Attachment
14025.2

Brookfield Rail - Interface Agreement
1. Agreement

Ordinary Council Meeting
20th February 2014
20 January 2014

Ms Ali Mills
Chief Executive Officer
Shire of Perenjori
PO Box 22
Perenjori WA 6620

Dear Ms Mills

Interface Agreement revised version

As you are aware, under the Rail Safety Act 2010, new legislation is coming into effect on 1 February 2014 that requires Road Managers and Rail Infrastructure Managers to enter into an Interface Agreement for all road/rail interfaces.

An Interface Agreement to meet these new requirements was prepared by Brookfield Rail in conjunction with a working group. Brookfield Rail issued the Shire of Perenjori with the Interface Agreement – Public Road and Rail Crossing At Grade or Grade Separated Interface, Version 1.0 early in 2013. With the exception of Shire specific information (such as the contact information and schedule of interfaces), the Interface Agreement was in a standard format also issued to 78 other Local Governments with interfaces to Brookfield Rail’s Network.

Due to a number of queries and requests for clarification from several Shires/Cities, Brookfield Rail has prepared an updated version of the Interface Agreement which we believe more clearly sets out the objectives of the Agreement and identifies the responsibilities of each party in respect of the Interfaces specified in the Agreement.

Mr Mal Shervill of the Western Australian Local Government Association (WALGA) has been acting as a common point of contact for all Local Governments affected by this new legislation. Mr Shervill will continue to be your first point of contact in regard to any queries relating to the new legislation and the attached Agreement. Mr Shervill can be contacted on 9213 2068 or mshervill@walga.asn.au

Attached for the Shire’s review and consideration is the revised version of the Interface Agreement (Version 2.0). If the Shire is agreeable to signing Version 2.0 of the Agreement in its present form, we would be grateful if you could please arrange for signing of all three of the copies enclosed with this letter, and then for those documents to be forwarded to Main Roads Western Australia at the address below for signing by MRWA:

Main Roads Western Australia
C/- Aaron Milne
PO Box 6202, East Perth WA 6892

Delivery by registered post or other trackable service is preferred.

Once Brookfield Rail has received the signed copies back from MRWA, we will sign and distribute an original copy to each party for their records.
We look forward to receiving the returned signed copies of the Agreement.

Yours sincerely

Jennifer Schokhoff
Project Coordinator Level Crossings
Interface Agreement
Rail Safety Act 2010 (WA)

Public Road and Rail Crossing
At Grade Interfaces

BETWEEN
Brookfield Rail Pty Ltd
AND
The Shire of Perenjori
AND
The Commissioner of Main Roads/
Main Roads Western Australia

20/01/2014
### DOCUMENT CONTROL

<table>
<thead>
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<th>Version</th>
<th>Date</th>
<th>Amended By</th>
<th>Details of Amendment</th>
</tr>
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<td>06/02/2013</td>
<td>Not Applicable</td>
<td>Original Issue</td>
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INTERFACE AGREEMENT

Between the parties

BR
Brookfield Rail Pty Ltd
ABN 42 094 721 301
of 2-10 Adams Drive, Welshpool, Western Australia 6106

Shire
Shire of Perenjori
ABN 68 267 899 822
of 44 Fowler Street, Perenjori, Western Australia 6620

MRWA
Commissioner of Main Roads/Main Roads Western Australia
ABN 50 860 676 021
of Waterloo Crescent, East Perth, Western Australia 6004

Background

1. Brookfield Rail Pty Ltd (BR) is the Rail Infrastructure Manager for the freight rail network in the southern part of Western Australia and is accredited for this purpose pursuant to Part 4 of the Rail Safety Act 2010.

2. The Shire of Perenjori is the local government body having charge of the roads and streets in its district and as such is the Road Manager of the local Public Roads (defined as secondary roads for the purposes of the Main Roads Act 1930) within its district.

3. The Commissioner of Main Roads has charge of main roads and highways (as defined in the Main Roads Act 1930) in Western Australia and as such is the Road Manager of main roads and highways. The Commissioner of Main Roads also has certain powers under the Road Traffic Code 2000 with respect to the erection of traffic control signals and road signs (includes road markings), and additionally has agreements in place with local governments for certain maintenance aspects referred to in this Agreement.

4. Sections 64 and 66 of the Rail Safety Act 2010 require the Road Managers of Public Roads and Rail Infrastructure Managers to identify and assess risks to safety associated with road and rail interfaces and to seek to enter into an Interface Agreement for the purpose of managing those risks.

5. This Agreement comprises the Interface Agreement between the parties.

The parties agree as follows:
1. PURPOSE

1.1 Public Road Managers and Rail Infrastructure Managers are required under sections 64 and 66 of the Rail Safety Act 2010 to identify and assess risks to safety associated with road and rail interfaces and to seek to enter into an Interface Agreement for the purpose of managing those risks.

1.2 The parties to this Interface Agreement recognise the need for an open and collaborative approach to identify, assess and manage risks to safety associated with road and rail interfaces, and commit to fully co-operate in all aspects of that need.

1.3 This Agreement:

(a) Provides a framework within which the parties commit to co-operatively manage the identified safety risks;

(b) Sets out and describes the responsibilities of the respective parties to this Agreement relating to the Interfaces specified in Schedule 1; and

(c) Provides the mechanism to jointly manage risks for the safe operation of rail and road movements at the Interfaces specified in Schedule 1.

1.4 This Agreement relates solely to the responsibilities of each party in managing the safety risks at the Interfaces identified in Schedule 1 of this Agreement as amended from time to time. It does not address cost, or cost distribution of compliance. Existing agreements relating to liability for cost remain unchanged.

1.5 This Agreement relates to At Grade Crossing Interfaces only. Where a grade separated Interface exists (i.e. where a Road or Footpath crosses over or passes under any railway by means of a bridge, overpass, tunnel or subway), this will be dealt with by a separate Interface Agreement.

1.6 This Agreement relates to Public Roads only. Where an Interface exists with a road other than a Public Road, a separate Interface Agreement may be entered into with the Road Manager of that private road under section 65 of the Rail Safety Act 2010.

2. DEFINITIONS

The meanings of the terms used in this Agreement are set out below:

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement</td>
<td>This document including any schedules or annexures.</td>
</tr>
<tr>
<td>ALCAM</td>
<td>Australian Level Crossing Assessment Model – a tool used in the risk assessment of a Level Crossing.</td>
</tr>
<tr>
<td>At Grade Crossing</td>
<td>Where a Road or Footpath crosses a rail line at the same level.</td>
</tr>
</tbody>
</table>
Carriageway  A Road that is improved, designed or ordinarily used for vehicular traffic.

Corrective Action Report  A report that details specific actions designed to reinstate or maintain safety at a crossing and which identifies the entity responsible for the actions.

Danger Zone  The area encompassing the rail lines and extending 3 metres horizontally either side from the outer rails, including any distance above or below this area.

Footpath  An area that is open to the public that is designated for, or has as one of its main uses, use by pedestrians. This includes, but is not limited to, a shared path, dual use path and bicycle path.

Incident  An occurrence at or affecting an Interface, which has the potential to adversely impact or has resulted in an adverse impact to the safety of persons or infrastructure or Road or train operations.

Interface  The location where a rail line intersects or interacts with a Road or Footpath. For the purposes of this Agreement, this includes Level Crossings, Pedestrian Crossings and Mid-block Crossings.

Interface Agreement  An agreement in writing about managing risks to safety identified and assessed under Part 4 Division 4 of the Rail Safety Act 2010 that includes provisions for –

(a) implementing and maintaining measures to manage those risks; and
(b) the evaluation, testing and, where appropriate, revision of those measures; and
(c) the respective roles and responsibilities of each party to the agreement in relation to those measures; and
(d) procedures by which each party to the agreement will monitor compliance with the obligations under the agreement; and
(e) a process for keeping the agreement under review and its revision.

Level Crossing  An area where a Road and a railway meet at substantially the same level, whether or not there is a “level crossing” sign on the road at all or any of the entrances to the area.

Mid-block Crossing  An area where a Footpath crosses a railway not adjacent to a Level Crossing that includes a Carriageway.

Pedestrian Crossing  An area where a Footpath crosses a railway adjacent to a Level Crossing that includes a Carriageway.

Public Road  A Road as defined below.
Rail Infrastructure  The facilities that are necessary to enable a railway to operate safely and includes, but is not limited to —

(a) railway tracks, and associated track structures; or  
(b) service roads, signalling systems, communication systems, rolling stock control systems and data management systems; or  
(c) notices and signs; or  
(d) electrical power supply and electric traction systems; or  
(e) associated buildings, workshops, depots and yards.

Rail Infrastructure Manager  In relation to rail infrastructure of a railway, means the person who has effective management and control of the rail infrastructure, whether or not the person —

(a) owns the rail infrastructure; or  
(b) has a statutory or contractual right to use the rail infrastructure or to control, or provide, access to it.

Road  Any highway, road or street open to, or used by, the public and includes every carriageway, footway, reservation, median strip and traffic island thereon.

Road Infrastructure  (a) the infrastructure which forms part of a road, footpath or shoulder, including —  
(i) structures forming part of the road, footpath or shoulder; or  
(ii) materials from which a road, footpath or shoulder is made.  
(b) the road-related infrastructure including infrastructure which is installed or constructed to —  
(i) facilitate the operation or use of the road or footpath; or  
(ii) support or protect the road or footpath;  
(c) all bridges, viaducts, tunnels, culverts, grids, approaches and other things appurtenant to the road or footpath or used in connection with the road or footpath.

Road Manager  In relation to a Public Road means a Local Government or the Commissioner of Main Roads. For the purposes of this Agreement, the Road Manager means that party identified as the Road Manager of each Interface set out in Schedule 1.

3. **SCOPE OF THE AGREEMENT**

3.1 This Agreement applies to the management of risks at the Interfaces specified in Schedule 1 and includes provision for the requirements of sections 64 and 66 of the Rail Safety Act 2010.
4. TERM OF INTERFACE AGREEMENT

4.1 This Agreement will commence on the date of execution by the last party.

4.2 This Agreement will be reviewed by the parties upon the earlier of:

(a) a change in circumstance occurring in relation to any of the Interfaces specified in Schedule 1; or
(b) the 5 year anniversary of the date of commencement of this Agreement,

and in any event will be subject to ongoing review at least once every 5 years.

5. RESPONSIBILITIES OF PARTIES

5.1 Primary sources of responsibility

In addition to the Rail Safety Act 2010 (WA), the parties to this Agreement have responsibilities for Interfaces which are derived from various sources and which include:

Railway Crossing Protection in Western Australia – Policy and Guidelines

This document (prepared by Main Roads WA) outlines the level of control required at all railway Level Crossings in Western Australia.

Public Works Act 1902 (WA)
Maintenance of public roads at railway crossings and near railway stations

Section 103(1) of the Public Works Act 1902 provides that where a road or street crosses a railway on the level, the local authority having charge of the roads or streets in the district shall maintain the road and crossing on the railway, and for a distance on each side of 10 metres outside the railway.

Road Traffic Code 2000 (WA)
Power to erect traffic-control signals and road signs

Regulation 297(1) of the Road Traffic Code 2000 (WA) empowers the Commissioner of Main Roads to erect, establish or display, and alter or take down any road sign, road marking or traffic control signal on a Public Road.

In the context of a Level Crossing, this includes approval for the level of control of:

- the regulatory GIVE WAY and STOP signs at passive crossings;
- regulatory traffic control signals including flashlights or boom barriers at active crossings;
- all warning signs including static and active advance warning signs;
- all road markings including holding lines, barrier centre lines and yellow box markings; and
- other complimentary signage such as speed zones, adjacent regulatory signs or traffic signals on roads.

**Rail Safety Act 2010 (WA)**

**Safety management system**

In accordance with section 59 of the Rail Safety Act 2010 (WA), BR, as an accredited Railway Infrastructure Manager has in place a safety management system in respect of its railway operations. As part of this safety management system it is a requirement that all persons accessing and/or working within the rail corridor must hold a Track Access Permit.

5.2 **Responsibilities**

Where not otherwise subject to separate agreement, the parties agree that each party to this Agreement will have the following responsibilities in respect of the Interfaces specified in Schedule 1:

**Main Roads Western Australia/Commissioner of Main Roads (MRWA)**

- Install and maintain the appropriate regulatory signs, warning signs, road markings and advance flashing warning panels on Public Road approaches to Level Crossings – excludes signage affixed to railway hardware.

**Road Manager – Local Government**

- Maintain the Road approaches up to three metres (3m) either side from the outside running rail.
- Arrange, undertake and maintain any vegetation clearing and/or removal of other physical obstructions on Roads (including on adjacent private properties if required) to provide requisite driver visibility sightlines on the approaches to railway Level Crossings.
- Notify the Rail Infrastructure Manager of any road works planned, either of a temporary or permanent nature, in the vicinity of a crossing. (See section 9 of this Agreement)
- Notify the Rail Infrastructure Manager of any change in land use adjacent to an Interface or any change in Level Crossing use.
- Report to MRWA any damaged and unserviceable line marking and signage associated with a Level Crossing identified during inspection in accordance with normal maintenance regimes.

