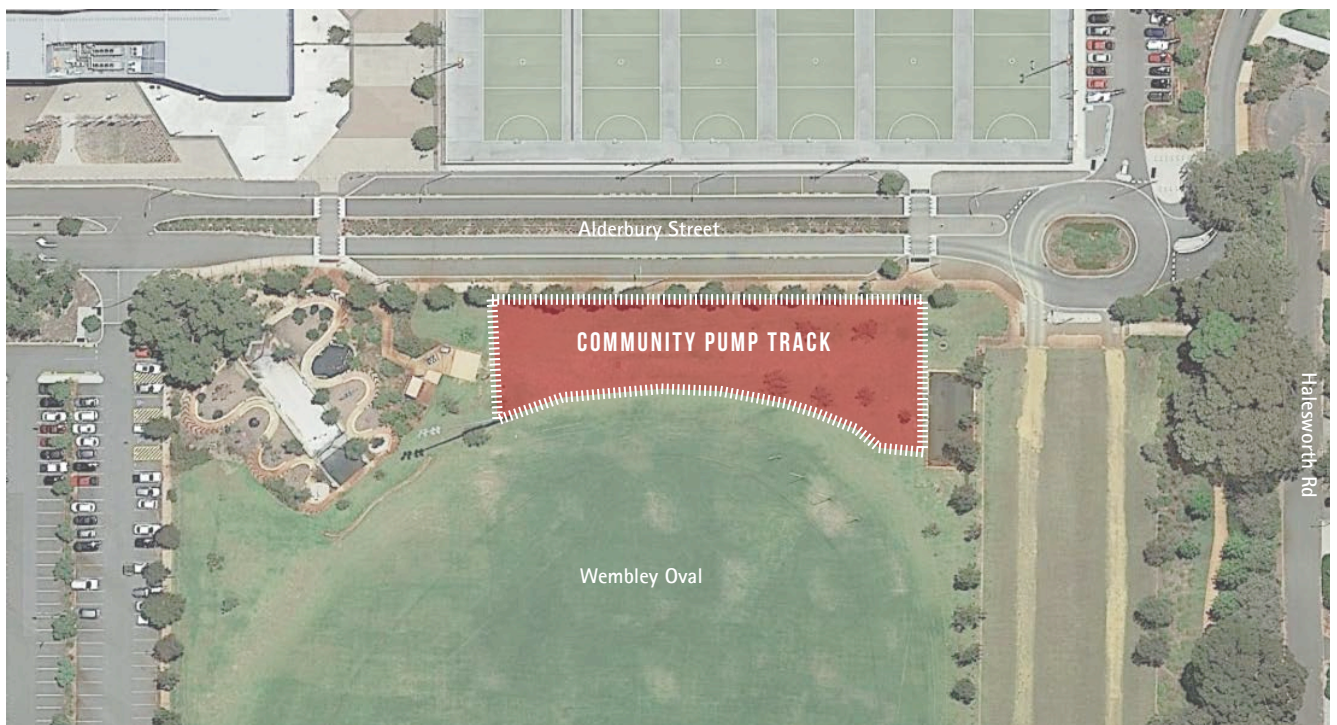
- Access and parking
- Connectivity
- Existing infrastructure
- Land availability
- Land tenure

A desk top analysis of all sites was carried out and then followed by on ground confirmation of findings. There were multiple sites that would be suitable for sustainable recreational cycling facility development across the Town. Almost 40% of Town of Cambridge parks were identified as suitable to host a facility. Community facilities are easily distributed across the town. It was deemed more appropriate to provide fewer facilities of regional significance and higher quality, to meet the needs of a wider user group, a growing interest in cycle sports and a growing population.

RECOMMENDED SITES

COMMUNITY FACILITIES

ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
1	Pump Track	Wembley Oval (Land ID no. 43476361)	<p>CURRENT SITUATION:</p> <p>Wembley and Floreat have the largest proportion of youth. The area is heavily utilised for team sports. There are limited options for family members whilst others are playing and watching team sports.</p> <p>WHERE WE WANT TO BE:</p> <p>Provision of a recreational cycling facility for local use and provide an alternative experience for youth accompanying team sports and spectators to the area.</p> <p>HOW WE GET THERE:</p> <p>Develop a pump track of community significance to service the needs of immediate youth, and influx of youth community attached to team sports.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Town of Cambridge</p> <p>Management Plan: Nil</p>



LOCAL FACILITIES

ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
2	Pump Track, Jump Track and Learn to Ride	Lake Monger (SE) (Land ID no. 3407798, 3878824)	<p>CURRENT SITUATION:</p> <p>The area has been identified for upgrades. There is currently off-lead dog exercise and playpark facilities. The concept plan for the area will provide parking, additional playpark facilities and new ablutions. There is an area of land to the east of the site that is disturbed and will require turf or revegetation.</p> <p>WHERE WE WANT TO BE:</p> <p>Provision of recreational cycling facilities to service local youth, Lake Monger recreational users and visitors to the area.</p> <p>HOW WE GET THERE:</p> <p>Incorporate a pump track, jump track and learn to ride track of local significance into disturbed area to the east of the existing Area 4 concept plan</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Town of Cambridge</p> <p>Management Plan: Lake Monger Reserve Management Plan 2008-2018</p> <p>Policy: Town of Cambridge Planning Policy 2.6: precinct P6: Lake Monger</p>

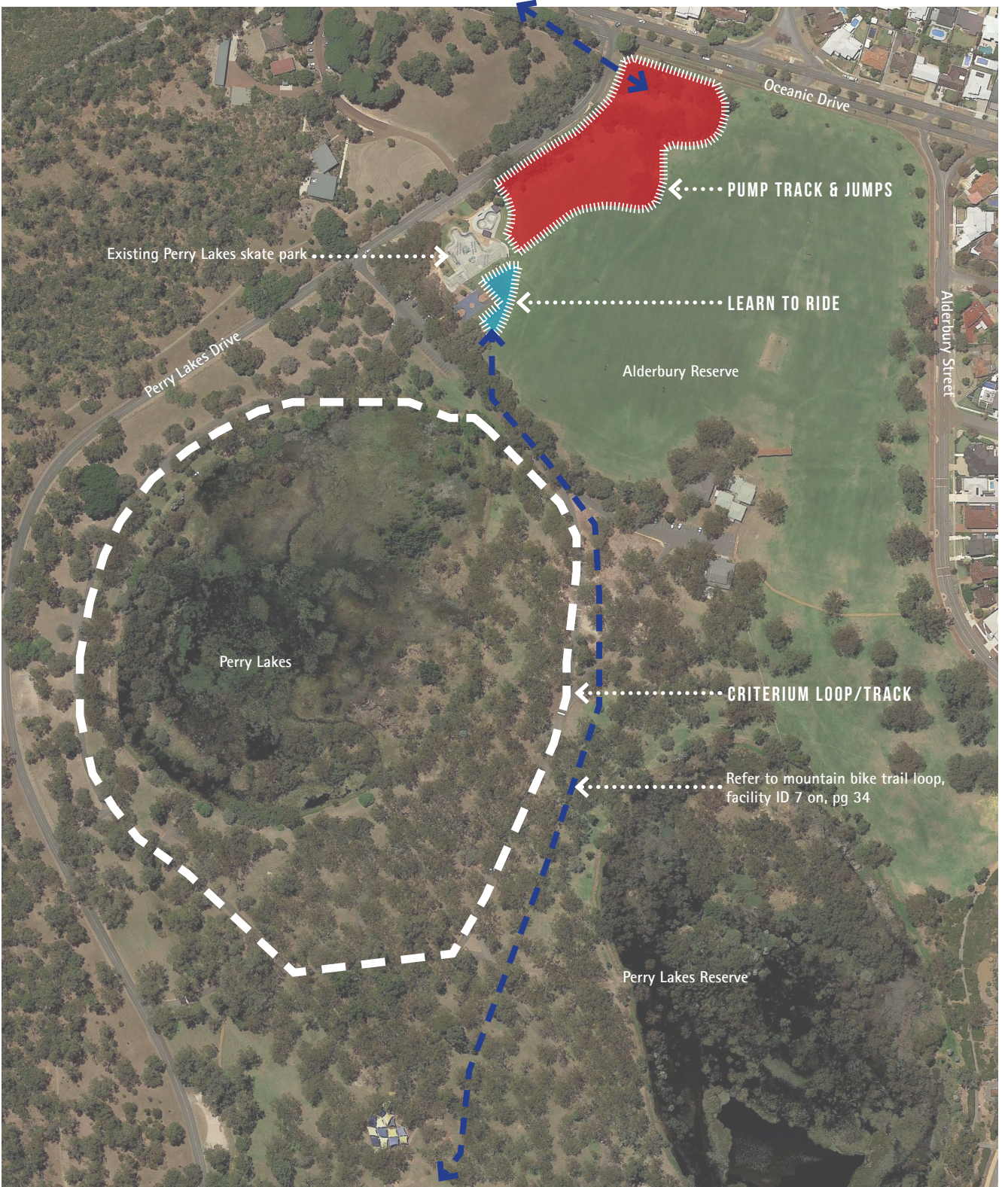


ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
3	MTB Trails	Wembley Golf Course (Land ID no. 4009455, 1184186, 125359)	<p>CURRENT SITUATION:</p> <p>The Wembley Golf Course has been identified as an area that could support mountain biking trails. There is one access/egress to the Golf Course making it an ideal location for a pay-for-use mountain bike facility. There is sufficient space for ~5km of trails and an opportunity for a commercial bike hire and bike shop venture</p> <p>WHERE WE WANT TO BE:</p> <p>The Wembley Golf Course has an additional revenue stream from mountain biking, including a pay-for-use trail network, bike hire and opportunities for coaching. Bike hire is not restricted to use within the Golf Course boundaries and riders may utilise bikes on the proposed Long Loop trail, or proposed mountain bike trails within the adjacent parcel of land under Bold Park management.</p> <p>HOW WE GET THERE:</p> <p>Following the Western Australian Mountain Bike Management Guidelines develop planning, design and construction of sustainable mountain bike trails within the Wembley Golf Course boundaries.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Town of Cambridge (Wembley Golf Course)</p> <p>Policy: Town of Cambridge, 2.3.1 Wembley Golf Course, Environmental Management System Policy</p>



REGIONAL FACILITIES

ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
4	<p>Challenge Park</p> <p>(Pump Track, Jump Track and Learn to Ride</p>	<p>Perry Lakes Skate Park</p> <p>(Land ID no. 1773871)</p>	<p>CURRENT SITUATION:</p> <p>There is an excellent existing skate park facility which is regularly utilised by bikes and scooters. There is unutilised reticulated land to the north of the site, and to the east between the skate park and playing fields. There are no introductory riding experiences in the area.</p> <p>The area has extensive parking, connectivity, lighting, drinking water, shade, seating and ablutions.</p> <p>WHERE WE WANT TO BE:</p> <p>Expand the recreational value of the area by offering further experiences for the Town of Cambridge youth, including entry level riding opportunities in a safe environment, in the form of a learn to ride track. Provide a high quality pump track, with a jump track with varying challenges.</p> <p>HOW WE GET THERE:</p> <p>Plan, design and construct a high quality recreational cycling facility including pump track, jump track and learn to ride track.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Town of Cambridge</p> <p>Management Plan: Policy: Perry Lakes Environmental Management Plan 200</p>
4	<p>Criterion Track</p>	<p>Perry Lakes</p> <p>(Land ID no. 1773871)</p>	<p>CURRENT SITUATION:</p> <p>The road around Perry Lakes (Tuart Walk) is already utilised for criterium cycling events. The area has extensive parking, connectivity, lighting, drinking water, shade, seating and ablutions.</p> <p>WHERE WE WANT TO BE:</p> <p>Perry Lakes is home to a permanent Criterion track</p> <p>HOW WE GET THERE:</p> <p>The track could be made permanent by enhancing the existing road facility. Upgrades should include a separate pedestrian trail around Perry Lakes and closure of the road to traffic at all times and not just weekends and holidays. Construction of a new section of track to take the track off of any main thoroughfares and parking areas, and removal of an existing traffic calming measures following the closure of the road to vehicular traffic.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Town of Cambridge</p> <p>Management Plan: Perry Lakes Environmental Management Plan 2000</p>



ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
5	Challenge Park (Bike Playpark, Pump Track and Learn to Ride)	City Beach Oval (Land ID. no. 4024077)	<p>CURRENT SITUATION:</p> <p>City Beach Oval is a large open space utilised intermittently by a variety of user groups. There is a large section of parkland to the south of the ovals which does not provide much purpose other than increasing the aesthetics of the area, providing dappled shade and designated green space.</p> <p>City beach is a highly frequented area, especially in summer months. The area has extensive parking, good connectivity, lighting, drinking water, shade and ablutions.</p> <p>WHERE WE WANT TO BE:</p> <p>Development of a regionally significant facility to further enhance the offerings and appeal of the city beach area. Provide high quality experience for Town of Cambridge residents and visitors.</p> <p>Develop a recreational cycling facility that will increase visitation throughout the year, supporting hospitality businesses located at City Beach and offering family members an alternative activity other than beach going, or organised sport within the vicinity</p> <p>HOW WE GET THERE:</p> <p>Plan, design and construct a recreational cycling facility of regional significance which includes a pump track, learn to ride track and bike playpark.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Town of Cambridge</p> <p>Policy: Town of Cambridge, Local Planning Policy 2.1: Precinct P1: City Beach</p>



ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
6	Mountain Bike Trails	Bold Park (north of Oceanic Drive) Roscommon Reserve & Elphin St Park (Land ID no. 4256820, 1454701, 4009457)	<p>CURRENT SITUATION:</p> <p>There is high demand for mountain biking within the Town of Cambridge. The majority of public comments on mountain biking were located within Bold Park. The environmental significance of Bold Park is recognised and Common Ground Trails does not recommend the development of mountain biking throughout Bold Park.</p> <p>On ground investigations identified degraded areas within the Bold Park boundaries, on the north of Oceanic Drive.</p> <p>WHERE WE WANT TO BE</p> <p>The Town of Cambridge has high quality sustainable mountain bike trails, which are designed to meet criteria outlined in Western Australian Mountain Bike Management Guidelines. Surrounding bushland is enhanced and walk trails are upgraded to create a highly desirable recreational space. Trails have a connection with the proposed Large Loop trail and connect to recreational cycling Challenge Parks at Perry Lakes and City Beach Oval. Trails are developed in Bold Park (Land ID no. 4256820), Roscommon Park and Elphin Rd Park, providing trails for riders of all abilities.</p> <p>HOW WE GET THERE:</p> <p>Following the Western Australian Mountain Bike Management Guidelines develop planning, design and construction of a sustainable mountain bike trails in Bold Park Land ID no. 4256820, Roscommon Park and Elphin Rd Park.</p> <p>Incorporate revegetation plan and management and maintenance plan into project planning.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Botanical Gardens and Parks Authority (Bold park), Town of Cambridge</p> <p>Legislation: Botanic Gardens and Parks Authority Act 1998. Botanic Gardens and Parks Regulations 1999</p> <p>Management Plan: Bold Park Management Plan 2016-2021</p> <p>Policy: Town of Cambridge, Management of Natural Conservation Areas within Public Open Space (5.1.1)</p>



ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
7	Mountain Bike Trail	Long Loop – Coast Ward	<p>Current situation:</p> <p>There is high demand for mountain biking within the Town of Cambridge and there are currently very limited mountain biking experiences. Riders need to drive to Perth Hills to partake in the sport. There is crown land sufficiently connected to develop a loop trail within the Town of Cambridge.</p> <p>Where we want to be:</p> <p>The Town of Cambridge has a mountain bike trail network of regional significance providing an excellent mountain biking opportunity for Town of Cambridge residents. The trail connects recreational cycling facilities within the town and provides a half day riding experience.</p> <p>How we get there:</p> <p>Following the Western Australian Mountain Bike Management Guidelines develop planning, design and construction of a sustainable 10km+ mountain bike loop utilising road reserves, Town of Cambridge park land and bushland, boundaries of Bold Park and public shared paths to connect trails as required. Develop a management plan and consider developing a "friends of the trail" group for stewardship and remedial works as required.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Botanic Gardens and Parks Authority (Bold park), Town of Cambridge</p> <p>Legislation: Botanic Gardens and Parks Authority Act 1998. Botanic Gardens and Parks Regulations 1999</p> <p>Management Plan: Bold Park Management Plan 2016-2021</p> <p>Policy: Town of Cambridge, Management of Natural Conservation Areas within Public Open Space (5.1.1)</p>



ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
8	BMX	Boulevard Quarry Park (Land ID no. 3733404)	<p>Current situation:</p> <p>There is an unused parcel of land to the north west of the Bold Park Aquatic centre. The parcel of land lies in the Bold Park boundaries but is currently utilised as a dog exercise area by Town of Cambridge residents. The area is outlined as "Old Quarry" within the Bold Park Management Plan 2016-2021, and is enclosed within bushland labelled as Low intensity management precinct</p> <p>Where we want to be:</p> <p>Development of area into a BMX facility of regional significance. A facility in this area would provide a new recreational opportunity for local residents and would enhance the offerings for BMX riders in Perth.</p> <p>How we get there:</p> <p>Transfer of land management is required. Planning, design and construction of BMX facility of regional significance.</p> <p>Carry out community consultation to ensure needs of the local community are met.</p>	<p>Tenure: Crown</p> <p>Land Manager: Botanical Gardens and Parks Authority</p> <p>Legislation: Botanic Gardens and Parks Authority Act 1998. Botanic Gardens and Parks Regulations 1999</p> <p>Management Plan: Bold Park Management Plan 2016-2021</p>



STATE FACILITIES

ID	FACILITY	LOCATION	RATIONALE	LAND INFORMATION
9	BMX Track, Criterium Track, Learn to Ride Pump Track, Jump Track & Velodrome	Parcel of land between McGillivray & Stevenson Rd (Land ID no. 3079535, 3246151)	<p>Current situation:</p> <p>Recreational cycling is currently underrepresented at state level. There is a parcel of land that is not being utilised on the northern boundary of City of Nedlands. The land to the north is currently a sporting precinct and home to Western Australian Institute of Sport.</p> <p>Where we want to be:</p> <p>Western Australia has a state level recreational cycling facility available for all Western Australians to access and supported by Western Australian Institute of Sport.</p> <p>How we get there:</p> <p>Decontamination of land is required. Planning, design and construction of a state level cycling facility. There is an excellent opportunity to invest in a state level cycling facility bringing all disciplines together, creating a community asset and increasing the capacity of cycle sports in Western Australia.</p>	<p>Tenure: Crown</p> <p>Contaminated land requiring remediation:</p>

RECOMMENDED IMPLEMENTATION

STAGING

It is proposed that the local facility located at Lake Monger be implemented as a priority, along with scheduled upgrades to south east corner site.