**Rail Infrastructure Manager**

- Install and maintain flashing lights and boom barriers, warning bells, pedestrian mazes, gates and crossing paths (not approach paths) including any signage affixed to these devices.
- Provide control devices for advance warning signs.
- Undertake and maintain any vegetation clearing and/or removal of other physical obstructions within the Rail Corridor to provide adequate visibility on the approaches to railway Level Crossings.
- Maintain the roadway within three metres (3m) of the outside running rail.
NOTE that only accredited personnel holding a Track Access Permit are permitted to work within the rail corridor or within the Danger Zone (see diagram annexed as Appendix B).

Reciprocal responsibilities of all parties

- Notify each other party of material changes to usage of an Interface of which a party is aware. These changes may arise from things such as higher speed rail or road traffic, increased volume of rail or road traffic (for example arising from a changes in land usage or development) or change of road vehicle types or change to road designation (for example to an oversize vehicle route). If the parties identify a new risk (or increased level of an existing risk), the parties must, as appropriate reassess and manage these risks so far as is reasonably practicable.

6. AGREEMENT OF PARTIES

6.1 Each party agrees to:

(a) Commit to the highest standards of safety in performing its functions or conducting its business so far as is reasonably practicable;
(b) Work co-operatively with the other parties, and with third party entities whose activities may give rise to risks at or near an Interface, to identify and assess risks at Interfaces and develop, implement and monitor measures to manage the risks;
(c) Carry out the identification, assessment, allocation and management of risk in accordance with accepted risk management practice;
(d) Commit to continued management of the Interface; and
(e) Conform to the appropriate standards, policies and guidelines relevant to their respective operations.

7. IDENTIFICATION, ASSESSMENT AND MANAGEMENT OF RISK

7.1 The Rail Infrastructure Manager and Road Manager have an ongoing obligation to identify and assess, so far as is reasonably practicable, risks to safety that may arise in relation to the Interfaces the subject of this Agreement.

7.2 Section 67 of the Rail Safety Act 2010 (WA) provides that for the purpose of identifying and assessing the risks to safety at an Interface, a party may:

(a) by itself identify and assess those risks; or
(b) identify and assess those risks jointly with another party; or
(c) adopt the identification and assessment of those risks carried out by another party to this Agreement.
7.3 As a minimum, the following must be carried out in respect of each Interface:

- Identify the type of Interface;
- Identify the location of the Interface;
- Identify the risks to safety at each Interface;
- Determine measures to manage, so far as is reasonable practicable, those risks; and
- Assign responsibility for the management measures determined to the appropriate party.

7.4 ALCAM has been designed for and is used as a tool for risk assessment of Level Crossings. Each crossing is assessed uniformly using a standardised procedure to gather crossing data. The model then provides a risk score for each Level Crossing which enables the comparison of relative risk across all crossings within a given group (locality/line etc.). This model has been or will be used to assess risks at Interfaces the subject of this Agreement.

7.5 Where there has been a material change in relation to an Interface and such change is likely to affect the ALCAM assessment obtained in respect of an Interface, then the parties must arrange for the Interface to be re-assessed.

7.6 Either party may, by notice in writing to the other, instigate a re-assessment where it is deemed necessary.

7.7 Following an ALCAM assessment, if any corrective action is required in respect of an Interface, a Corrective Action Report (or similar) may be prepared. This will outline the action required for mitigation or elimination of unacceptable risks identified and the party responsible for carrying out the action.

8. INCIDENT MANAGEMENT

8.1 Rail Infrastructure Managers and Road Managers shall manage incidents wholly within their area of responsibility in accordance with each party's incident management plan.

8.2 Incidents affecting both Rail Infrastructure and Road Infrastructure across an Interface should be managed jointly and cooperatively by the parties.

8.3 The established information sharing protocols shall be followed during an emergency incident.

8.4 Unless required by law or to ensure safety, the parties shall not engage in any conduct that is likely to prejudice an investigation into an Incident and reserve the right to undertake timely inspection of any Rail or Road Infrastructure, rolling stock or other property of the respective parties damaged as a result of an Incident.

8.5 The Rail Infrastructure Manager shall report rail safety Incidents to the Office of Rail Safety under the terms of its accreditation.
8.6 In the case of major Incidents involving serious injury or death, the activities of the parties may come under the control of emergency services organisation as detailed in BR’s Westplan.

8.7 Copies of BR’s Westplan (State Emergency Management Plan for BR Emergencies) - are available on BR’s Website: www.brookfieldrail.com and at the State Emergency Management Committee Website: www.semc.wa.gov.au

9. WORKS

9.1 The parties acknowledge that any road or other works conducted in the vicinity of Interfaces can adversely affect the level of safety at that interface.

9.2 In any case where any road or other works are likely to impact on the safety of rail operations, the Road Manager shall notify the Rail Infrastructure Manager of works planned, either of a temporary or permanent nature, in the vicinity of an Interface.

9.3 The need for such notification will depend on the level of risk of the work to be undertaken and the proximity of the work activity to the Interface. As a general guide, the table below shows the minimum distances from the railway within which any road or other works should not proceed without prior notification to the Rail Infrastructure Manager. Contact details are provided in the Rail Infrastructure Manager Details section of this Agreement.

<table>
<thead>
<tr>
<th>Speed Limit</th>
<th>Distance from railway (m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;70</td>
<td>150</td>
</tr>
<tr>
<td>70 to 90</td>
<td>200</td>
</tr>
<tr>
<td>&gt;90</td>
<td>300</td>
</tr>
</tbody>
</table>

9.4 Emergency maintenance works.

9.5 The parties will work cooperatively to minimise response times where emergency maintenance works are required to be undertaken at an Interface. Contact details of the applicable emergency contact personnel for each party is to be maintained by the respective parties in Appendix A.

10. PERSONNEL MANAGEMENT

10.1 Competency

Each party shall ensure that its workers carrying out activities in or about the Interface comply with the relevant safeworking procedures, rules and policies developed by the party or as detailed in their organisation specific conditions. Such procedures, rules and policies must be consistent with the party’s obligations under all applicable Law.
10.2 Safe Access by other parties

Each party may make use of third parties under contract or otherwise to deliver any aspect of its operational or infrastructure obligations at or affecting the Interface.

The party engaging the service of a third party shall ensure that any personnel working in or about an interface is fully informed as to the requirements of working in such a locality including any required accreditation, documentation, training, site induction or similar provisions.

The parties will ensure that their respective contractors and subcontractors will comply with this Agreement when engaged to works to which this Agreement relates. In particular third parties must be made aware of the requirements relating to working in the “Danger Zone” as shown in Appendix 3.

11. AMENDMENT

11.1 The parties may without formal amendment to this Agreement, amend Schedule 1 from time to time by written agreement to allow for Interfaces to be added or removed as required. An updated Schedule becomes effective when it is dated and signed by all parties.

11.2 The parties may without formal amendment to this Agreement, amend Appendix A as per Clause 14.3.

12. CHANGE OF OWNERSHIP

12.1 A party to this Agreement undergoing a change in ownership shall notify the other parties as soon as practicable. Contact details for each party are as specified in this Agreement.

12.2 The change of ownership of either a Rail Infrastructure Manager or Road Manager shall require the re-negotiation of this Agreement to identify the new owners and inform them of their responsibilities.

12.3 Rail Infrastructure Managers are obliged to meet all regulatory requirements for transfer or assignment of accreditation, including sections 56 and 57 of the Rail Safety Act 2010 (WA)

13. AUDITING AND COMPLIANCE

13.1 Maintaining and Monitoring Compliance

(a) The parties shall be jointly responsible through their nominated representatives for maintaining and monitoring compliance with this Agreement.
(b) In the event of an emergency, and it is not possible to comply with this Agreement, every effort shall be made by the non-complying party to consult with other parties to the Agreement to determine the best course of action to ensure the safest conduct of activities at the Interface.

13.2 Register of Interface Agreements

In accordance with section 70 of the Rail Safety Act 2010, each party shall maintain a register of the Interface Agreements to which they are a party using their existing internal information and/or document management systems.

13.3 Record of Corrective Action Reports

The parties shall keep a record of all Corrective Action Reports.

13.4 Reporting Instances of Non-Compliance

Instances of non-compliance shall be brought to the attention of relevant compliance officers of each party to be dealt with in accordance with their internal procedures.

13.5 Safety Auditing Compliance

(a) The Rail Infrastructure Manager shall conduct regular safety audits to ensure compliance with its requirements for accreditation under the Rail Safety Act 2010.

(b) The Road Manager shall conduct regular safety audits to ensure the safety performance of the approach roads to an Interface are assessed as part of maintenance responsibilities in the context of the Shire’s road network.

(c) The parties shall jointly reassess the risk to safety of an Interface after a major Incident.

(d) Should a party discover a defect in another party’s infrastructure, the party making the discovery will use best endeavours to share the relevant details with the other party as soon as is reasonably practicable.

13.6 Reciprocal Inspections and Audits

In the event the parties agree there is an issue adversely affecting Interface safety, the parties shall allow the conduct of relevant reciprocal inspections or audits to facilitate remedial action.

14. COMMUNICATIONS

14.1 The parties shall promptly notify each other of any occurrence or Incident which affects the responsibilities of any of the other parties to this Agreement in respect of an Interface.
14.2 Contact details for each party as identified in Appendix A are to be used in emergency situations or during normal course of business as appropriate.

14.3 All parties agree to regularly update Appendix A as changes occur. Updating of Appendix A can be carried out at any time by any Party for its own organisation without requiring approval from the other parties. The party amending its contact details shall forward to the other parties updated copies of Appendix A ensuring the Appendix A - Document Control table is appropriately updated prior to forwarding.

15. DISPUTE RESOLUTION

15.1 The parties agree to resolve all disputes in good faith.

15.2 Should a dispute arise between the parties in connection to this Agreement, a party may issue a written notice of dispute to the other party or parties.

15.3 Within a reasonable period of receipt of a dispute notice, senior officers of each party shall meet or communicate to resolve the dispute.

15.4 If the senior officers are unable to resolve the dispute, Chief Executive Officers of the parties shall meet or communicate as soon as is practicable to attempt to resolve the dispute.

15.5 If the dispute is not resolved, then either party may refer the dispute to mediation by a single mediator by giving notice in writing to the other party or parties. If the parties are unable to agree upon the mediator and the mediator's remuneration, the mediator will be the person appointed by and the remuneration of the mediator is the amount determined by, the President of the Institute of Arbitrators & Mediators Australia (WA Chapter). Each party will bear its own costs relating to preparation and attendance at mediation, with the costs of the mediator being borne equally by the parties.

15.6 Failing resolution of the dispute at mediation, it will be open to any party to the dispute to commence legal proceedings.
This Interface Agreement is signed and witnessed on behalf of Brookfield Rail Pty Ltd by the following authorised representative:

**SIGNED:** ____________________  **WITNESSED:** ____________________

Name: ____________________  Name: ____________________

Title: ____________________  Title: ____________________

Date: ____________________  Date: ____________________

This Interface Agreement is signed and witnessed on behalf of the Shire of Perenjori by the following authorised representative:

**SIGNED:** ____________________  **WITNESSED:** ____________________

Name: ____________________  Name: ____________________

Title: ____________________  Title: ____________________

Date: ____________________  Date: ____________________

This Interface Agreement is signed and witnessed on behalf of Main Roads Western Australia by the following authorised representative:

**SIGNED:** ____________________  **WITNESSED:** ____________________

Name: ____________________  Name: ____________________

Title: ____________________  Title: ____________________

Date: ____________________  Date: ____________________
## SCHEDULE 1

### LIST OF RAIL AND ROAD INTERFACES

<table>
<thead>
<tr>
<th>No</th>
<th>Road Name</th>
<th>Type of Interface</th>
<th>Road Number</th>
<th>Rail Line and kms from datum of the Level Crossing</th>
<th>Description of Crossing</th>
<th>Rail Infrastructure Manager responsible</th>
<th>Road Manager responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Railway Road</td>
<td>Road/rail crossing</td>
<td>514 0111</td>
<td>Line 34 - 238.634km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>2</td>
<td>Coorow-Maya Road</td>
<td>Road/rail crossing</td>
<td>514 0080</td>
<td>Line 34 - 239.640km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>3</td>
<td>Provides access between Mullawa-Wubin Road and Railway Road</td>
<td>Road/rail crossing</td>
<td>Unknown</td>
<td>Line 34 - 245.921km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>4</td>
<td>Railway Road</td>
<td>Road/rail crossing</td>
<td>514 0111</td>
<td>Line 34 - 249.492km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>5</td>
<td>Caffens Road</td>
<td>Road/rail crossing</td>
<td>514 0087</td>
<td>Line 34 - 250.661km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>6</td>
<td>Coorow-Latham Road</td>
<td>Road/rail crossing</td>
<td>514 0166</td>
<td>Line 34 - 253.324km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>7</td>
<td>Britt Road</td>
<td>Road/rail crossing</td>
<td>514 0132</td>
<td>Line 34 - 254.046km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>8</td>
<td>Hirsch Road</td>
<td>Road/rail crossing</td>
<td>514 0059</td>
<td>Line 34 - 255.070km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>9</td>
<td>Old Perth Road</td>
<td>Road/rail crossing</td>
<td>514 0095</td>
<td>Line 34 - 261.981km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>10</td>
<td>Leibe Road</td>
<td>Road/rail crossing</td>
<td>514 0083</td>
<td>Line 34 - 265.794km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>11</td>
<td>Griffith Road</td>
<td>Road/rail crossing</td>
<td>514 0084</td>
<td>Line 34 - 267.413km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>12</td>
<td>Bunjil-Carnamah Road</td>
<td>Road/rail crossing</td>
<td>514 0081</td>
<td>Line 34 - 268.308km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>13</td>
<td>Spencer Road</td>
<td>Road/rail crossing</td>
<td>514 0040</td>
<td>Line 34 - 272.483km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>14</td>
<td>Provides access between Mullawa-Wubin Road and Caron Road</td>
<td>Road/rail crossing</td>
<td>Unknown</td>
<td>Line 34 - 277.066km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>15</td>
<td>Caron Road</td>
<td>Road/rail crossing</td>
<td>514 0035</td>
<td>Line 34 - 278.008km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>16</td>
<td>Cannon East Road</td>
<td>Road/rail crossing</td>
<td>514 0153</td>
<td>Line 34 - 283.103km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>17</td>
<td>Keegan Road</td>
<td>Road/rail crossing</td>
<td>514 0190</td>
<td>Line 34 - 288.630km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>18</td>
<td>Carnamah-Peregian Road</td>
<td>Road/rail crossing</td>
<td>514 0165</td>
<td>Line 34 - 293.550km</td>
<td>Flashlights</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>19</td>
<td>PED adjacent to Carnamah-Peregian Road</td>
<td>PED/rail crossing</td>
<td>514 0165</td>
<td>Line 34 - 293.875km</td>
<td>Mazes</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>20</td>
<td>Loading Road</td>
<td>Road/rail crossing</td>
<td>514 0130</td>
<td>Line 34 - 294.186km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>21</td>
<td>Hills Road</td>
<td>Road/rail crossing</td>
<td>514 0009</td>
<td>Line 34 - 303.425km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>22</td>
<td>Settlement Road</td>
<td>Road/rail crossing</td>
<td>514 0008</td>
<td>Line 34 - 308.445km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>23</td>
<td>Bowgada Road</td>
<td>Road/rail crossing</td>
<td>514 0001</td>
<td>Line 34 - 310.537km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
<tr>
<td>24</td>
<td>Oldens Road</td>
<td>Road/rail crossing</td>
<td>514 0002</td>
<td>Line 34 - 312.062km</td>
<td>Stop Signs</td>
<td>Brookfield Rail</td>
<td>Shire of Peregian</td>
</tr>
</tbody>
</table>
APPENDIX A

RAIL INFRASTRUCTURE MANAGER DETAILS

Brookfield Rail Pty Ltd
2-10 Adams Drive
WELSHPOOL WA 6106
General: 08 9212 2800
Emergency: 1300 987 246 (BR Train Control)
OHS: (08) 9212 2933 (Safety & Environment Co-Ordinator)

ROAD MANAGER DETAILS

The Shire of Perenjori
44 Fowler Street
PERENJORI WA 6620
General:  08 9973 1002

MRWA DETAILS

Main Roads Western Australia
Waterloo Crescent
EAST PERTH WA 6004
General: 13 81 38
Emergency: 13 81 38

<table>
<thead>
<tr>
<th>Amended by</th>
<th>Date</th>
<th>Distributed to the following contacts of other parties</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX B
AREAS OF DEMARCATION

At a typical Level Crossing

The road reserve (area shown red) is continuous through the crossing.

The rail corridor (area shown blue) stops and starts either side of the road reserve.

Within 3 metres of the outer rail even within the road reserve all work must be carried out by Brookfield Rail accredited personnel. (area shown hatched in blue, the "Danger Zone").
APPENDIX C
REFERENCE DOCUMENTS

Reference documents include:

Rail Safety Act 2010
Rail Safety Regulations 2011
AS 1742.7: 2007 – Manual of Uniform Traffic Control Devices - Railway Crossings
AS 4292.2: 2006 – Railway Safety Management – track, civil and electrical infrastructure
Main Roads WA – Railway Crossing Protection in WA – Policy and Guidelines
Road Traffic Code 2000
Road Traffic Act 1974
Main Roads Act 1930
Public Works Act 1902
AS/NZISO 4801:2001 - OSH
Main Roads WA – Traffic Management for Works on Roads – Code of Practice
Rail Infrastructure Manager Operating Rules

Copies of most documents are available from the State Law Publisher website or from the Road Safety Branch, MRWA – phone 9323 4111.
Attachment 14025.4

Club Development Officer Scheme
1. Application

Ordinary Council Meeting
20th February 2014
Club Development - Grant Application Form

Applicant’s Details:

<table>
<thead>
<tr>
<th>Organisation Name:</th>
<th>Shire Of Perenjori</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postal Address:</td>
<td>PO Box 22 Fowler Street</td>
</tr>
<tr>
<td>Suburb:</td>
<td>Perenjori</td>
</tr>
<tr>
<td>State:</td>
<td>WA</td>
</tr>
<tr>
<td>Postcode:</td>
<td>6620</td>
</tr>
<tr>
<td>Street Address:</td>
<td>44 Fowler Street</td>
</tr>
<tr>
<td>Suburb:</td>
<td>Perenjori</td>
</tr>
<tr>
<td>State:</td>
<td>WA</td>
</tr>
<tr>
<td>Postcode:</td>
<td>6620</td>
</tr>
</tbody>
</table>

Preferred Contact Person:
All application correspondence will be directed to this person

<table>
<thead>
<tr>
<th>Name:</th>
<th>Allison Mills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title:</td>
<td>Mr [ ] Mrs [ ] Ms [ ]</td>
</tr>
<tr>
<td>Position Held:</td>
<td>CEO</td>
</tr>
<tr>
<td>Business Phone:</td>
<td>0899731002</td>
</tr>
<tr>
<td>Facsimile:</td>
<td>0899731029</td>
</tr>
<tr>
<td>Mobile Phone:</td>
<td>0427731004</td>
</tr>
<tr>
<td>Web Address:</td>
<td><a href="http://www.perenjori.wa.gov.au">www.perenjori.wa.gov.au</a></td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:ceo@perenjori.wa.gov.au">ceo@perenjori.wa.gov.au</a></td>
</tr>
</tbody>
</table>

Business Details:

<table>
<thead>
<tr>
<th>Does your organisation have an ABN?</th>
<th>Yes [ ] No [ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABN: 68 267 899 822</td>
<td></td>
</tr>
<tr>
<td>Is your organisation registered for GST?</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>Is your organisation not-for-profit?</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>Is your organisation incorporated?</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>Incorporation #: *</td>
<td></td>
</tr>
<tr>
<td>* Please attach a copy of the Incorporation Certificate.</td>
<td></td>
</tr>
<tr>
<td>Does your organisations accept EFT payments?</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>BSB:</td>
<td></td>
</tr>
<tr>
<td>Account #:</td>
<td></td>
</tr>
</tbody>
</table>
Project Information

PLEASE KEEP YOUR APPLICATION CONCISE

<table>
<thead>
<tr>
<th>Project Title:</th>
<th>Club Development Officer Scheme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Period:</td>
<td>1 July 2014 – 30 June 2016</td>
</tr>
</tbody>
</table>

1. Model and grant amount requested:

- [ ] Club Development Officer
- [ ] Alternative Model for Club Development

<table>
<thead>
<tr>
<th></th>
<th>YEAR 1 $ (14/15)</th>
<th>YEAR 2 $ (15/16)</th>
<th>TOTAL $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of funding requested excluding GST</td>
<td>50,000</td>
<td>50,000</td>
<td>100,000</td>
</tr>
</tbody>
</table>

2. LGA/s involved in collective:

Include information regarding changes to LGA boundaries (if applicable)

Shire of Perenjori
Shire of Morawa
Shire of Three Springs
### 3. **LGA/s information:**

*Information on the following is required for both the individual LGA (and other organisation) and the total collective.*

<table>
<thead>
<tr>
<th>LGA/s Information</th>
<th>Response</th>
<th>Further Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a) Population</strong></td>
<td>Shire of Perenjori – 900 &lt;br&gt; Shire of Morawa – 900 &lt;br&gt; Shire of Three Springs - 635</td>
<td>Children aged between 0 and 14 years represented 24.6% and persons over the age of 55 years 20.1%. Over 11% of the population is Indigenous. &lt;br&gt; The Australian Bureau of Statistics (ABS) data for 2010 showed of the 881 residents 56% are male and 44% female representing a significant variation when compared to the State proportion of 51:49. &lt;br&gt; 0 to 14 year olds 26% of total population, 23% over the age of 54 years. A growing number of indigenous families are establishing themselves in the Morawa community. &lt;br&gt; 23% of total population 0 to 14 years, 6% over 54 years, 7% population are indigenous. 62% between 15 – 64 years. &lt;br&gt; The population figures provided are those of permanent residents. With the growing mining activities east of Morawa and Perenjori the population numbers can increase significantly with mine workers and contractors temporarily residing in the town sites and utilising the local clubs and facilities. Overall the three towns have 2435 people, according to ABS (2011).</td>
</tr>
<tr>
<td><strong>b) Population involved in sport/recreation</strong></td>
<td>50%</td>
<td>It is estimated overall Shires the participation rate would be approx. 50% of the total population.</td>
</tr>
<tr>
<td><strong>c) Number of sport and recreation clubs</strong></td>
<td>Perenjori – 15 &lt;br&gt; Morawa – 15 &lt;br&gt; Three</td>
<td>The traditional sports are very popular amongst all towns, with sport providing opportunity for socialising away from the grind of mining or Agriculture environments. Participation rates in the three Shires are higher than that of the general average across the state. Sporting activities, facilities and clubs are often spoken of as being the thread that keeps the community together and thriving.</td>
</tr>
<tr>
<td>d)</td>
<td>Number of less formalised sport and recreation clubs</td>
<td>Springs – 10</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>e)</td>
<td>Has there been growth in the number of clubs over the past 3 years? (if known)</td>
<td>No</td>
</tr>
<tr>
<td>f)</td>
<td>Is the majority of your LGA above or below the 26th Parallel?</td>
<td>No</td>
</tr>
<tr>
<td>g)</td>
<td>Is your LGA in an area where high levels of growth/development are anticipated?</td>
<td>Possibly</td>
</tr>
<tr>
<td>h)</td>
<td>Is your LGA considered a low socio-economic area or are there significant low socio-economic pockets within your LG boundaries?</td>
<td>Yes</td>
</tr>
<tr>
<td>i)</td>
<td>Please provide an outline of your LGAs organisational reporting structure (where club development is positioned/would be positioned within your organisation)</td>
<td>The Club Development Program would be positioned with the Shire of Perenjori within the Economic and Community Development area. The Coordinator of Economic and Community Development will manage and support the position on a daily basis.</td>
</tr>
</tbody>
</table>

4. **Strategic/business/operational planning:**

*Information on the following items is required to determine the LGA/s commitment to club development*
a) **LGA Strategic Plan** - how is club development reflected within your LGA/s existing strategic plan? Please provide a copy
   See attached and marked pages.

**Shire of Perenjori**
The Shire of Perenjori has included the CDO position within it’s Corporate Business Plan as follows:

<table>
<thead>
<tr>
<th>Project 20: Sports Club Development Officer – Regional Project</th>
<th>MEDIUM (PRIORITY)</th>
</tr>
</thead>
</table>

**Project Manager:** CEO Shire of Perenjori  
**External Stakeholders:** Department of Sport and Recreation, Sport Clubs North Midlands  
**Strategic Plan Link:** 3.5.5  
**Scope statement:**
Many sporting clubs in the region are experiencing difficulties to develop their membership and volunteer base due to work pressures from the key industries of agriculture, mining and energy. Sport is a key developmental outlet for young people and as such this is seen as a key developmental activity for the population of 5 to 25 yr olds in the region.

**Shire of Morawa**
The Shire of Morawa has included the CDO position within it’s Corporate Business Plan as follows:

<table>
<thead>
<tr>
<th>Project 2: Sports Club Development Officer – Regional Project</th>
<th>MEDIUM (PRIORITY)</th>
</tr>
</thead>
</table>

**Project Manager:** CEO, Shire of Three Springs  
**External Stakeholders:** Department of Sport and Recreation, Shire of Three Springs, Shire of Perenjori, Shire of Mingenew  
**Strategic Plan Link:** 3.1.7  

**Project Description**
**Scope statement:**
Many sporting clubs in the region are experiencing difficulties in development their membership and volunteer base due to high work commitments from small business, mining and agriculture. Sport is a key developmental outlet for young people and as such this is seen as a key developmental activity for the population of 5 to 25 year olds in the region.

**Shire of Three Springs**
The Shire of Perenjori has included the CDO position within it’s Corporate Business Plan as follows:

<table>
<thead>
<tr>
<th>Project 6: Club Development Officer – Regional Project</th>
<th>MEDIUM (PRIORITY)</th>
</tr>
</thead>
</table>

**Project Manager:** CEO Shire of Three Springs  
**External Stakeholders:** Department of Sport and Recreation, Sport Clubs North Midlands  
**Strategic Plan Link:** 2.8.5, 3.3.3, 4.1.6
**Project Description**

**Scope statement:**
Department of Sport and Recreation to fund a Club Development Officer for the region and base them at Three Springs. Three Springs is a central location for the North Midlands and this could reduce travel time to other communities, to base the Officer at Three Springs. Many sporting clubs in the region are experiencing difficulties to develop their membership and volunteer base due to work pressures from the key industries of agriculture, mining and energy. Sport is a key developmental outlet for young people and as such this is seen as a key developmental activity for the population of 5 to 25 yr olds in the region. Supporting clubs to provide activities is a priority for the regional community.