While this report does not suggest the priority of development of the regional sites, there is potential to develop the recreational cycling facilities within the Town of Cambridge over a number of stages and years. As a first step a concept plan should be developed for each proposed site. The concept design should consider staging and which components of the overall development should be a priority. Note, survey results indicated mountain biking and pump tracks should be a priority. Once the concept is approved detailed design of each element can happen all at once or in stages as each element is constructed.

COST

Costing has been determined based on previous Common Ground Trails design and construct contracts, and industry knowledge. It should be noted that these costs are indicative and subject to large changes based on scope, materials, additional site furniture, re-location of overhead or underground services, de-contamination of land, upgrades to existing parking, toilets and roads, and many other influencing factors.

A management plan should be developed for each site prior to development. This will outline required maintenance, resources, annual budgets and asset lifespan information.

The following costings are displayed in thousands and are indicative costs for the facilities concept design, detailed design and construction.

	BIKE PLAYPARK	BMX	CRITERIUM CIRCUIT	JUMP TRACK	LEARN TO RIDE	MTB	PUMP TRACK	SKILLS TRACK
COMMUNITY	\$75-150	\$50-100		\$50-75	\$50-100	5-10KM \$200-400	\$50-100	\$25-50
LOCAL	\$150-250K	\$100-200		\$75-100	\$100-200	10-20KM \$400-800	\$100-200	\$50-100
REGIONAL	\$250-500K	\$200-400	\$1.5M	\$150-500	\$200-400	20-80KM \$800	\$200-400	\$100-300
STATE	\$500K+	\$400+	\$3-5M	\$500+	\$400+	80km+ \$3.6M+	\$400+	\$300+

FUNDING AND DELIVERY

FUNDING

Additional to Town of Cambridge capital investment there are a number of potential funding options and partnerships available for the facilities suggested in this report. The following funding partners and grant opportunities are aimed at the improvement of community health, youth health, or increasing active recreational opportunities, and have potential to be supportive of a facility such as that proposed:

- Lotterywest – Community spaces outdoor www.lotterywest.wa.gov.au/grants
- Lotterywest - Trails: www.lotterywest.wa.gov.au/grants/grant-types/trails
- Sport Australia – Community Sport Infrastructure Grant: www.sportaus.gov.au/grants_and_funding/community_sport_infrastructure_grant_program
- Commonwealth Bank Staff Community Fund: www.commbank.com.au
- Department of Local Government, Sport and Cultural Industries – Youth engagement Grants Program, Community Sporting and Recreation Facilities Fund (CSRFF): www.dlgc.wa.gov.au/GrantsFunding/Pages/Youth-Engagement-Grants-Program [www.dsr.wa.gov.au/funding/facilities-\(csrff\)](http://www.dsr.wa.gov.au/funding/facilities-(csrff))
- Healthway Health Promotion Project Grants and Sport and Racing sponsorship: www.healthway.Wa.gov.au
- RAC Sponsorship – Community Partnerships: www.rac.com.au
- Telstra Foundation Social Innovation: exchange.telstra.com.au

DELIVERY

There are three delivery methods which can be considered for the development of recreational cycling facilities within the Town of Cambridge; professional, professional with volunteer assistance and volunteer lead. Delivery methods are often determined by location of the development and the quality of facility required. Facilities developed in urban and urban fringe are typically lead or undertaken by professional designers and contractors. Developments located in the natural landscape have a higher potential for volunteer development. The following outlines the benefits and constraints with each of the delivery methods.

PROFESSIONAL

Professional design, by industry specific designers, typically yields high quality and accurate documentation enabling competitive and accurate pricing. Professional design can be costly but typically ensures successful and highly desirable facilities. Typically, professional designers will host workshops to foster community participation and ownership. Professional construction, by industry specific contractors, ensures high quality with a high level of accountability. Professional construction is most appropriate when the project incorporate hardened surfaces and landscaping requirements. It does however have higher capital costs and can lead to reduced ownership if not successfully delivered. Development progress is typically fast.

PROFESSIONAL AND VOLUNTEER ASSISTANCE

Community lead design with professional documentation can yield high quality and accurate documentation and community ownership. It remains costly and can have compromised design outcomes if not successfully managed.

Professional lead construction, by industry specific contractors, with

volunteer assistance can yield high quality but with a reduced level of accountability. Volunteer assisted construction is most appropriate when the project incorporates a combination of natural and hardened surfaces. Volunteer assisted projects can be difficult to price and unless volunteer involvement is significant, it can increase the cost of development through increased management requirements.

VOLUNTEER

Community lead design with minimal input from professionals can be low cost but can often lead to lower quality documentation and potentially less useable facilities. Volunteer lead construction is most appropriate for natural surface developments in urban fringe and natural landscape settings. Accountability of the final outcome is significantly reduced and development progress is typically slow. Volunteer lead construction can lead to significant community ownership, if the final product is desirable.



SUMMARY OF RECOMMENDATIONS

ID	LOCATION	CLASSIFICATION	TYPE	MATERIALITY	DELIVERY	ESTIMATED BUDGET (\$000)
1	WEMBLEY OVAL	COMMUNITY	Pump Track	Asphalt	Professional design with community involvement. Professional construction.	50-100
2	LAKE MONGER	LOCAL	Pump Track, Jump Track, Learn to Ride	Asphalt, concrete	Professional design with community involvement. Professional construction	150-275
3	WEMBLEY GOLF COURSE	LOCAL	MTB – Cross Country Trails	Natural ground and imported surfacing and retaining materials	Professional design and construction	400-800
4	PERRY LAKES	REGIONAL	Pump Track, Jump Track, Learn to Ride and Criterium Track	Asphalt, concrete	Professional design with community involvement. Professional construction	275-550 (+ criterium track costs)
5	CITY BEACH OVAL	REGIONAL	Bike Playpark, Pump Track, Learn to Ride	Asphalt, concrete	Professional design with community involvement. Professional construction	650-1,100
6	Bold Park North, Roscommon Park, and Elphin Rd Park	REGIONAL	MTB – Cross Country Trails	Natural ground and imported surfacing and retaining materials	Professional design with community involvement. Professional lead construction with volunteer involvement. Town of Cambridge led maintenance with volunteer involvement.	800 – 3,600
7	LONG LOOP -- COAST WARD	REGIONAL	MTB – Cross Country Trails	Natural ground and imported surfacing and retaining materials	Professional design with community involvement. Professional lead construction with volunteer involvement. Town of Cambridge led maintenance with volunteer involvement.	800-3,600
8	BOULEVARD QUARRY PARK	REGIONAL	BMX	Asphalt, compacted dirt	Professional design with community involvement. Professional construction.	500-2,000
9	STATE CYCLING FACILITY MCGILLIVRAY RD & STEVENSON RD	STATE	BMX Track, Criterium Track, Learn to Ride Pump Track, Jump Track & Velodrome	To be determined based on scope and facilities provided	Professional design with community involvement. Professional construction	8,000+



REFERENCES

- Town of Cambridge, Strategic Community Plan, 2018-2028
- Town of Cambridge, Bicycle Plan, 2018-2022
- Town of Cambridge, Walking Trail Strategy, 2018-2021
- Department of Transport, Your Move <https://yourmove.org.au/journey-planner/>
- Department of Education, Schools Online, Bob Hawke College (4213) School Overview <https://www.det.wa.edu.au/schoolsonline/overview.do?schoolID=4213&pageID=S001>
- Western Australia, Strategic Cycling Facilities Review, West Cycle
- ABS (2012), Children's Participation in Cultural and Leisure Activities, Australia, 2012, code 4901.0
- Western Australia Strategic Cycling Facilities Review (2017)
- BMX Sports Western Australia. (2017). 2016-2017 Annual Report
- Western Australian Mountain Bike Strategy 2015 – 2020 Unlocking the potential



COMMON GROUND

PO box 122 Margaret River WA 6285
www.commongroundtrails.com
info@commongroundtrails.com



Donnybrook Town Centre Revitalisation

<p>Request for Proposal</p>	<p>Lease of Property: Donnybrook Town Centre Goods Shed – Food and Beverage Operation</p>
<p>Deadline</p>	<p>3.00pm WST Wednesday, 30 September 2020</p>
<p>Address for Delivery</p>	<p>Responses shall be submitted electronically via: https://www.tenderlink.com/donnybrook-balingup/</p>
<p>RFP Number</p>	<p>RFP 20/0001</p>

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Appendix A: Layout plans

Appendix B: Service Entry diagram

1.0 Request Brief

1.1 Introduction

The Shire of Donnybrook Balingup (Shire) is seeking proposals for the lease of a commercial space within the Donnybrook Town Centre Railway Heritage Precinct.

The tenancy is to be located within the existing Railway Goods Shed, which is currently being refurbished. The Shire will consider a tenancy that is both financially sound and drives positive outcomes for:

- The Shire;
- The Donnybrook Town Centre, and;
- Donnybrook's visitor and town centre economy.

The Goods Shed will be repurposed and converted into an integrated space that will accommodate both:

- A heritage interpretive centre, and;
- A Food and Beverage Operation.

Both the interpretive centre and the Food and Beverage Operation will be required to co-exist and function in the Goods Shed.

It is also the Shire's intention to have the Food & Beverage operator help manage the heritage interpretive space along with their operation, this will be further clarified/negotiated in the ensuing lease negotiation.

It is intended that the interpretive centre will have flexibility to allow one of several different displays to be rotated over time, thereby encouraging visitors into the Goods Shed on a recurring basis.

The Donnybrook Town Centre Revitalisation Project is currently in detail design with full documentation due to be completed by September/October 2020.

The Shire is seeking a Request for Proposal (RFP) from suitable applicants to consider the fit-out and operations of the new Food and Beverage Operation within the Goods Shed.

Respondents need to be aware of the significance of this redevelopment and its location and any alterations or additions to the space will need to be in character of the property and to the community's expectations. In addition, they will also need to comply with the relevant statutes and Shire approvals.

Any lease after this RFP process will be required:

- To be entered into between the successful party and the Shire;
- Be subject to the approval of the State Government, and;
- Be in accordance with the provisions of the Local Government Act 1995 and the Land Administration Act 1997.

Please note: The Shire of Donnybrook Balingup makes no commitments to proceed to lease following the Request for Proposal process.

1.2 Proposal Closing Time and Date

The closing date and time for the RFP is 3:00pm on Wednesday, 30 September 2020.

1.3 Details of Lodgement

Electronic submissions only via Tenderlink.

1.4 Contact Person

Any enquiries related to this Proposal must be submitted via Tenderlink.

1.5 Submission Requirements

Interested parties will need to submit:

- Respondent's Proposal (Part 4) together with the attachments as described in the Respondent's Proposal.

2.0 General Information

2.1 Context

The Shire of Donnybrook Balingup is situated in the South West of Western Australia, approximately 200km south of Perth and 36km south-east of Bunbury.

One of the most important cultural assets to the Donnybrook Balingup community is the Donnybrook Railway Heritage Precinct (DRHP), which is also contained on the Western Australian Heritage Council's State Register of Heritage Places. Located in the heart of the Donnybrook Town Centre, the site is bounded by Reserve Street to the north, Collins Street to the west, South Western Highway to the east and Lot 606 Collins Street to the south.

The Goods Shed is part of the 3-hectare precinct, consisting of several individual landholdings which are a mix of Crown Reserve for Public Purposes, a Shire owned Commercial zoned property and a currently disused Rail Reserve.

The zonings/reservations applicable to the land under Local Planning Scheme No. 7 are identified in the following plan:

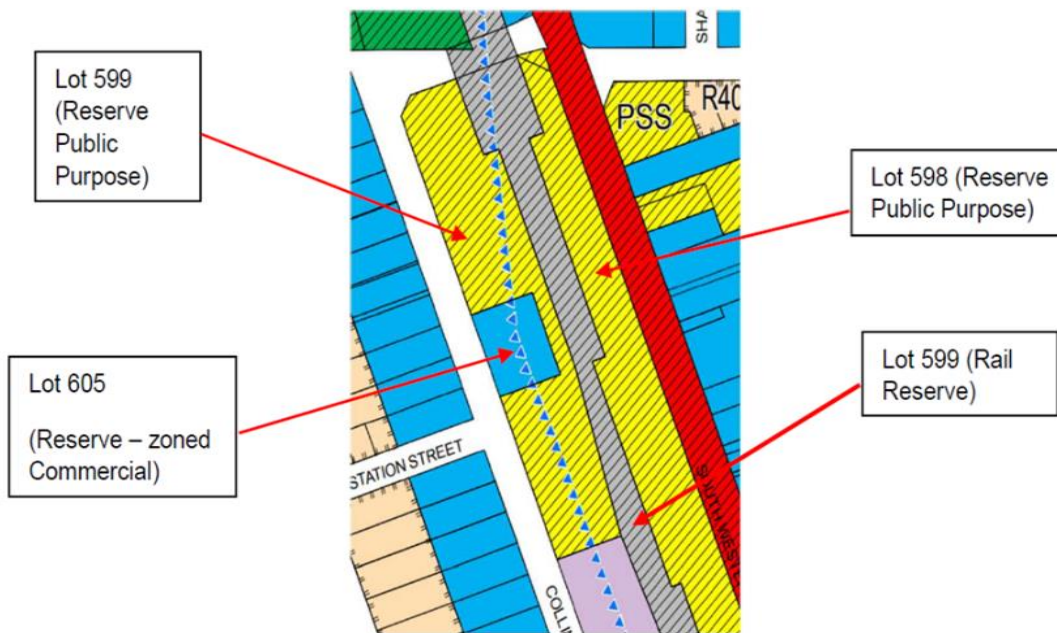


Figure 1: Zoning Plan

The larger precinct currently accommodates the Apple Fun Park, the Visitors Centre (within the old Railway Station), the Community Resource Centre (within the old Station Masters House), public amenities and car parking, the localities of which are identified in the following plan.



Figure 2: Subject Site

2.2 History

Built in the late 1800s, the Goods Shed was originally used for the loading and distribution of goods from trains on the south west rail line. Since being decommissioned for its original industrial purpose, the shed has been utilised for a range of functions, however in recent years has fallen into a state of disrepair. The building has an internal floor space of approximately 120m², split across two levels.

2.3 Town Centre Revitalisation

One of the primary aims of the Donnybrook Town Centre Revitalisation Project is to generate local activity by establishing an iconic destination to attract visitors to Donnybrook.

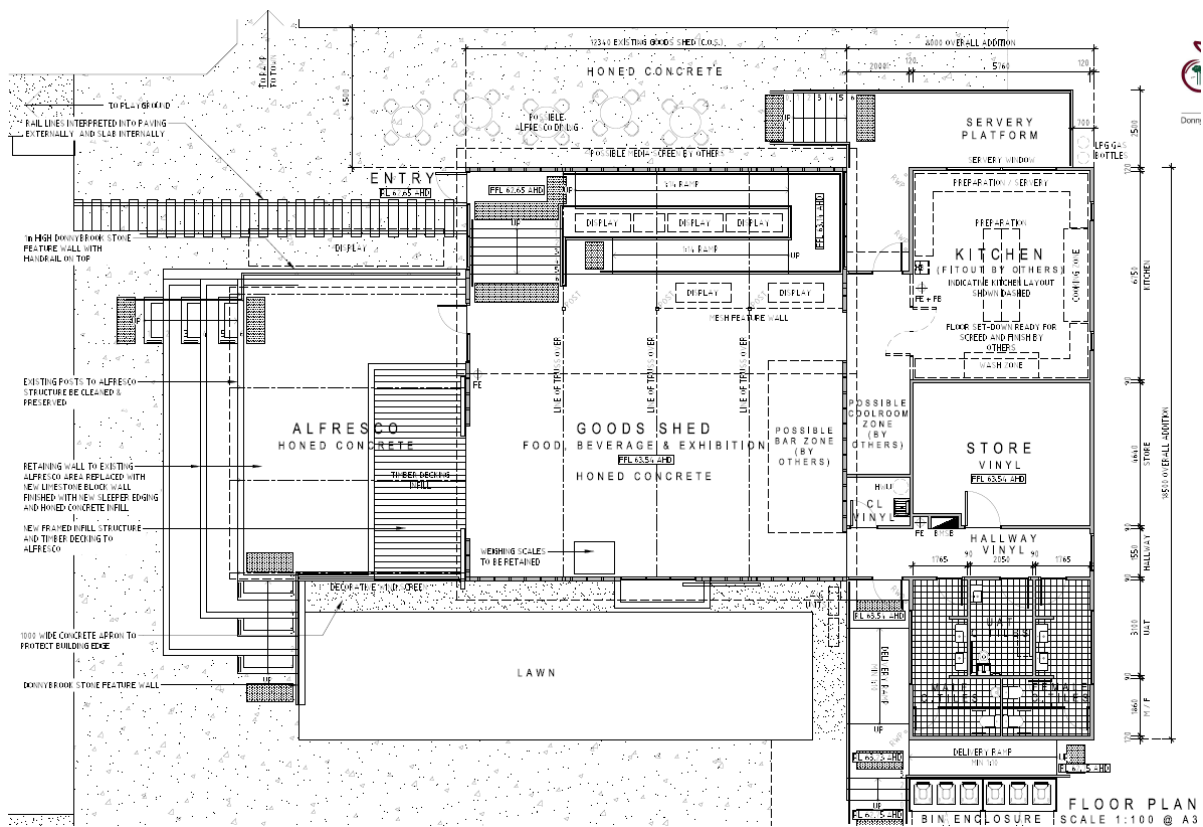
In addition, the precinct will provide a location for locals and visitors to meet, engage in activities and share the culture and heritage of the town and surrounding region.

This precinct will have the following elements, but not be limited to, included in the design:

- The Good's shed and building addition;
- Alfresco areas;
- Open lawn areas;
- Connecting footpaths, linking this precinct to the CBD, Apple Fun Park and adjacent street frontage and adjacent carparks;
- Interpretive art pieces/sculptures, and;
- Landscaping and plant species that invoke interest and visual aesthetic.



2.4 Food and Beverage Operation: Information



Images are not to scale and only for purposes of reference.

The new Food and Beverage Operation will be located within the refurbished Goods Shed. It will be located in close proximity to the Apple Fun Park, which will also be redeveloped in 2021.

The Goods Shed refurbishment will also incorporate a heritage display area, alfresco area, servery platform, ablutions and store room.

The following are patron number estimations based on Department of Health guidelines for this space and structure, these being:

- Alfresco area 63 patrons (standing)
- Good Shed (food, beverage & Exhibition) 94 patrons (standing)
- The ablutions are rated to service a maximum of 200 patrons

The adjacent Donnybrook Apple Fun Park attracts in excess of 50,000 visitors per year. Based on market research from 2020:

- Over two-thirds of these visitors purchase food/beverage on their visit;
- Almost half of all visitor groups spend in excess of \$50 per visit, and;
- One in five spend more than \$100.

Development of the Goods Shed and surrounding heritage precinct is expected to generate an additional 30,000 – 35,000 visitors per year to this precinct.