- **b) Business Unit/Divisional Plan - does your LGA have a business unit/division responsible for sport/recreation/leisure?**

  The Perenjori Shire has a Coordinator of Economic and Community Development who attends to all matters to do with Sport, Recreation and leisure. The Morawa Shire has a Youth Officer and Deputy CEO who would be responsible for supporting and assisting the person employed, whilst the Shire of Three Springs has a Community Development Officer and DCEO who would support this position.

---

**5. Capacity deliver:**

- **a) Please provide details on the LGA’s capacity to deliver on strategic outcomes (include staff and resources).**

  The Shire of Perenjori will be the lead agency who will be the primary employer, providing a base for the CDO to operate from, as a member of the Shire’s Senior management team. The Shire’s will be responsible for attending to all HR matters ensuring the CDO is well equipped to perform their duties. The Shires currently work well in sharing a Community Emergency Services Manager providing the evidence the sharing of such a resource can work well and be very effective.

  The Shire of Perenjori will ensure the CDO’s will have sufficient work space, supervision and support. The Coordinator for Economic and Community Development and CEO will play an important role in setting up an agreement with each Shire to ensure their needs were being met in the area of Club Development.

  A vehicle will be available for the CDO to enable travelling to the Shires of Three Springs and Morawa as well as for work within the Shire of Perenjori. Where possible it is envisaged each Shire will be allocated a number of hours and will deliver the strategies utilising local people. The hours may be used more effectively as blocks rather than small numbers of hours per week. This may breakdown as follows: Perenjori: 8 hours per week, Morawa 8 hours per week and Shire of Three Springs 8 hours per week, Administration 3 hours per week.

  This model needs to remain flexible depending on the local resources and timing. It may require a person to be employed specifically for this role and linking with local resources to work effectively. This will continue to be monitored and reviewed to ensure areas are being serviced...
adequately. Shires will have direct access to the Coordinator Economic and Community Development who will oversee the delivery of the Club development outcomes.

A regional network group will also be established with representatives from each Shire including DSR to offer opportunities for networking and for:
- Planning events and activities across the region
- Sharing information and resources to ensure best use of skills e.t.c
- Development of initiatives to address gaps and build on strengths
- Receiving project reports from the CDO’s, clubs, DSR and Shire Rep’s across the region
- Addressing any issues raised by CDO, Shires, Clubs or DSR

6. Need for Club Development Funding:

   a) Identify key strategies within your regions Club Development Plan that will be targeted in 2014/2015 (Refer to accompanying Regional Club Development Plan 2013-17)

   b) The following strategies will be targeted in 2014/15:
      - Educate and support committee members in achieving good governance practices, processes and structures
      - Promote and support initiatives that enable sports to be played in the same town and participants can travel together
      - Provide greater acknowledgement that sport provides the social fabric for communities to encourage participation
      - Support initiatives that modify games to account for declining membership/population
      - Support clubs to address the increasing operational costs (i.e. facilities) and explore alternative and additional revenue opportunities

   c) How will Club Development funding assist the LGA/s to build the capacity and improve the sustainability of local grass-root sport and recreation clubs/groups?

All LGA’s involved have identified Clubs are struggling in a number of areas including the following:
- Governance – establishment and use of policies and procedures
- Administration – record keeping, meeting procedures, financial management, insurance
- Business Planning – strategic direction
- Promotion and marketing of Club and activities
- Membership management and development
- Volunteer attraction and management
- Funding – opportunities

The complexities of Club operations and management has resulted in a decrease of volunteering with many clubs across the region with capacity to keep going also decreasing. Without having a dedicated person the attention Clubs have received has been minimal, with an ad-hoc approach and thus the level of Club Development has been low. Often Clubs reach crisis point and land on the doorstep of Local Government making it very difficult to work with. With limited resources available and each Shire having a Community Development Officer with
varying levels of capacity and workloads, additional hours and a dedicated person is required. Over a three year period the ongoing work will enable the building of a foundation within clubs leaving behind solid processes which are sustainable and survive the ever moving numbers of volunteers moving in and out of roles.

The CDO will play a vital role in also ensuring lower-socio-economic groups are actively participating in Clubs across the region. The region has a significant population of Aboriginal people, being just over 10% of the total population in Perenjori and 5% in Morawa, with the majority of these being children and youth. The CDO will be required to ascertain current levels of participation and establish strategies in those areas where participation rates are low or could be improved. Targeting these groups will involve the development of stepping stones to Club development, like initiating activities to encourage involvement and participation. Links with the Community Development roles within the Shires will ensure the person employed has capacity to deliver in this area.

The CDO will be required to progress with positive outcomes, with the aim of increasing growth and improving the sustainability and capacity of clubs by:

- Assisting clubs to meet industry standards.
- Establish and grow a club development network (internal and external).
- Introduce basic management systems within clubs. This may include the development of procedures, systems and policies.
- Facilitate discussions to develop partnerships between clubs.
- Increase awareness and improve access to available resources and funding.
- Assist clubs to do internal audit/needs assessments.
- Support the development of sporting activities that will lead towards Club Development.

The CDO will link closely with existing Community development staff across the region in order to build relationships and to meet all of the above objectives through facilitation, education and communication techniques.

7. **Additional comments:**

8. **Project Budget**

Please list all anticipated club development costs in as much detail as possible:
### Revenue Item (Excluding GST)

<table>
<thead>
<tr>
<th>Item</th>
<th>Proposed Amount 14/15</th>
<th>Proposed Amount 15/16</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requested from DSR</td>
<td>$50,000 per year</td>
<td>$50,000</td>
<td>DSR</td>
</tr>
<tr>
<td>Supplied by LGA/s</td>
<td>25,000</td>
<td>30,000</td>
<td>LGA’s</td>
</tr>
<tr>
<td>In-kind contribution LGA’s</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office space and other items</td>
<td>17,712</td>
<td>18,500</td>
<td>LGA in kind</td>
</tr>
<tr>
<td>Total revenue</td>
<td>$92,712</td>
<td>$98,500</td>
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</tr>
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</table>

### Expenditure Item

<table>
<thead>
<tr>
<th>Item</th>
<th>14/15</th>
<th>15/16</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages 27 hours per week x 30.36 per hour</td>
<td>48,048</td>
<td>52,000</td>
<td>DSR and LGA’s</td>
</tr>
<tr>
<td>On Costs, superannuation</td>
<td>4,564</td>
<td>4,940</td>
<td>LGA’s</td>
</tr>
<tr>
<td>Vehicle Hire/Travel</td>
<td>7,000</td>
<td>7,000</td>
<td>LGAs, LGA in kind</td>
</tr>
<tr>
<td>Housing</td>
<td>10,000</td>
<td>10,000</td>
<td>LGA’s</td>
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<td>Office space</td>
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<td>7,200</td>
<td>LGA’s in kind</td>
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<td>Utilities</td>
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<td>2,000</td>
<td>LGA’s in kind</td>
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<tr>
<td>Stationary</td>
<td>200</td>
<td>200</td>
<td>LGA’s in kind</td>
</tr>
<tr>
<td>Office equipment</td>
<td>200</td>
<td>200</td>
<td>LGA’s in kind</td>
</tr>
<tr>
<td>Advertising, promotions</td>
<td>2,000</td>
<td>2,000</td>
<td>LGA’s in kind</td>
</tr>
<tr>
<td>Postage and freight</td>
<td>1,000</td>
<td>1,000</td>
<td>LGA’s in kind</td>
</tr>
<tr>
<td>Accounting</td>
<td>2,500</td>
<td>3,000</td>
<td>LGA’s</td>
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<tr>
<td>Administration</td>
<td>2,000</td>
<td>2,000</td>
<td>LGA’s in kind</td>
</tr>
<tr>
<td>Catering/projects/activities</td>
<td>2,000</td>
<td>2,960</td>
<td>LGA’s</td>
</tr>
<tr>
<td>Accommodation (travelling) meal allowances</td>
<td>2,000</td>
<td>2,000</td>
<td>LGA’s</td>
</tr>
<tr>
<td>Supervision and support</td>
<td>2,000</td>
<td>2,000</td>
<td>LGA’s in kind</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>$92,712</td>
<td>$98,500</td>
<td></td>
</tr>
</tbody>
</table>
9. **Discussions and attachments**

- Discussed with Regional Office

Please attach the following documents:

- Diagram illustrating organisational staffing structure relevant to club development
- Local Government(s) Strategic Plan(s)
- Local Government(s) Operational Plan(s) relevant to club development
10. Privacy statement and Statement of Disclosure

The Organisation acknowledges and agrees that this Application and information regarding it is subject to the Freedom of Information Act 1992 and that the Grantor may publicly disclose information in relation to this Application, including its terms and the details of the Organisation.

Any information provided by you to DSR can be accessed by you during standard office hours and updated by writing to DSR or calling (08) 9492 9700. All information provided on this form and gathered throughout the assessment process will be stored on a database that will only be accessed by authorised departmental personnel and is subject to privacy restrictions.

DSR may wish to provide certain information to the media for promotional purposes. The information will only include the applicant's club name, sport, location, grant purpose and grant amount.

Applicant's Certification

I certify that:

- The information supplied is to the best of my knowledge, true and correct.
- I have the authority, as vested by the Board/Committee/Council/CEO, to submit this application by electronic transmission

Allison Mills

Name

CEO

Position Held

Signature

31st January 2014

Date

If you have any queries about your eligibility or the details required when applying for this grant, please contact the Department of Sport and Recreation on (08) 9492 9700.

Please return a completed and signed copy of this application to:

DEPARTMENT OF SPORT AND RECREATION
PO Box 329
LEEDERVILLE WA 6903
Attachment
14025.5

MWRC - Winding Up
1. Minutes

Ordinary Council Meeting
20th February 2014
Shire’s of Mingenew, Morawa, Perenjori and Three Springs

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Mid West Regional Council for any act, omission or statement of intimation during Council meetings or during formal / informal conversations with staff.

The Mid West Regional Council disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission, or statement or intimation occurring during committee meetings or discussion. Any person or legal identity that acts or fails to act, in reliance upon any statement does so at that persons or legal entity’s own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any application, proposal, or submission, any statement, or limitation or approval made by a member is not intended to be and is not taken as notice of approval from the Mid West Regional Council. The Mid West Regional Council warns that anyone who has an application, proposal or submission lodged with the Mid West Regional Council must obtain and should rely on WRITTEN CONFIRMATION of the outcome of the application, proposal or submission and any conditions attaching to the decision made by the Mid West Regional Council in respect of the application.

Nicholas Els

A/Chief Executive Officer

4 February 2014
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February 4, 2014

14021 PRELIMINARIES

14021.1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS
Cr Michelle Bagley declared the meeting open at 10am.

14021.2 RECORD OF ATTENDANCE/APOLOGIES/APPROVED LEAVE OF ABSENCE
PRESENT:

DELEGATES:
Cr. Michelle Bagley (MWRC Delegate) (Acting Chairman)
Cr Annie Treloar (MWRC Delegate)
Cr Lisa Smith

OFFICERS:
Mr Nicholas Els
Nita Jane
Samantha Elari

OBSERVERS
Mrs Allison Mills
Mrs Sylvia Yandle
Mr Mike Sully
Mr Dave Williams
Cr Peter Gledhill

APOLOGIES:
Cr Chris King (Chairman, MWRC)
Cr. Karen Chappel (MWRC Delegate)
Cr Richard Thorpe

14021.3 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE
Nil

14021.4 APPLICATIONS FOR LEAVE OF ABSENCE
Nil

14021.5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING
Moved Cr Treloar
Seconded Cr Smith
The minutes of the previous ordinary meeting held Monday 25th November 2013 at the Shire of Mingenew be confirmed as a true and accurate record.

CARRIED 3/0
14021.6 ANNOUNCEMENTS BY THE PRESIDING PERSON WITHOUT DISCUSSION
Nil

14021.7 PETITION/DEPUTATIONS/SUBMISSIONS
Nil

Nicholas Els left the chambers at 10.04am
14022 A/CHIEF EXECUTIVE OFFICER REPORTS

14022.1 Amendment of Acting CEO Invoices

FILE REFERENCE: 
REPORTING OFFICER: Nicholas Els – A/Chief Executive Officer
PROONENT: Mid West Regional Council
DISCLOSURE OF INTEREST: Nicholas Els – A/Chief Executive Officer
DATE OF REPORT: 14th January 2014
ATTACHMENT: Annexure 1 Contract of employment

SUMMARY

This item serves to amend a contractual term “inclusive of GST” to read “exclusive of GST” in the service agreement of the ACEO Nicholas Els.

BACKGROUND

As resolved in the meeting in May Council meeting, under Agenda item 9.1.7 Chief Executive Officer Appointment, ‘it was resolved that the Chairman was tasked to find and appoint an ACEO.

In terms of the attached Information package and Service agreement, July 2013 between the Acting Chief Executive Officer and the Mid West Regional Council as represented and authorised by Cr Chris King. The ACEO was appointed at a standard rate of ‘$55 per hour GST included’, refer to sections 4.3.1 and 5.2.

Els & Associates have inadvertently been invoicing at $55 per hour exclusive of GST. This error was picked up by the MWRC auditor during December last year. The ACEO informed the Chairman personally and sought clarification to accept that the rate would be exclusive of GST and to amend the service agreement accordingly.

Els & Associates were under the belief that the rate was exclusive of GST as reflected by their invoicing during this period.