Layout plans have been included in Appendix A.

2.4.1 Parking and Service Entry

Ample parking (owned by the Shire) is available adjacent to the Goods Shed, and the Shire is presently reviewing parking arrangements (timed bays, service bays, staff bays, ACROD bays, etc) to support the project.

Service access is detailed in Appendix B, which may be used for deliveries and garbage disposal.

2.4.2 Shire-owned Fixtures and Fittings

Respondents should be aware that any fixtures and fittings (excluding that provided by the Respondent) are the property of the Shire of Donnybrook Balingup and form part of the property for the proposed lease.

2.4.3 Outdoor Area

The Shire will be responsible for maintaining the general outdoor landscape area (excluding the alfresco dining) adjoining the property.

It is generally assumed that the first 3m of the external footprint from the structure are the responsibility of the lessee.

The specifics of the external responsibilities will be further defined and negotiated as part of the lease agreement.

2.4.4 Lessee Planning & Fit out Considerations

The Food and Beverage Operation space (kitchen and proposed adjacent bar area) will be left in a raw and basic substrate finish for the sole purpose of allowing the potential Lessee to design and fit-out this space to their needs and requirements.

The specification of the final surface finishes is yet to be finalised. Once a Lessee is appointed, it is expected that the Lessee will work with the Shire and the builder to determine these selections.

The same will be relevant for the equipment fit out required in this space.

The Shire will make provision for the installation of all the service connections (drainage, water, power, grease trap, ventilation) to this location based on an assumed general commercial kitchen layout.

See Appendix A – Kitchen space and assumed fit-out, which indicates a potential layout and the items anticipated to be supplied and installed by the operator.

Respondents should be aware:

- Service connections are located to accommodate any future layout design;
- That any additional fit out requirements will be the responsibility of the successful Respondent (Lessee);
- These fit outs will be subject to planning and building approval, as required;
- The cost of this fit out is for the successful Respondent (Lessee);

- It is suggested that designs of these spaces should have some compliance oversight form part of the submission process, this to be done using independent industry experts to ensure that this is achievable and compliant, and;
- The Shire may contact the Respondent to discuss their proposal and any potential compliance matters with the Shire only once a successful Respondent has been identified from this EOI process. This is encouraged to limit/remove any pre-award conflict of interest assumptions/accusations.

2.5 Proposed Use of the Property

Respondents should give details of the proposed business, including supporting information, sufficient for the Shire to evaluate the proposal.

The Shire would look favourably upon an operator who is able to demonstrate an approach that aligns with the following guiding principles:

1. Embrace the look, feel and character of the Goods Shed and deliver an offer that reflects the quality and experience of this facility.
2. Deliver a level of customer service that is considered to be of high standard by locals and visitors.
3. Deliver a product and service that is not likely to directly compete with the existing food and beverage operators in proximity (i.e. offer a market differential service/product)
4. Maintain a consistent and reliable presence within the precinct, in order to assist in activating the Donnybrook Town Centre Precinct and the Apple Fun Park.
5. Work in close collaboration with the Shire staff and community volunteers and groups to complement events, programs and service delivery.
6. Trade 7 days per week and operate during main visitation hours of the precinct.
7. Operating a licenced venue and seek liquor licencing for special events.
8. Have a flexible approach to service delivery to complement events (both day and night) within the precinct.
9. Supervise/deliver the operation of the heritage interpretation space and elements within the Goods Shed.

Respondents must demonstrate or possess the following:

- Holder of current A.B.N.
- A basic business plan with some supporting evidence of sustainability.
- Possess or have intent to obtain relevant insurances.
- Possess or have intent to obtain relevant local government approvals.
- Possess or have intent to obtain the appropriate liquor licence.

Noting that this project sees this structure hosting both the interpretive and commercial operator going forward, the following working synergies and constraints are to be considered as part of your submission, these being:

- The exhibition space will need to have floor displays located in it for most of its useful life to satisfy the conditions of use under the grant funding;
- These displays can only be removed in periods of event hosting where these display cases are a hindrance;
- The lessee will need to accommodate periods whereby the displays will need to be rotated/changed out (by others) so as to keep the interpretive displays interesting.
- Additional patron seating can be located within this space, as long as it does not:
 - Interfere with the access to these displays, and;
 - Affect/impede the minimum access and egress compliances.

2.6 Lease Terms

2.6.1 General

A commercial lease may be entered into, subject to negotiation with the successful Respondent.

The lease will be drafted by the Shire's lawyers. Note: The tenant will need to pay its own legal fees if they seek legal advice.

2.6.2 Rent

The Shire of Donnybrook Balingup has sought a licensed independent lease market valuation.

The Shire is amenable to negotiating a commercial outcome on the rent, acknowledging that the successful Respondent (Lessee) has made a significant capital investment in the fit out of this lease space (e.g. rent 'honeymoon', staged increments, etc.).

The Lessee will be responsible for all costs association with outgoings, utilities, rates, levies, duties, taxes and charges including legal costs associated with the lease.

The Lessee will also be responsible for everyday usage (wear and tear) reactive maintenance, insurance, cleaning (shared areas such as public toilets and lobby will be cleaned by the Shire) and consumables. This will be further clarified and negotiated after award as part of the lease negotiation.

The Shire of Donnybrook Balingup is usually responsible for all structural maintenance, this being aligned to its Asset Management Plans and Long Term Financial Plans. This will be further clarified and negotiated after award as part of the lease negotiation.

2.6.3 Term

The Shire is amenable to negotiating a commercial term (with/without options), however, cannot exceed 21 years (a statutory requirement).

The term of lease will be reflected and decided using information and evidence of the successful Respondent's (Lessee's) Capital investment and funding model to recoup this over a period of time.

Respondents are asked to have this investment information ready as part of the submission for further lease negotiations after award.

2.6.4 Operating Hours

The Shire considers it essential that the Food and Beverage Operation is operational 7 days per week, and that the operator is flexible with opening during events within the Donnybrook Town Centre.

Operating hours are to be consistent with like or similar operations and best industry practises, and the Shire requires all Respondents to provide evidence of proposed trading hours as supporting evidence as part of their submission.

Operating hours will be captured in the lease negotiations.

2.6.5 Public Consultation

Notwithstanding anything contained in these documents, the award of a lease to any respondent will be the subject to the outcome of a statutory process under section 3.58 of the *Local Government Act*.

The Act requires a proposal to enter into a lease to be publicly advertised, including details of the Lessee and the value of the consideration to be paid, unless exempt under the Act.

Any and all submissions from the public are considered by Council before a final decision is made.

2.7 Proposed Timeline

The timeline below is indicative only and the Shire reserves the right to change the timetable at its absolute discretion.

Date	Details
28 August 2020	Release of Request for Proposal (RFP) to Lease
30 September 2020	Closing Date of Proposal
2 weeks after closing	Assessment, Shortlisting, Presentations
Next available meeting	Report to Council with recommended proponent
Directly after Council endorsement	Detailed negotiation and planning

3.0 Conditions of Responding

3.1 Definitions

Below is a summary of some of the important defined terms used in this Request:

Attachments: The documents you attach as part of your Response.

Deadline: The deadline for lodgement of your Proposal as detailed on the front cover of this Request.

Offer: Your offer to supply the Requirements.

Principal: Shire of Donnybrook Balingup

Principal's Representative Means any Officer of person duly authorised by the Principal, in writing, to act on their behalf for the purpose of the Contract.

Request OR RFP OR Request for Proposal This document.

Requirement: The Goods and/or Services requested by the Principal.

Selection Criteria: The Criteria used by the Principal in evaluating your Proposal.

Respondent: Someone who has or intends to submit an Offer to the Principal.

3.2 Request Documents

This Request for Proposal is comprised of the following parts:

Section 1.0 – Request Brief (*read and keep this part*).

Section 2.0 – General Information (*read and keep this part*).

Section 3.0 – Conditions of Responding (*read and keep this part*).

Section 4.0 – Respondents Proposal (**complete and return this part**).

Remaining Appendices – Information (*read and keep this part*).

3.3 How to Prepare Your Proposal

- a) Carefully read all parts of this document.
- b) Ensure you understand the Requirements.

- c) Complete and return the Respondent's Proposal (Part 4) in all respects and include any supporting documentation.
- d) Make sure you have signed the Proposal and responded to all of the selection criteria.
- e) Lodge your Proposal before the Deadline.

3.4 Contact Persons

Respondents should not rely on any information provided by any person other than those listed below:

Name:	Ben Rose – Chief Executive Officer
Telephone:	(08) 9780 4200
Email:	ben.rose@donnybrook.wa.gov.au

3.5 Proposal Meeting

The Shire will make itself available for respondent meetings should they wish to discuss their proposal and ask any questions pre-submission.

Meeting times will be made available by appointment only, please email Contact Person listed in Section 3.4 above to book a meeting time.

Attendance to a Proposal Meeting is not mandatory, but highly recommended.

These meetings will be treated as a clarification process, and any detail that comes from these one-on-one meetings that will have an overarching benefit to all other respondents will be communicated to all as a clarification notice at the discretion of the Shire.

3.6 Evaluation Process

Your Proposal will be evaluated using information provided in your response. The following evaluation methodology will be used in respect of this Request:

- a) Proposals are checked for completeness and compliance. Proposals that do not contain all information requested may be excluded from evaluation.
- b) Proposals are assessed against the Selection Criteria.
- c) The most suitable Respondents may be shortlisted and may also be required to clarify their response, make a presentation and/or demonstrate the product/solution offered. Referees may also be contacted prior to the selection of the successful Respondent.
- d) Up to two Respondents may be selected as preferred to allow further discussion and design refinement of the proposals.

3.7 Compliance Criteria

These criterion are detailed within Part 4 of this document and will not be point scored. Each Proposal will be assessed on a Yes/No basis as to whether the criterion is satisfactorily met. An assessment of “No” against any criterion may eliminate the Proposal from consideration.

3.8 Qualitative Criteria

Qualitative Criteria	
1	Proposed use of the property
2	Details of previous experience within the hospitality industry with particular emphasis in operating a Food and Beverage Operation
3	Anticipated community and/or economic benefit to the Shire of Donnybrook Balingup
4	Nominate any alterations that may be required to the design presented in Appendix A & B (In essence show us what your design layout is)
5	Demonstrated operational experience in leasing property
6	Financial capacity of the Respondent including capacity to fulfil lease requirements
7	Evidence of anticipated capital investment for fit-out costs
8	Rent offer and requested lease term
9	Detail the proposed business operation, including opening days, hours and staffing structures.
10	Alignment with guiding principles in section 2.5 (Proposed Use of the Property).
11	Detail how the use of the property will align with local heritage and cultural elements

In determining the most advantageous Proposal, the Evaluation Panel will score each Respondent against the qualitative criteria above and as detailed within Part 4 of this document.

NOTE: it is essential that Respondents address each qualitative criteria.

Information that you provide addressing each qualitative criterion will be point scored by the Evaluation Panel. Failure to provide the specified information may result in elimination from the evaluation process or a low score.

3.9 Lodgement of Offers and Delivery Method

The Proposal must be lodged by the Deadline, via:

<https://www.tenderlink.com/donnybrook-balingup/>.

The Deadline is **3pm (AWST) Wednesday, 30 September 2020**.

3.10 Incomplete or Non-conforming Proposals

The Shire may give the Respondent the opportunity to provide clarification of their Proposal in any respect, before final consideration of all Proposals received, provided that the Shire in sole discretion considers such variation to be justified.

3.11 Acceptance of Proposals

Unless otherwise stated in this Request, Proposals may be for all or part of the Requirements and may be accepted by the Principal either wholly or in part. The Principal is not bound to accept the lowest Proposal and may reject any or all Proposals submitted.

3.12 Rejection of Proposals

A Proposal may be rejected (at the Shire's discretion) without consideration of its merits in the event that:

- a) it is not submitted before the Deadline; or
- b) it is not submitted at the place specified in the Request; or
- c) it fails to comply with any other requirements of the Request.

3.13 Late Submissions

Proposals received:

- a) after the Deadline; or
- b) in a place other than that stipulated in this Request;

will not be accepted for evaluation (at the Shire's discretion).

3.14 Disclosure of Contract Information

Documents and other information relevant to the contract may be disclosed when required by law under the Freedom of Information Act 1992 or under a Court order.

3.15 Proposal Validity Period

All Proposals will remain valid and open for acceptance for a minimum period of ninety (90) days from the Deadline or other such period as may be mutually agreed between the Respondent and the Shire in writing.

3.16 Respondents to Inform Themselves

Respondents shall be deemed to have:

- Examined the Request for Proposal and any other information available in writing to Respondents for the purpose of submitting a Request for Proposal;
- Examined all further information relevant to the risks, contingencies, and other circumstances having an effect on their Proposal which is obtainable by the making of reasonable enquiries;
- Satisfied themselves as to the correctness and sufficiency of their Proposals;
- Acknowledge that the Shire may enter into negotiations with a chosen Respondent and that negotiations are to be carried out in good faith; and
- Satisfied themselves they have a full set of the Request for Proposal documents and all relevant attachments.

3.17 Proposal Documents

The Proposal Documents shall include the Conditions of Responding, the Request for Proposal, the Response Form, the Compliance Questionnaire and any drawings or written statements required by such documents to be submitted by the Respondent.

3.18 Document Discrepancy

If either party discovers any inconsistency, ambiguity or discrepancy in any document prepared for the purpose of carrying out this Request for Proposal, the Respondent shall give written notice. The Principal shall direct the Respondent as to the interpretation

3.19 Alterations

The Respondent must not alter or add to the Request documents unless required by these General Conditions of Responding.

The Shire will issue an addendum to all registered Respondents where matters of significance make it necessary to amend or supplement the issued Request documents before the Deadline.

3.20 Risk Assessment

The Principal may have access to and give consideration to:

- a) any risk assessment undertaken by any credit rating agency;
- b) any financial analytical assessment undertaken by any agency;
- c) any information produced by the Bank, financial institution, or accountant of a Respondent; and
- d) any personnel or entity other than those nominated by the Respondent as referees in the Response;

so as to assess that Proposal and may consider such materials as tools in the assessment process.

Respondents may be required to undertake to provide to the Principal (or its nominated agent) upon request all such information as the Principal reasonably requires to satisfy itself that Respondents are financially viable and have the financial capability to provide the Services for which they are submitting and to otherwise meet their obligations under any proposed Contract.

The Principal reserves the right to engage (at its own cost) an independent financial assessor as a nominated agent to conduct financial assessments under conditions of strict confidentiality. For this assessment to be completed, a representative from the nominated agent may contact you concerning the financial information that you are required to provide.

The financial assessment is specifically for use by the Principal for the purpose of assessing Proposals and will be treated as strictly confidential.

3.21 Ownership of Proposals

All documents, materials, articles, and information submitted by the Respondent as part of or in support of a Proposal shall become upon submission the property of the Shire and will not be returned to the Respondent at the conclusion of the proposal process, provided that the Respondent shall be entitled to retain copyright and other intellectual property rights therein, unless otherwise provided by the Contract.

3.22 Attempts to Influence

If a Respondent, whether personally or by an agent, canvasses any of the Shire's Councillors or Officers with a view to influencing the acceptance of any Respondent, then regardless of such canvassing having any influence on the acceptance of such a proposal, the Shire may at its discretion omit the Respondent from consideration.

3.23 Identity of the Respondent

The identity of the Respondent is fundamental to the Shire. The Respondent shall be person, persons, corporation or corporations' names as the Respondent in Part 4.

4.0 Response Form

TO: The Chief Executive Officer, Shire of Donnybrook Balingup

FROM:

Group/Company Name _____

(Block Letters)

Address: _____

Postal Address: _____

ABN/GST Status: _____

CAN (if any): _____

Telephone No: _____

Facsimile No: _____

E-Mail: _____

Website (if any): _____

In relation to **Request for Proposal 20/0001 – Lease of Property: Donnybrook Town Centre Goods Shed – Food and Beverage Operation**

I/we agree that I am/we are bound by, and will comply with:

- This Request for Proposal and its associated attachments, all in accordance with the Conditions of Responding contained in this Request for Proposal signed and complete.
- All Proposals shall remain valid and open for acceptance for a minimum period of ninety days from the date of the Request for Proposal closing unless extended on mutual agreement between the Shire and the Respondent in writing.
- There shall be no cost payable by the Shire towards the preparation of this Proposal irrespective of its outcome.

Dated this: _____ day of _____ 2020

Signature of authorised signatory of Respondent: _____

Name of authorised signatory (BLOCK LETTERS): _____

Position: _____

Telephone Number: _____

Authorised signatory Postal address: _____

Email Address: _____

4.1 Selection Criteria

4.1.1 Compliance Criteria

Please select with a yes or no whether you have complied with the following Compliance criteria:

Compliance with Conditions of Responding	
Compliance with the conditions of Responding contained in this Request for Proposal	Yes / No

Please ensure that you have answered every question below.

Identification of Respondent	
Organisation Profile	
Are you a business?	Yes / No
If yes, please include details of your ABN numbers, Registered Entity Name, Contact Person's name and contact details inclusive of phone and email address. If companies are involved, attach a current ASIC company extract search including the latest annual return.	
Are you an organisation or incorporated body not otherwise defined as a business?	Yes / No
If yes, please include details of your Constitution/Rules of Association, Registered Entity Name, Contact Person's name and contact details inclusive of phone and email address (please include copies of relevant documentation):	
Referees	
Attach details of your referees, and label it " Referees ". You should provide association with referee where possible.	
Agents and trusts	
Are you acting as an agent for another party or as the trustee of a trust?	Yes / No
If yes, please provide: (a) Agent details including name and address; (b) The name of the trust; and (c) The names and addresses of the beneficiaries.	
Conflict of Interest	
Will any actual or potential conflict of interest arise if you are awarded the lease, or is any such conflict of interest arise during the term of the lease?	Yes / No
If Yes, please provide details and the way in which any conflict will be dealt with.	
Financial Details	
Do you have the financial resources to meet the lease obligations?	Yes / No
If yes, please provide a financial profile for your organisation and list financial referees.	
Are you presently able to pay all your debts in full as and when they fall due?	Yes / No
Are you currently involved in litigation?	Yes / No