COMMENT

This was a bona fide error on the part of Els & Associates and even when this was identified believed strongly that the rate was exclusive of GST as is the practice with other existing contracts carried out by Els & Associates.

Els & Associates have not sought to increase this rate from $55 after expiry of the probation period and reflects a lower than average charge for this role and service and requests that the service agreement be amended to reflect a rate of $55 exclusive of GST.
CONSULTATION
MWRC auditor and Cr. Chris King

STATUTORY ENVIRONMENT
Local Government Act 1995

POLICY IMPLICATIONS
N/A

FINANCIAL IMPLICATIONS
The total paid during this period July 2013 to January reflects an extra $3,696 that was overpaid in terms of GST being excluded from the rate of $55.

STRATEGIC IMPLICATION
N/A

VOTING REQUIREMENT
Simple Majority

<table>
<thead>
<tr>
<th>OFFICER RECOMMENDATION – ITEM 14022.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 1  To amend the service agreement section’s 4.3.1 and 5.2 to reflect a rate of $55 per hour exclusive of GST.</td>
</tr>
<tr>
<td>Option 2  Not to amend the service agreement section’s 4.3.1 and 5.2 and Els &amp; Associates to repay the amount of $3,696 overpaid during this period.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNCIL RESOLUTION – ITEM 14022.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 2  Not to amend the service agreement section’s 4.3.1 and 5.2 and Els &amp; Associates to repay the amount of $3,696 overpaid during this period.</td>
</tr>
</tbody>
</table>

Moved: Cr Treloar  Seconded: Cr Bagley

Carried 2/1

Nicholas Els re-entered the chambers at 10.07am
1. **SUMMARY**

The purpose of this report is to make a formal resolution to dissolve the Mid West Regional Council (hereinafter referred to as the ‘MWRC’) under section 12.1 of the Establishment Agreement (version dated 2006 as amended).

2. **BACKGROUND**

The MWRC was established on 1 July 2006 with (7) participating councils, known as the ‘Wildflower Country Regional Council’, and during 2007 changed to the ‘Mid West Regional Council’ and reduced to 4 participating Council’s.

The Shires of Mingenew and Three Springs have given notice of their intention to withdraw from the MWRC, effective June 2014, reducing the participating Council’s to two (2), there being the Shires of Perenjori and Morawa.

The Shires of Morawa and Perenjori at their council meetings of the 19 December 2013, individually resolved to withdraw from the Mid West Regional Council. Their notification is appended as Annexures 1 and 2.

3. **COMMENT**

The withdrawal of all the participating members has brought about the dissolution of the MWRC and the formalization of this through the adoption of a council resolution to that effect.

In the future there may be several other options for the region to create a broader regional representative voice other than shared services or alignment with another regional council. The table below graphically represents the possible evolution/devolution models available to the mid west region:
I. COMMITTEE
This is a committee constituted from council and supported under LGA, s5.8 Establishment of Committees (Part 5 Division 2 Subdivision 2 – Committees and their Meetings Local Government Act 1995.

II. VOLUNTARY REGIONAL ORGANISATION OF COUNCILS (VROC)
This is an informal body that has no legal status, generally hosted by one Shire that takes the lead role and underwritten by a MOU signed by participating Shires.

III. PARTNERSHIP AGREEMENTS
This is a contractual arrangement with a supplier, underwritten by a legal and binding contract with a specific objective of service provider to participating Shires, general function under the LGA

IV. REGIONAL COLLABORATIVE GROUPS (RCGs)
This is a focus group with no particular legal status, focus on the development and delivery of common systems and services to the region.

V. INCORPORATED ASSOCIATIONS,
Legal entity under Associations Incorporation Act 1987

VI. REGIONAL LOCAL GOVERNMENTS
A separate legal entity under LGA created through an establishment agreement

VII. LOCAL GOVERNMENT ENTERPRISES
No legal framework, currently only a Bill. (LGA requires amendment) Local government enterprises (LGEs) undertake general commercial activities including property development and used to generate income, and broaden and diversify their sources of revenue

VIII. REGIONAL SUBSIDIARY MODEL
No legal framework at present and LGA would require amendment to enable establishment. This is a body corporate that allows two or more local governments to establish a regional subsidiary to perform a variety of roles and operations and funded by annual subscriptions from constituent councils and grants.

4. STATUTORY ENVIRONMENT

Local Government Act 1995, Part 3 Functions of local governments, Division 4 Regional local governments, s3.63 Dissolution or partial dissolution of regional local government.

The Establishment Agreement June 2006 as amended by Deed of Variation 07 November 2007, Deed of Amendment 20 July 2011 and amended Establishment Agreement 2013. (Signed by four participating Shires, but unsigned by the Minister.) For purposes of this matter the 2006 Establishment Agreement, as amended, signed by the minister will be used as the source document.

5. POLICY IMPLICATIONS
None applicable.
6. **FINANCIAL IMPLICATIONS**

In terms of the ‘Winding Up’ provision of the Establishment Agreement (section 12) all assets are to be realised and the proceeds with any surplus funds are to be divided among each of the participating members (12.1) as any liabilities (12.3) are to be born equally amongst the participating members.

6.1 Assets

The attached **Annexure 3 Assets** reflects the current assets in the possession of the MWRC. Disposition of these are governed by the *Local Government Act 1995, Part 3 Functions of Local Governments Division 3, s 3.58 Disposing of Property (2) or (3), and, Local Government (Functions and General ) Regulations 1996, Part 6, r 30 (3) ‘exempt disposition.’*

All assets below the market value ‘...is less than $20,000...’ are exempt from compliance to *s3.58 of the LGA*. In essence all the listed assets with the exception of the CEO’s Prado can be sold for ‘market value’ *s (4) of the LGA*. It is proposed that the Prado be sold by public auction as contemplated under *s (2) of the Act*.

These are to be disposed of as recorded in the Annexure 3.

6.2 Contracts

The **Annexure 4 Contracts** lists various types of contracts being grants, commercial contracts, leases and agreements. In brief the following will apply:

i. The MWLGSA contract requires written notice of the change of their representative (section 1.4), be given to Main Roads WA. Initial negotiation indicates that they are happy with this date. No financial liability accrues. MWRC will give notice of its withdrawal as ‘representative’ effective 31/3/14 in terms of s 1.4 (b) of the Agreement. Member shires to nominate a representative

ii. Commercial contracts in place and required termination may attract penalty fees, please refer to Annexure 4.

iii. The termination of the Sorento lease (31 March 2014) will attract a cancellation fee, please refer to Annexure 4.

These are to be finalised as indicated in Annexure 4.
6.3 Other liabilities

6.3.1 Staff

- ACEO 1 month notice ($5280pm($50+GST))
- Accountant 2 weeks’ notice ($2825.77)
- Administration Officer 2 weeks’ notice ($1620.36)

In terms of the Accountant and Administration Officer’s termination, no redundancy payout is required in terms of the Local Government Industry Award 2010 read together with The National Employment Standards and their contract of employment.

Redundancy, if applicable would mean an additional (6) six weeks redundancy pay ($16 954) for the accountant and (4) four weeks redundancy for the Administrative Officer ($6 481). Council may want to consider making an ex gratia payment to the employees of these amounts or portion thereof.

6.3.2 Termination of Staff Employment

It is suggested that the following notice be given to the staff:

- ACEO 1 month notice, 1 March terminating 31 March 2014
- Accountant 2 weeks’ notice, suggested 14 March terminating 31 March 2014
- Administration Officer 2 weeks’ notice, suggested 14 February terminating 28 February 2014.

7. STRATEGIC IMPLICATION

It is quite clear that MWRC does provide a significant contribution to the mid west region shires particularly in the support services offered in financial skills and other skill areas that are difficult to source locally.

8. DISSOLUTION PROCESS

It is suggested that a ‘ceasing business’ date be set as 31 March 2014.

8.1 PROCESS PRE 31 MARCH 2014

- The boxing of all documentation required for archiving in terms of the current legislation and disposing of redundant documentation. One of the Shires should be nominated to take on the responsibility of receiving the boxes for archiving.

- Auditing and compiling the various registers of assets, current contracts and determining other liabilities and obligations. No further work will be taken on other than existing commitments (Three Springs Financials).
8.2 PROCESS AFTER 4 FEBRUARY 2014 COUNCIL MEETING

- Disposing of all assets and moving archive records for safekeeping.
- Finalising all outstanding contractual matters.
- Prepare financial statements for audit.
- Prepare legal paperwork for deregistration
- Formally Notify stakeholders of dissolution
- Effectively move out of current offices and set up virtual office to deal with operational issues as they arise post 31 March 2014.

8.3 PROCESS POST 31 MARCH 2014

- Once all financial matters accounted for and effectively no further operation movement, make final payments, redistribute surplus cash in accounts and close accounts
- Present Financials for auditing, deal with further queries and await audit report
- Convene last meeting of council circa May 2014
- Deregister MWRC

This may take a further month or two to complete, but not likely to be later than June 2014.

8.3.1 RESPONSIBILITY

Two options remain for the post 31 March 2014 period:

8.3.1.A
ACEO and/or Accountant are retained to complete any outstanding issues that may arise.

8.3.1.B
ACEO and/or Accountant’s services are terminated and Council appoints one of the Shires CEO’s to act and finalise any outstanding matters.

9. VOTING REQUIREMENT

Council ratifies the decision of the members (s3.63.(1) (b) LGA) to dissolve the Mid West Regional Council in terms of Part 3 Functions of local governments Division 4 Regional Local governments, s3.63 Dissolution or partial dissolution of regional local government

(1) A regional local government is to be wound up —
    (a) at the direction of the Minister; or
    (b) in accordance with the establishment agreement.

(2) A participant may, in accordance with the establishment agreement, withdraw from the regional local government and cease to be a participant.
Furthermore, section 3.61 of the LGA two (2) or more local governments may with the Minister’s approval, establish a regional local government. As the Shires of Three Springs and Mingenew given notice of their intention to withdraw participation of the MWRC on 30 June 2014 the remaining two shires maintain the existence of MWRC.

In the event that either one or both of the remaining two Shires, Perenjori or Morawa indicate that they intend to withdraw from the MWRC this would be sufficient in terms of the Establishment agreement to dissolve the MWRC.

OFFICER RECOMMENDATION – ITEM 14022.2

The MWRC resolves to:

a. Ratify the decision of member councils to dissolve MWRC and to officially cease to operate on 31 March 2014.

b. The ACEO is hereby authorised to apply the provisions under the establishment agreement read together with the LGA and finalise all matters as listed in Annexures 3 Assets and Annexure 4 Contracts, as soon as reasonably possible.

c. Staff be given notice of termination of their contracts of employment in terms of item 6.3.2 – Termination of Staff Employment.

I. A/CEO 1 month notice, 1 March terminating 31 March 2014

II. Accountant 2 weeks’ notice, 14 March terminating 31 March 2014

III. Administration Officer 2 weeks’ notice, 14 February terminating 28 February 2014

d. In the event that the dissolution process is not finalised by 31 March 2014,

   i. option 8.3.1 A – A/CEO and/or Accountant are retained to complete any outstanding issues that may arise, for the period following 31 March 2014 to deregistration.

   ii. option 8.3.1. B – A/CEO and/or Accountants services are terminated and council appoints one of the Shires CEO’s to act and finalise any outstanding matters, for the period following 31 March 2014 to deregistration.

e. Notify the Minister of the decision of the council.
COUNCIL RESOLUTION – ITEM 14022.2

Moved: Cr Treloar  Seconded: Cr Smith

The MWRC resolves to:

a. Ratify the decision of member councils to dissolve MWRC and to officially cease to operate on 31 March 2014.

b. The ACEO is hereby authorised to apply the provisions under the establishment agreement read together with the LGA and finalise all matters as listed in Annexures 3 Assets and Annexure 4 Contracts, as soon as reasonably possible.

c. Staff be given notice of termination of their contracts of employment in terms of item 6.3.2 – Termination of Staff Employment.

I. A/CEO 1 month notice, 1 March terminating 31 March 2014

II. Accountant 2 weeks’ notice, 14 March terminating 31 March 2014

III. Administration Officer 2 weeks’ notice, 14 March terminating 31 March 2014

d. In the event that the dissolution process is not finalised by 31 March 2014,

ii. option 8.3.1. B – A/CEO and/or Accountants services are terminated and council appoints the four Member Shires CEO’s to act and finalise any outstanding matters, for the period following 31 March 2014 to deregistration.

e. Notify the Minister of the decision of the council.

Carried: 3/0 ABSOLUTE MAJORITY

Moved: Cr Smith  Seconded: Cr Treloar

Member Shire CEO’s to discuss Annexure 3 and advise MWRC CEO within 10 days.

Carried: 3/0

Moved: Cr Treloar  Seconded: Cr Smith

MWRC A/CEO to auction Item 30 (2009 Toyota Prado) Annexure 3.

Carried: 3/0
Moved: Cr Smith  
Seconded: Cr Treloar

Council delegates to the 4 Member Shire CEO’s the authority to discuss and make a decision regarding officer redundancy or ex gratia payments as outlined in Annexure 4.

Carried: 3/0
SUMMARY
The purpose of this report is to provide details of payments made since the last meeting to be passed for payment by Council.

BACKGROUND
Clause 11 of the Local Government (Financial Management) Regulations 1996 provides that a Local Government shall develop procedures for the authorisation of payments. Clause 12 of the Regulations requires a schedule of cheques drawn to be presented at the next Ordinary Meeting following preparation of the list.