4.1.2 Qualitative Criteria

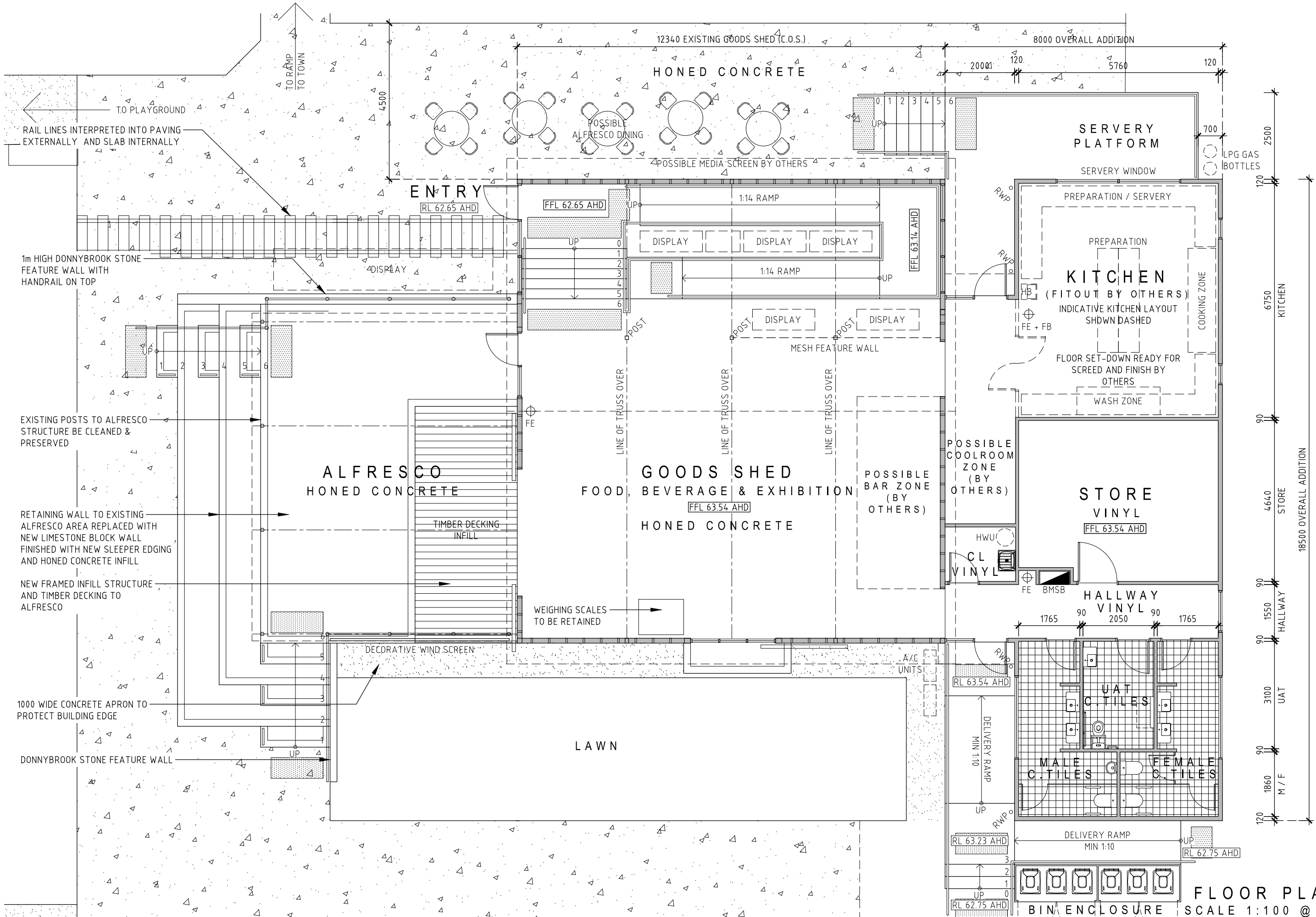
Before responding to the following Qualitative criteria, Respondents must note the following:

- All information relevant to your answers to each criterion are to be contained within your Proposal;
- Respondents are to assume that the evaluation panel has no previous knowledge of your organisation, its activities or experience;
- Respondents are to provide full details of any claims, statements or examples used to address the qualitative criteria; and
- Respondents are to address each issue outlined within a Qualitative criterion.

Qualitative Criteria	
1	Proposed use of the property
2	Details of previous experience within the hospitality industry with particular emphasis in operating a Food and Beverage Operation
3	Anticipated community and/or economic benefit to the Shire of Donnybrook Balingup
4	Nominate any alterations that may be required to the design presented in Appendix A & B.
5	Demonstrated operational experience in leasing property
6	Financial capacity of the Respondent including capacity to fulfil lease requirements
7	Evidence of anticipated capital investment for fit-out costs
8	Rent offer and requested lease term
9	Detail the proposed business operation, including opening days, hours and staffing structures.
10	Alignment with guiding principle and criteria stated in Part 1.
11	Detail how the use of the property will align with local heritage and cultural elements

Please address each of the Qualitative Criteria individually.

APPENDIX A – LAYOUT PLANS



RAIL LINES INTERPRETED INTO PAVING EXTERNALLY AND SLAB INTERNALLY

1m HIGH DONNYBROOK STONE FEATURE WALL WITH HANDRAIL ON TOP

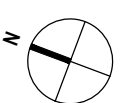
EXISTING POSTS TO ALFRESCO STRUCTURE BE CLEANED & PRESERVED

RETAINING WALL TO EXISTING ALFRESCO AREA REPLACED WITH NEW LIMESTONE BLOCK WALL FINISHED WITH NEW SLEEPER EDGING AND HONED CONCRETE INFILL

NEW FRAMED INFILL STRUCTURE AND TIMBER DECKING TO ALFRESCO

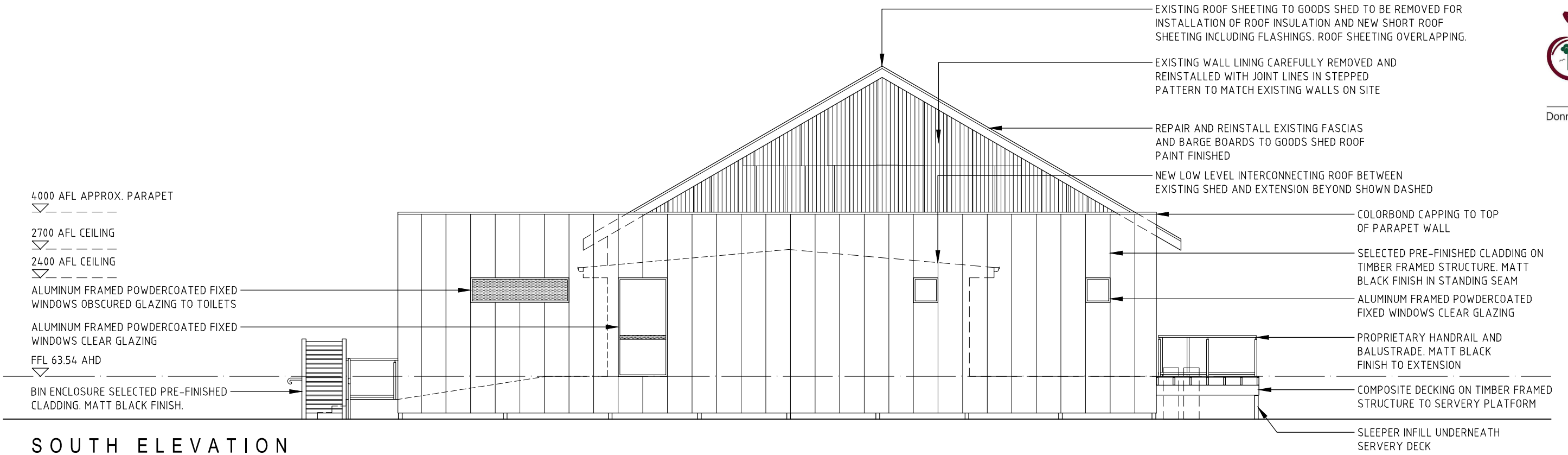
1000 WIDE CONCRETE APRON TO PROTECT BUILDING EDGE

DONNYBROOK STONE FEATURE WALL

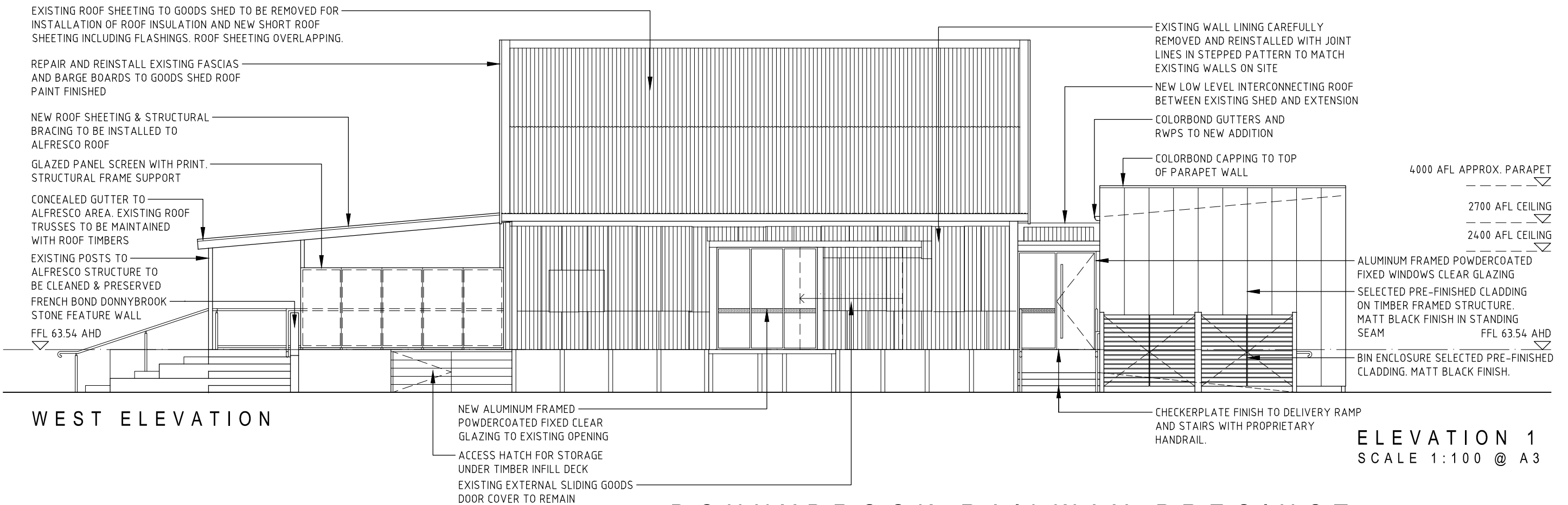


2500
120
6750 KITCHEN
90
4640 STORE
18500 OVERALL ADDITION
90
1550 HALLWAY
90
3100 UAT
90
1860 M/F
120

FLOOR PLAN
 BIN ENCLOSURE SCALE 1:100 @ A3



SOUTH ELEVATION



WEST ELEVATION

ELEVATION 1
SCALE 1:100 @ A3



EXISTING ROOF SHEETING TO GOODS SHED TO BE REMOVED FOR INSTALLATION OF ROOF INSULATION AND NEW SHORT ROOF SHEETING INCLUDING FLASHINGS, ROOF SHEETING OVERLAPPING.