COMMENT
Attached to this report is a list detailing all cheques drawn, direct debits and electronic funds transferred from the Mid West Regional Council’s Municipal and Trust Accounts since the last report presented to Council.

The Summary of the schedule of accounts to be passed for payment totalling $360,720.03 for the period to 13 January 2014 comprising the following payments:

SUMMARY

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Electronic payments</td>
<td>$357,977.75</td>
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<tr>
<td>BPAYS</td>
<td>814.24</td>
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<tr>
<td>Direct Debits</td>
<td>1,675.04</td>
</tr>
<tr>
<td>Cheques</td>
<td>253.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$360,720.03</strong></td>
</tr>
</tbody>
</table>

CONSULTATION
Nil.

STATUTORY ENVIRONMENT
Local Government Act and Regulations

POLICY IMPLICATIONS
None applicable.

FINANCIAL IMPLICATIONS
As presented.

STRATEGIC IMPLICATION
There are no known strategic implications at this time.
**VOTING REQUIREMENT**
Simple majority.

<table>
<thead>
<tr>
<th>OFFICER RECOMMENDATION ITEM – 14023.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>That the accounts for payment listed on the schedule as presented totalling $360,720.03 to 13 January 2014 be passed for payment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNCIL RESOLUTION ITEM – 14023.1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MOVED:</strong> Cr Treloar</td>
</tr>
<tr>
<td>That the accounts for payment listed on the schedule as presented totalling $360,720.03 to 13 January 2014 be passed for payment.</td>
</tr>
</tbody>
</table>
The purpose of this report is to provide details of Council’s financial position.

Financial Management Regulation 34 requires a local government to prepare a Statement of Financial Activity reporting on the sources and applications of funds on a monthly basis.

Notations are made in the Detailed Statement of Financial Activity to explain the difference between the year to date actual and the year to date budget figures, only when the difference exceeds the variance adopted at the time of adopting the budget. I.e for the 2013/2014 year the adopted reporting variance is 10% and only values exceeding $5,000 are to be explained.

Attached are statements of financial activity and accompanying notes for the periods ending:

- ‘ – 30 November 2013
- ‘ – 31 December 2013

COMMENT
As presented

CONSULTATION
None applicable

STATUTORY ENVIRONMENT
Local Government Act and Regulations

POLICY IMPLICATIONS
There are no known policy implications at this time

FINANCIAL IMPLICATIONS
Total Cash held as at 31 December 2013:

- Municipal Account: 245,728.11
- Trust Account: NIL
- Reserve Account: 36,378.73
STRATEGIC IMPLICATION
There are no known strategic implications at this time.

VOTING REQUIREMENT
Simple Majority

OFFICER RECOMMENDATION ITEM – 13093.3
The financial reports for the periods ended 30 November 2013 and 31 December 2013 for the Mid West Regional Council comprising the following:
- Balance Sheet
- Equity Statement
- Income Statement
- Reconciliation of Accounts
- Trust Fund
Be received.

COUNCIL RESOLUTION ITEM – 13093.3
MOVED: Cr Smith
SECONDED: Cr Treloar
The financial reports for the periods ended 30 November 2013 and 31 December 2013 for the Mid West Regional Council comprising the following:
- Balance Sheet
- Equity Statement
- Income Statement
- Reconciliation of Accounts
- Trust Fund
Be received.
CARRIED: 3/0
14024  STATUS REPORT

REPORTING OFFICER:   Nicholas Els – A/Chief Executive Officer
PROPONENT:            Mid West Regional Council
DISCLOSURE OF INTEREST: Nil
DATE OF REPORT:       4th February 2014
ATTACHMENT:           Status Report

SUMMARY

The status report is provided to Council in order that actionable items are recorded and results reported to council. Although this is information only, the status report is to be accepted by Council and recorded in the minutes to ensure member councils are kept informed on the progress of the work undertaken by the MWRC.

OFFICER RECOMMENDATION ITEM - 14024
Council accepts the Status Report as presented.

COUNCIL RESOLUTION ITEM - 14024
MOVED: Cr Treloar        SECONDED: Cr Smith
Council accepts the Status Report as presented.
Carried: 3/0
14025 GENERAL BUSINESS

14025.1 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

Nil

14025.2 DATE OF NEXT MEETING

Next Council Meeting to be held at the Shire of Three Springs Chambers on 25\textsuperscript{th} March 2014.

14025.3 CLOSURE OF MEETING

There being no further business, Cr Bagley thanked all for their attendance and closed the meeting at 11.05am

I certify that this copy of the Minutes is a true and correct record of the meeting held on 4\textsuperscript{th} February 2014.

Signed: ____________________________

MWRC Chairman

Date: ____________________________
Attachment 14025.6

Local Government Structural Reform
1. Articles
2. Legal Advice
3. Carnamah Comments

Ordinary Council Meeting
20th February 2014
Comment (Shire Carnarmah CEO)

The uncertainty that has prevailed within local government with respect to the State Government’s plans to reform the sector since 2009 has been to the detriment of local government throughout Western Australia for the last five years. The continuously shifting position of the State Government with respect to amalgamations has created ambiguity and uncertainty has had a deleterious impact on the medium and long term planning for individual Shires. This has also resulted in many Shires experiencing difficulties in recruiting staff to senior management positions due to middle managers choosing to stay in more secure positions, rather than promoting themselves to more senior positions which are more vulnerable in the event of mergers.

Investigations into possible mergers have often concluded that there would be little to be achieved through amalgamation, that there are significant transition costs involved and probable reductions in grant funding over time.

The current metropolitan review initiated by the State Government, is causing significant disquiet, especially due to the fact that it seems that communities may not be given the opportunity to exercise the poll provisions of the Local Government Act before boundaries are changed.

There is a strong prevailing view that the State Government will target country areas after the implementation of what may be effectively forced amalgamations in the metropolitan area. The impact of forced mergers in the country would arguably be more serious than those of the metropolitan area as local councils are generally major employers and hold together the social fabric of their communities. The creation of one local government to replace several separate entities will without doubt centralise activities and priorities to a main centre. Towns which previously had a seat of local government will be adversely impacted form both an economic and social perspective. The creation of “Place Managers” and a token local government presence will never adequately compensate for the retention of individual local governments with their collective long term career staff and readily accessible elected members.

The “appetite” for local government reform espoused by the State Government is curious given that the sector does not cost the State Government very much apart from some closely monitored road funds (which are very efficiently applied) and some occasional specific purpose grant funding. It can only be assumed that there is some drive by the State Government to replicate the amalgamation scenario that has occurred in the other States of Australia. Many of these amalgamations in other States have proved to be expensive and dysfunctional and many country communities have been disempowered to the extent that some are pursuing de-amalgamation in order to restore some of the economic and social capacity building and sense of local ownership that has been lost.

The dead hand of centralisation has not worked in many areas and the Western Australian State Government itself has disaggregated some services that were previously centralised and found to be hopelessly expensive, inefficient and inadequate.

With few exceptions, local governments in Western Australia exercise sound management practices and fiscal control over their operations. This third tier of government is subject to much greater public scrutiny and transparency than its State and Federal Government counterparts which perhaps accounts for its solid collective performance and the consistent delivery of community based outcomes.

Local government, like the other tiers of Government is however subject to a constantly changing environment and structural changes may be necessary from time to time. Change should however be driven from within the sector and by the communities that make up our vast and diverse State.
MEMORANDUM

To Mayor & Councillors
From Chief Executive Officer
File No A/3029
Date 31 January 2014

LOCAL GOVERNMENT REFORM - MINISTERS PROPOSALS

Elected members would be aware of my concerns regarding the weakness of the existing poll provisions in relation to the State Government's metropolitan local government reform agenda and the potential repercussions for country local governments.

Those concerns have been shared with country CEOs, WESROC CEOs, the CEO of WALGA and the CEO of the LGMA. The concerns have now been validated by the publication on the 28th January 2014 of the 12 proposals made by the Minister to the Local Government Advisory Board (see attached proposals).

With the exception of the Western Suburbs proposal, none of the proposals would allow any of the affected communities to avail themselves of the existing poll provisions as they currently exist. That's because under the Ministers proposal, 11 existing governments are proposed to be simply absorbed into 9 other existing local governments through boundary adjustments. This 'absorption' process does allow not any of the affected communities to invoke the poll provisions through what would ordinarily be the abolition of two or more local governments with each proposal.

In other words, had the Minister couched his proposals in terms of 20 existing local governments being abolished in their entirety to create 9 new local governments, access to the poll provisions could have been obtained by all affected communities.

Assuming the LGAB endorses the Minister's process through its own inquiry process (which is now underway), the 'winners' will be Perth, Stirling, Bayswater, Swan, Belmont, Victoria Park, Gosnells, Melville, Fremantle, Kwinana and Armadale.

The 'losers' are Vincent, Bassendean, Mundaring, Kalamunda, South Perth, Canning, East Fremantle, Cockburn and Serpentine Jarrahdale. On present indications their communities could be disenfranchised from any political elected representation (and weakened administrative support) from 1 July 2015 until 18 October 2015 (when fresh elections are held) as their neighbouring local governments simply take over existing operations from 1 July 2015 until election day.

It can be anticipated that relationships between all affected Mayors, Councils and CEOs are now being sorely tested. Some of those who signed up to the reform process by making proposals without fully consulting their communities could have done so on the mistaken assumption that their community's could fall back on the poll provisions if required.

Others that were happily collaborating with each other now find themselves in the position of being either a potential 'winner' or 'loser' in the equation and their existing collaborative arrangements being sorely tested. In fact some 'winners' may now be cringing at the prospect of having to take over the 'losers' with little or no goodwill in place at all.
It is also interesting to note the order of the proposals submitted to the LGAB by the Minister. Potentially they reflect the Premier's stated view of starting off with the capital city first. They then seem to radiate out in order of ease of implementation with the Western Suburbs being last on the list.

It also seems to me that by and large, the winners are those local governments that have relatively trouble-free histories (i.e. no recent history of commissioners) or are local governments that are significantly larger or better resourced than their affected neighbours.

The fact that the Western Suburbs is last on the list should not be seen as offering some sort of comfort.

Indeed if all of the metropolitan amalgamation proposals have been locked away by the time the LGAB gets to the Western Suburbs, the State Government would have some real political difficulty in allowing the Western Suburbs local governments to get off the hook if reform for the country local governments is to be advanced during some later term of office.

It is also worth noting that if Perth absorbs 'south' Subiaco first up and Cambridge absorbs 'north' Subiaco last up, then all that is left to sort out in the State's metropolitan reform agenda is the five relatively small local governments of Mosman Park, Peppermint Grove, Cottesloe, Claremont and Nedlands.
12 November 2013

Mr Stephen Tindale
Chief Executive Officer
City of Subiaco
241 Rokeby Road
SUBIACO WA 6008

Attention: Ms Kathy Bonus, Acting CEO

By email: stephent@subiaco.wa.gov.au
cc: kathyb@subiaco.wa.gov.au

Dear Stephen

Poll Provisions

After I received your automatic response to my email letter of 12 November, it became apparent to me that I ought to have copied the 12 November letter to the Acting CEO Ms Kathy Bonus. I am copying this letter to her, and I assume that she will refer to the 12 November letter, if she has not already done so.

I have carried out further research, and propose to provide my advice and comments in response to your 7 November email, as set out below.

Advice and comments

You have put to me some questions based on what I assume to be hypothetical examples of boundary change proposals by two neighbouring local governments. I will deal with the questions on that basis.

1. If the Town of Cambridge was to lodge a proposal with the Local Government Advisory Board (LGAB) that proposed the Town of Cambridge boundary be extended to include all that part of the City of Subiaco north of Aberdare Road, and if the City of Nedlands was to lodge a proposal with the LGAB that proposed that the City of Nedlands boundary be extended to include all that part of the City of Subiaco south of Aberdare Road, the combination of those two proposals would involve the abolition of the City of Subiaco. However in the way you have explained it, neither the Town of Cambridge nor the City of Nedlands would be abolished under their respective proposals, or under the combination of those proposals.

2. In my opinion, it would be open to the LGAB to deal with such proposals by the Town of Cambridge and the City of Nedlands as if they involved the abolition of all three local governments. If the LGAB took that view, it could make its recommendation on that basis to the Minister (see Schedule 2.1, cl.6(1)(c)), and then cl.8 would apply.
However it would also be open to the LGAB to treat the combined proposals as involving only the abolition of the City of Subiaco. In that case cl.8 would not be engaged. That approach might be considered appropriate if the Town of Cambridge and the City of Nedlands expressed their proposals in terms which made it quite clear that they did not propose the abolition of their respective local governments, but only proposed the changing of the boundaries of their respective districts.

The way you explain the proposals in your 7 November letter suggests that the contemplated proposal by each the Town of Cambridge and the City of Nedlands would propose only that portion of the district of the City of Subiaco be incorporated within the boundaries of their respective local government districts, and neither of the proposals would necessarily have contemplated that the City of Subiaco would be abolished. I don’t understand you to have suggested a joint or collaborative proposal by the other two local governments.

In the circumstances of the two proposals referred to in your letter, in my opinion the electors of the City of Subiaco would not be able to avail themselves of the poll provisions in cl.8(3) of Schedule 2.1 of the LG Act. I say that because the scope of cl.8 of Schedule 2.1 is determined by subcl.(1) which provides for cl.8 operating where the LGAB recommends to the Minister the making of an order to abolish two or more districts and to amalgamate them into one or more districts. It is only in those circumstances where the LGAB is required to give notice to affected local governments, affected electors and other electors of districts directly affected by the recommendation, about the recommendation.

I hasten to repeat the point made above, that it would perhaps be open to the LGAB, having received the contemplated proposals from the Town of Cambridge and the City of Nedlands, to deal with them as the basis for a recommendation for the abolition of all three local government districts. Cl.8(1) of Schedule 2.1 does not deal specifically with the proposals made by the local governments, but rather the recommendation the LGAB makes to the Minister arising out of the proposals.

Note that the sequence under Schedule 2.1, relevant to this matter is as follows:

(a) Under cl.2, a proposal is made to the LGAB by an affected local government.

(b) Under cl.3, the LGAB is obliged to consider the proposals, and under subcl.(4), in the case of proposals which are not trivial, the LGAB is required to formally inquire into each proposal.

(c) Cl.5 deals with the conduct of a formal inquiry.

(d) Cl.6 deals with the LGAB recommendation to the Minister arising out of a formal inquiry, and it is clear from cl.6(1)(c), that it is open to the LGAB to recommend to the Minister that a proposal be rejected, or that an order be made in accordance with the proposal, or ‘if it thinks fit after complying with
subclause (2), the making of some other order that may be made under section 2.1’.

(c) It should be noted that cl.6(2) provides that the LGAB is not to recommend to the Minister the making of an order that is significantly different from the proposal into which it formally inquired unless the Board has -

‘(a) given notice to affected local governments, affected electors and the other electors of districts directly affected by the recommendation of its intention to do so; and

(b) afforded adequate opportunity for submissions to be made about the intended order; and

(c) considered any submissions made.’

Notwithstanding the formalities required by cl.6(2) of Schedule 2.1, I confirm that it would be open to the LGAB, having conducted an inquiry into the proposals you have contemplated by the Town of Cambridge and the City of Nedlands, to make a recommendation to the Minister that all three local government districts be abolished. That would then definitely bring into operation the provisions of cl.8 of Schedule 2.1, and open the possibility of a poll of electors of the City of Subiaco.

Conclusion as to the availability of poll provisions

Having given the above explanation of the alternative possibility based on a variation of the facts, I return to my answer to the direct question which you put. In the circumstances of the proposals by the Town of Cambridge and the City of Nedlands which you have referred to in your letter, unless the LGAB was to go through the procedures in cl.6(2) and to make a recommendation different than the proposals of the two local governments in question, the electors of the City of Subiaco would not be able to avail themselves of the poll provisions in cl.8.

Origin of the ‘Dadour Amendment’

I have looked back on the provisions of s.30A of the repealed Local Government Act 1960 (WA) (1960 LG Act). S.30A was indeed introduced into the 1960 LG Act in 1975, by the Amendment Act No. 36 of 1975. S.30A which was clearly the brainchild of Dr Dadour, then the representative of Subiaco in the Legislative Assembly, was very different, and more liberal than the present provisions of cl.8, 9 and 10 of Schedule 2.1 of the current LG Act. Rather than explain the many differences in detail, I am attaching hereto a copy of s.30A in its form as introduced into the 1960 LG Act in 1975. You will see that under the provisions of s.30A, in the scenario which you have explained in your letter of instruction, the ratepayers of the City of Subiaco would have been able to demand a poll. In fact it would have required a petition from only 50 of the ratepayers to have that effect (see s.30A(4)).
Prior to the total repeal of the 1960 LG Act, there was a very minor amendment in 1981, the effect of which was simply to provide that the returning officer was to make the preparation for the conduct of a poll as contemplated in subs.(6). There was a more substantial amendment in 1984, when the passage ‘ratepayers or electors’ was deleted from para.(a) of subs.(2) and the word ‘electors’ substituted, and in other places where the term ‘ratepayers’ appeared in subss.(4), (5) and (6), that word was deleted and the word ‘electors’ substituted. Neither of the 1981 nor the 1984 amendments affected the broad scope of s.30A.

I have obtained an extract from the Parliamentary Debates at the time of the Second Reading of the Bill for the Act No. 36 of 1975, which introduced s.30A into the 1960 LG Act. Rather than extract all of what I think to be the significant passages in the speeches by the Minister and other members at the Second Reading stage, I am attaching hereto a copy of the extract from pp.499-501 of Hansard for 27 March 1975 (containing Minister Rushton’s Second Reading Speech introducing the Bill), and pp.1250-1266 of Hansard, which contains speeches by other MLAs, including significantly Dr Dadour.

The only passages I will refer to specifically from Hansard are the following:

(a) You will see on p.501 of Hansard the comments of Mr Rushton, the then Minister for Local Government where he said -

‘This Bill will make a valuable contribution to strengthening the goodwill and confidence between municipalities and the people residing within their boundaries.

The Bill does not remove the present right of municipalities to negotiate boundary changes when desirable and to their mutual benefit. However, if agreement is not reached between the elected representatives of the ratepayers and electors, it provides the residents with the democratic right of expressing their point of view through a referendum.’

(b) At p.1250, Dr Dadour made the following comments amongst others -

‘This is a subject that is dear to my heard, and is something for which I have worked hard since I have been a member of Parliament. ... If the Minister does not think the proposal for a petition will be in the best interests of a local authority, he does not have to make any order. He can just ignore the petition, and so stop any erosion that may be mooted from time to time.

...’

I am a representative of the people and I consider the argument put forward by the honourable member has no logic whatsoever. As the
Act stands at the moment, it merely provides that the Minister has so many powers; powers to enable one local authority to be absorbed by another; powers to reduce or increase the number of local authorities at will. All the Minister is obliged to do is to have the Local Government Boundaries Commission select the right people. He can accept whatever answer he so desires. This was amply demonstrated by the action of the previous Minister in the Tonkin Government when he had the Boundaries Commission investigate the ramifications of local government. So appalling was the outcome of this inquiry that the three members of it could not understand what “community of interests” meant. …’

14 It will be apparent if you have the time and patience to read the Parliamentary Debates, that a considerable amount was expected of s.30A.

15 It will also be apparent to you on reading s.30A, that it is somewhat more liberal in its scope than the existing cl.8, 9 and 10 of Schedule 2.1 of the current LG Act.

16 Notwithstanding the origin of the ‘Dadour Amendment’ provisions which still remain in a vestigial form in the current LG Act, I have difficulty in seeing how those original provisions could be used productively in any argument in the Supreme Court aiming to prevent the Minister from ‘disenfranchising’ the electors of Subiaco, through the application of the present Schedule 2.1 provisions.

I believe that I have gone as far as you contemplated in your 7 November instruction. I have answered the question which you posed on the current provisions of cl.8 of Schedule 2.1, and have provided reference to the old s.30A and the background in Parliament to the introduction of s.30A. I am not sure that there is anything else I can do to assist you at this time.

I might perhaps mention a case with which I am sure you are very familiar, namely the *City of Subiaco v Local Government Advisory Board* [2011] WASC 322. The judgment of Edelman J in that case contains some interesting reflections on the application of the provisions of Schedule 2.1 of the current LG Act. Although there are some interesting parts in the Reasons of Edelman J, I can’t see that any particular parts are of assistance to you in responding to your 7 November instructions.

Please don’t hesitate to let me know if I can be of any further assistance to you in this matter.

Yours sincerely

Denis McLeod

Direct line: 9424 6201
Email: dmcleod@mcleods.com.au

Encl. S.30A
Second Reading Speech extracts
Subiaco enlists country shires

By BRETT CHRISTIAN

Subiaco is launching a statewide political offensive in a last-minute bid to prevent forced council mergers.
The council took action after it discovered that Premier Colin Barnett would probably use a back-door route under current laws to force council culls while ignoring the rights of electors to call a referendum.

An alarmed Subiaco council became aware of this when it recently received legal advice from leading local government lawyer Denis McLeod.

It released the legal advice after polling local residents (“Strong vote for an independent Subi”—page 27).

The state’s Upper House is about to debate a Bill that would smooth the way to abolish half the 30 metro councils, including the seven that make up the western suburbs.

This week, Subiaco council enlisted the help of country shires to pressure their local MPs to defy Premier Colin Barnett.

Subiaco CEO Stephen Tindale said some councils that had signed up to the mergers without consulting their communities might have taken false comfort that they could fall back on citizen referendums if needed.

Mr Tindale wrote to all the state’s 139 councils to warn them that the safety net of citizen polls could be legally circumvented by the government.

He urged them to pressure their local MPs, especially National and Liberal Party members, to amend the Local Government Act in Parliament to restore the original intent of the Dadour poll provisions.

He included wording that would do this.

- Please turn to page 91

Subiaco enlists country shires

- From page 1

Mr Tindale’s letter noted that Mr Barnett had promised before the state election that there would be no forced mergers.

He also pointed out that when former Nationals leader, Brendon Grylls, had said country shires were exempt from forced mergers, Mr Barnett had immediately contradicted him.

Mr Tindale said that legal advice to Subiaco made it clear that when two councils took “bites” from a neighbouring council, thus abolishing it, the Dadour poll provisions could not be used by the culled council’s citizens.

In Subiaco’s case, Cambridge and Nedlands could each take over half of Subiaco without Subiaco’s electors having any say.

In the same way, the City of Perth could absorb all of Subiaco without the Dadour provisions being triggered.

Mr Tindale said there was a strong desire in Subiaco for his city to remain independent.

The Local Government Advisory Board (LGAB) is at present examining merger proposals, including one from Local Government Minister Tony Simpson to collapse all seven western suburb councils into one, with a population of 100,000.

Mr Simpson provides no detail to justify his proposal on either economic or social grounds.

Public submissions to the LGAB close on March 13. Details are available on the board’s website.
Attachment 14025.7

Workforce Plan 2013 - 17
1. Plan

Ordinary Council Meeting
20th February 2014
Shire of Perenjori
2013 - 2017
Integrated Workforce Plan

Perenjori
Embrace Opportunity
Shire of Perenjori
44 Fowler Street
PO Box 22
Perenjori WA 6620
Ph: 08 9973 1002
Fax: 08 9973 1029
Email: ceo@perenjori.wa.gov.au
www.perenjori.wa.gov.au
Executive Summary

Strategic workforce planning is an important aspect in the long term planning for an organisation. It is critical to ensure that there are sufficient people to carry out the organisation’s purpose — the right people, in the right place, at the right time to build a strong, sustainable organisation.

Workforce planning in Australia, particularly rural Australia, has a number of challenges according to the ABS Census 2006-2011:
- The workforce is changing within Australia. We are seeing more women working than ever before, there are fewer young people entering the job market each year and the workforce is ageing.
- In 2011 more people exited the workforce than entered it.
- Over the next 40 years the proportion of Australians aged over 65 will double.
- Australia will have shortages of more than 200,000 skilled workers within the next 5 years.

Workforce planning is the key to forecasting future labour markets, but is also used for:
- Monitoring and containing workforce costs
- Developing and highlighting existing and new workforce skills
- Ensuring that there is adequate service delivery into the future
- Identifying employee issues

With 20 employees, the Shire of Perenjori is a significant employer within the district. The organisation has a strong relationship with its workforce, consisting of several long term employees who are comfortable with the professional and personal approach to management.

The Integrated Planning and Reporting Framework requires all Local Governments in WA to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Strategy forms part of the Resourcing Strategy and outlines how the Shire of Perenjori will implement the priorities and strategies within its Delivery Program, in line with the Shire’s budget.

The Shire of Perenjori faces a number of long term challenges relating to its workforce and in particular in relation to the implementation of the delivery program whilst meeting community expectations with a limited budget.

Operational challenges also include:
- Managing an ageing workforce
- Attraction, retention and development of quality employees and
- Refining/modernising its Human Resources Management policies, processes and systems.

This Strategy focuses on the context of workforce planning, explores the regional and local challenges and outlines the responses that the Shire of Perenjori will take to support the implementation of the Delivery Program.
Integrated Workforce Planning in Context

The Workforce Plan has been developed to address the requirements of the Local Government Act and associated regulations.

Local Government Act 1995 section 5.56

A Local Government is to plan for the future of the district.

(2) A Local Government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

Local Government (Administration) Regulations 1996

19C. Strategic community plans, requirements for (Act s. 5.56)

(1) A Local Government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.

(5) In making or reviewing a strategic community plan, a local government is to have regard to —

(a) the capacity of its current resources and the anticipated capacity of its future resources; and

19DA. Corporate business plans, requirements for (Act s. 5.56)

(1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.

(3) A corporate business plan for a district is to —

(a) set out, consistently with any relevant priorities, for declining with the objectives and aspirations of the community in the district; and

(b) govern a Local Government’s internal business planning by expressing a Local Government’s priorities by reference to operations that are within the capacity of the Local Government’s resources; and

(c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

A “plan for the future” and regulations on how to achieve this have been made under S5.56(2):

- That the Local Government develops a Strategic Community Plan that links community aspirations with the Council’s long term strategy.

- That the Local Government has a corporate business plan linked to long term financial planning that integrates asset management, workforce planning and specific council plans (Informing Strategies) with the strategic plan.

Regulation changes were gazetted in August 2011 with full compliance required by 30 June 2013
Integrated Planning and Reporting Framework

The Shire of Perenjori’s Integrated Planning Framework comprises the following plans/programs:

**Strategic Community Plan** – Identifies the community’s main aspirations and priorities for the future and outlines strategies for achieving these goals.