EXISTING WALL LINING CAREFULLY REMOVED AND REINSTALLED WITH JOINT LINES IN STEPPED PATTERN TO MATCH EXISTING WALLS ON SITE

REPAIR AND REINSTALL EXISTING FASCIAS AND BARGE BOARDS TO GOODS SHED ROOF PAINT FINISHED

FIXED GLAZED PANEL IN ALUMINIUM FRAMES IN EXISTING TIMBER FRAME-OUT. TIMBER STUDS BEHIND TO BE VISIBLE.

NEW ALUMINIUM FRAMED POWDERCOATED FIXED CLEAR GLAZING TO EXISTING OPENING
RETAINING WALL TO EXISTING ALFRESCO AREA REPLACED WITH NEW LIMESTONE BLOCK WALL FINISHED WITH NEW SLEEPER EDGING AND HONED CONCRETE INFILL

FFL 63.54 AHD

FFL 62.65 AHD

CONCEALED GUTTER TO ALFRESCO AREA. EXISTING ROOF TRUSSES TO BE MAINTAINED WITH ROOF TIMBERS

SELECTED ROOF SHEETING WITH COLORBOND GUTTERS AND RWPS.

SELECTED PRE-FINISHED CLADDING ON TIMBER FRAMED STRUCTURE. MATT BLACK FINISH IN STANDING SEAM

4000 AFL APPROX. PARAPET

2700 AFL CEILING

2400 AFL CEILING

ALUMINIUM FRAMED POWDERCOATED FIXED WINDOWS OBSCURED GLAZING TO TOILETS

NEW ALUMINIUM FRAMED POWDERCOATED FIXED CLEAR GLAZED SLIDING DOORS TO EXISTING OPENING

FFL 63.54 AHD

NORTH ELEVATION

FRENCH BOND DONNYBROOK STONE FEATURE WALL

EXISTING POSTS TO ALFRESCO STRUCTURE BE CLEANED & PRESERVED

NEW LOW LEVEL INTERCONNECTING ROOF BETWEEN EXISTING SHED AND EXTENSION

COLORBOND CAPPING TO TOP OF PARAPET WALL

ALUMINIUM FRAMED POWDERCOATED SLIDING WINDOW TO SERVERY CLEAR GLAZING

4000 AFL APPROX. PARAPET

2700 AFL CEILING

2400 AFL CEILING

SELECTED PRE-FINISHED CLADDING ON TIMBER FRAMED STRUCTURE. MATT BLACK FINISH IN STANDING SEAM

FFL 63.54 AHD

SLEEPER INFILL UNDERNEATH SERVERY DECK

EXISTING ROOF SHEETING TO GOODS SHED TO BE REMOVED FOR INSTALLATION OF ROOF INSULATION AND NEW SHORT ROOF SHEETING INCLUDING FLASHINGS, ROOF SHEETING OVERLAPPING.

REPAIR AND REINSTALL EXISTING FASCIAS AND BARGE BOARDS TO GOODS SHED ROOF PAINT FINISHED

EXISTING WALL LINING CAREFULLY REMOVED AND REINSTALLED WITH JOINT LINES IN STEPPED PATTERN TO MATCH EXISTING WALLS ON SITE

NEW ROOF SHEETING & STRUCTURAL BRACING TO BE INSTALLED TO ALFRESCO ROOF

PROPRIETARY HANDRAIL AND BALUSTRADE. GALVANISED FINISH TO ALFRESCO AREA

CONCEALED GUTTER TO ALFRESCO AREA. EXISTING ROOF TRUSSES TO BE MAINTAINED WITH ROOF TIMBERS

EXISTING POSTS TO ALFRESCO STRUCTURE TO BE CLEANED & PRESERVED

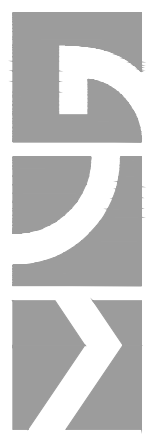
SLEEPER INFILL RETAINING WALL

FFL 63.54 AHD

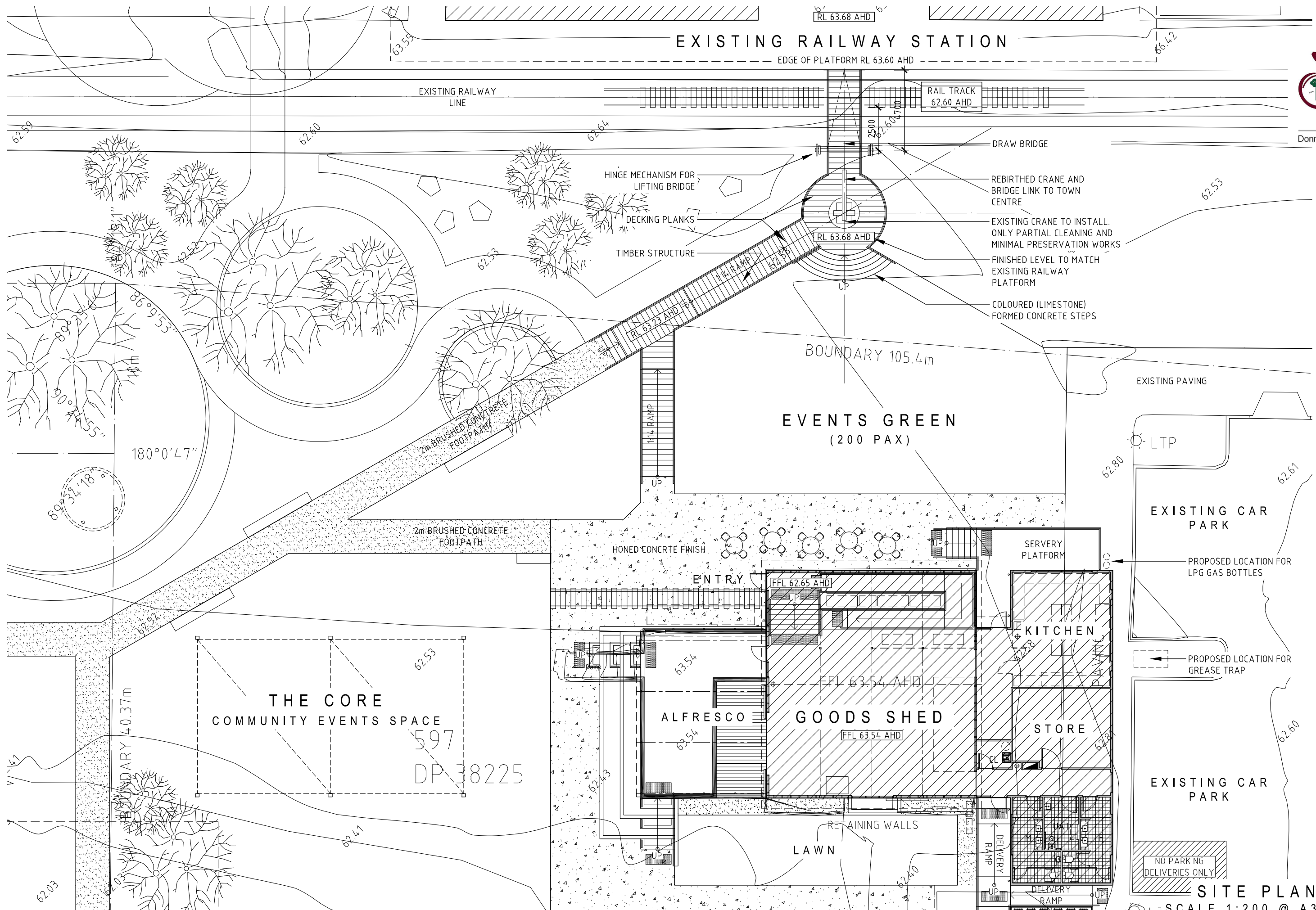
FUTURE MEDIA SCREEN BY OTHERS

WEST ELEVATION

ELEVATION 2
SCALE 1:100 @ A3



APPENDIX B – SERVICE ENTRY DIAGRAMS



DONNYBROOK RAILWAY PRECINCT
 LOT 597 COLLINS STREET DONNYBROOK WA
 2019 DA02_REV A 10th AUGUST 2020

SITE PLAN
 SCALE 1:200 @ A3

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