**Corporate Plan** – Describes the activities we will undertake over the next four years to achieve the agreed short and long term goals and outcomes.

**Divisional Operational Plans** – Outlines the details of the specific projects and activities that will achieve the commitments outlined in the Corporate Plan.

**Long Term Financial Plan** – Details the financial resources needed to enact the Corporate Plan in the first four years and potential revenues and expenses for the next six years of the plan. This plan serves to inform and resource all aspects of the integrated planning activities as appropriate.

**Asset Management Plan** – This plan identifies and records the asset register, service level, activities and strategies to ensure that the physical assets and infrastructure of the Shire are appropriately managed and maintained over their lifecycle and appropriately disposed of or replaced at the end of that lifecycle.

**Integrated Workforce Plan** – This plan identifies and reports on the internal capacity to meet current and future goals and objectives of the Shire and the Community, both in capacity and capability. It identifies the gaps or surplus in human assets or financial resources and identifies strategies to deliver on expectations.

### Aims and Objectives of the Integrated Workforce Plan

This Workforce Plan aims to address the workforce needs of the Shire that arise from core operations, projects, strategic initiatives and priorities.

It also aims to build capacity and resilience to enable the Shire to respond to the changing environment and to issues arising from external pressures and legislative compliance issues.

The Workforce Plan aims to ensure the Shire’s workforce has the right skills, at the right time and in the right quantities to effect sustainable service delivery in the future.

It will address gaps between current and future workforce capability, identify areas of skills or capacity shortage and outline strategies to address them.

### Methodology

The methodology used will follow the practices and principles of the WA Department of Local Government’s Workforce Planning Guidelines Toolkit -Ref: [http://integratedplanning.dlg.wa.gov.au](http://integratedplanning.dlg.wa.gov.au)

There are four distinct stages as outlined in the diagram from the toolkit below. The process was carried out in a consultative and capacity building manner to ensure ownership and sustainability. This plan will be used to guide recruitment, retention and growth in the workforce and any development or changes over the term of its life.
External Environments

Western Australian Employment Environment

Population Profile

Western Australia has 33% of Australia’s land area and 10.7% of its population. The State’s share of the national population is projected by the ABS to grow to 11% (3.0 million) by 2026 and 12% (4.3 million) by 2056. There were 1.31 million people employed in Western Australia in December 2012. The Department of Training and Workforce Development estimates a potential shortfall of 76,000 workers by 2014-15.

Western Australia’s population rose 3.3% (78,037) to 2,430,252 in 2011-12. Net overseas migration contributed 60% (47,147) of the population growth in 2011-12. Net interstate migration rose 80% to 11,085 in 2011-12. Population growth has accelerated from 2.2% in 2009-10 and 2.4% in 2010-11 to 3.3% in 2011-12.

Employment

Western Australia’s employment rose 4.7% (59,400) over the twelve months to December 2012, with 9% of the growth occurring in the final three months. In contrast, national employment rose 1.3% (148,400) over the year to December 2012.

The state’s unemployment rate was 4.3% in December 2012; higher than the 4.1% in the previous month and 4.2% the year before. Compared to the national unemployment rate for the same timeframe, which was 5.4%. In the December quarter 2012, Western Australia’s mining industry employed 108,900 workers; 3% (3,600) higher than the previous year.

Regional Profile:

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Major Industries in WA in 2011-12 (employment numbers)

- Mining: 34.60%
- Construction: 11.50%
- Health Care and Social Assistance: 3.90%
- Retail Trade: 3.10%
- Professional Scientific and Technical Services: 5.30%

¹Western Australian Government Department of State Development; Western Australian Economic Profile January 2013
With such a low unemployment rate in the Mid West and with over 46% of the industries in Western Australia represented by mining and construction, the pressure put on the technical, construction and maintenance sections of Local Government workforces is becoming increasingly challenging.

**WA Local Government Environment**

The Department of Local Government is in the process of managing significant structural reform across the sector. That includes seeking amalgamation and collaborative resource sharing where possible to ensure sustainability and governance to address past issues and build for the future.

Both metropolitan and regional areas are experiencing change and uncertainty that has the potential to impact on the workforce both positively and negatively in terms of being an industry of choice for employment. Increasing workloads, exit of skilled staff to other employment sectors, ageing workforces and the levels of staff turnover in some areas are creating serious challenges in recruitment and retention as well as on the wellbeing of the employees.

Increased service expectations and devolution of services from State Government in some areas is also having an impact on the ability to attract, recruit and afford the appropriate workforce with an often declining rate base.

**Mid West Environment**

The Mid West is one of the nine regions that make up Western Australia. The region extends approximately 200km north and south of the administrative centre of Geraldton, as well as inland to the border of the Goldfields-Esperance region, an area of approximately 472,300 square km. More than half of the region’s total population lives in Geraldton.

The largest industry in the Mid West by gross regional product share is mining. The coastal parts of the region receive sufficient rainfall to allow for extensive agricultural production, while further inland more marginal land has historically been used for stock. The fishing industry is also a feature of the Mid West with the region having the highest value fishing catch of any Western Australian region.

**Mid West Demographic and Employment Summary**

<table>
<thead>
<tr>
<th>Population Characteristics</th>
<th>2011</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>53,657</td>
<td>48,546</td>
</tr>
<tr>
<td>Median Age</td>
<td>38</td>
<td>36</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>5.2%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Labour Force Participation</td>
<td>67%</td>
<td>64%</td>
</tr>
<tr>
<td>% who live &amp; work in same area</td>
<td>76%</td>
<td>74%</td>
</tr>
<tr>
<td>% employed vs. local jobs available</td>
<td>87%</td>
<td>118%</td>
</tr>
</tbody>
</table>

*Source: Procsys 2012 and ABS Census 2006-2011*

There are currently over 53,000 residents in the Mid West region representing a population increase of 10% since 2006. The region’s median age has increased from 36 years in 2006 to 38 years in 2011. This is primarily due to a disproportionately low number of residents aged 20 to 34 and a larger number aged in the 45 to 59 year bracket.

The number of employed people in the Mid West has grown almost 18% from 2006 to over 22,000 workers in 2011. The number of local jobs being created in the region has, however, not kept pace with the...
increase in local worker numbers, with employment self-sufficiency decreasing from 118% in 2006 to 87% in 2011. This reflects an increased reliance on other regions to provide for the employment needs of the community.

The major challenges to unlocking the economic potential of the Mid West rest in the provision of critical infrastructure and the ability of employers to access a skilled workforce. This will require significant capital investment. Many Mid West projects are nearing the end of their construction phase and are entering into production, requiring a workforce with a different set of skills. The ability to retrain and retain skilled workers in the region will be integral to the industry’s ability to meet their ongoing workforce needs.

**Challenges for the Mid West**

In planning for the workforce of the Shire of Perenjori, there are a number of external issues. Most are beyond the Local Government’s ability to control, however where possible, strategies to address them must be taken into account.

These include but are not limited to:

- The changing rural economy – changes in farm management, a reduction of local suppliers and the use of more technology and less local labour causes a flow on reduction in the local population. The Shire’s role is to see that public infrastructure is well maintained and to facilitate economic development in the district.
- Competition from other Local Governments and regional industries for current and potential workforce skills and knowledge. The growth in the mining and resources sector is having an impact on the availability and affordability of a workforce for Local Governments, particularly in the works and technical services areas.
- A downward trend in working population for smaller towns, making it difficult to employ local people and putting pressure on accommodation and family needs for those employed from other places.
- Legislative changes related to governance and integrated planning requires more focus and specific skills and knowledge to ensure communication and compliance.
- Increasing cost of living in areas such as utilities and fuel prices puts further pressure on wages and benefits.
- Increasing accommodation availability issues and a lack of population driven services (e.g. health, education, retail, administrative services) also inhibits growth in the resident population.
- Availability of suitable staff development opportunities and training in the region and the costs involved in sending staff to regional centres or Perth for training.

**Shire of Perenjori Environment**

Perenjori is located approximately 200km southeast of Geraldton and 348km north of Perth. Perenjori is one of the largest agricultural shires in WA, with a combination of farming, pastoral and mining leases. The Shire is traditionally a wheat and sheep agricultural district with the industry employing 106 people. Many mine tenements within the shire have reached their operational stage, including Mount Karara Iron Ore and Extension Hill mines providing a basis for significant growth within the Shire.

The town relies on the Morawa Perenjori Health Centre located in Morawa for health services. The Shire has a range of recreation facilities including, a licenced sporting club, bowling green, 18 hole golf course, swimming pool, fitness club, show grounds and an unsealed runway for light aircraft. **Pracsys**

**Population**
The 2011 ABS census gave an estimated resident population of 904 people, showing growth of over 70% since 2006. Real income in the Shire also increased by more than 275% over the same period.

Perenjori

The majority of the population growth has been in the male population (most likely due to the mining industry within the Shire), with modest growth in the female population. With the Karara Mine site located in the Shire of Perenjori, most of the population growth has been in the Shire, not the actual township of Perenjori.

Perenjori is an employment centre within the North Midlands, with local resource projects contributing significantly to both employment and population growth over the last 3 to 5 years. This is reflected in the large increase of employed persons from 277 to 601, with unemployment rate now only 1.5%. The dominance of the resource industry is shown by a large proportion of employment being in producer service jobs, which now make up 44% of the economy. The increase has been offset by declines in both KICS and KIPS.

Perenjori has a primary school, but relies on Morawa and Carnamah for secondary education. This is demonstrated by the relatively low population in age brackets below 19 years old, and higher than average population in the 25-34 year old range.

Perenjori Demographic and Employment Summary

<table>
<thead>
<tr>
<th>Population Characteristics</th>
<th>2011</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>904</td>
<td>528</td>
</tr>
<tr>
<td>Median Age</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Occupied Dwellings</td>
<td>194</td>
<td>-</td>
</tr>
<tr>
<td>Number Employed</td>
<td>601</td>
<td>-</td>
</tr>
<tr>
<td>Number Unemployed (%)</td>
<td>1.0%</td>
<td>-</td>
</tr>
<tr>
<td>No. Employed vs. Local Jobs</td>
<td>109%</td>
<td>81%</td>
</tr>
<tr>
<td>Live &amp; Work in same area</td>
<td>66%</td>
<td>69%</td>
</tr>
<tr>
<td>Ave Household Size</td>
<td>2.5</td>
<td>-</td>
</tr>
</tbody>
</table>

Sourced from WA Local Government Directory 2013 Key Census Data by Individual Local Governments and North Midlands Economic Development Strategy January 2013

The median age in the Shire has remained the same since 2006.

Opportunities for the Region

The Shire's abundant sunlight and proximity to energy infrastructure makes it a viable location for small and large-scale solar power projects. It is also an area of very high biodiversity, with large areas of remnant vegetation being set aside for conservation.

The high ratio of export and producer services in Perenjori indicates the presence of a skilled workforce. Conversely, this means consumer services and KICS only make up 12% of local employment. The Shire will have to improve its balance of population driven services if it is to develop the amenities required to attract more people to reside in the area and retain existing residents. Significant mining investment and activity is driving economic growth in the Shire and contributing towards the 70% population increase that has occurred since 2006. As is the case of Morawa, this mining activity must be balanced by a strong agricultural presence to ensure the Shire has the ability to withstand any downturns or major shocks in either industry. The significant increase in population since
2006 has also put tremendous pressure on housing in the Shire. This shortage needs to be addressed if Perenjori is to avoid a Pilbara style housing bubble.

*North Midlands Economic Development Strategy - Pracsys 2013

Perenjori is at the intersection of three differing biodiversity regions, featuring spectacular lake systems and unique geology. The capacity for conservation, research and nature-based recreation & tourism is vast. This is a medium term driver for growth and will be a key attraction in creating population growth.

Strategic Community Plan

**Internal Environment**

**The Shire of Perenjori (Local Government) Operating Environment**

The Shire of Perenjori consists of a Council of nine elected members. In 2011/2012 the Shire’s revenue was $7,924,410 including $2,193,412 gained from local rates. *WA LG Directory 2013*

The low rate base indicated by these figures may restrict future workforce growth. A workforce that is expected to deliver quality services to the community, ensure a high level of legislative compliance and fulfil the organisations strategic planning, governance and management requirements.

The Shire currently manages this in the best way possible by encouraging more resource sharing with other Shires in the area and taking advantage of as many grants as possible to increase their capacity. This does however, cause some additional capacity issues in application and acquittal processes.

**Governance and Executive Management**

The Shire appears to be performing well in both government and management for a local authority of this size and location with systems and processes evolving within constraints of skills and resources. There is a stable council and senior management team in place and the staff demonstrate a positive attitude toward them. Community feedback through the planning process seems to indicate general satisfaction with the performance of the Council and the CEO.

**Workplace Culture**

There is a positive workplace culture evident that consists of teamwork, effective and amenable working relationships between management and staff, open communication and clear direction. This was confirmed in the recent Employee Satisfaction Survey (April 2013).

**Leadership**

The leadership style is consultative and collaborative whilst offering clear direction and control. The benefits of this style of leadership are apparent as reflected in the Employee Satisfaction Survey. A collaborative atmosphere, minimal employee/management conflict and the successful delivery of results are readily apparent.

**Shire of Perenjori Service Delivery**

The following services are provided by the Shire of Perenjori to the community:

- Maintenance of public community buildings and sporting facilities e.g. ovals, recreation centres etc.
- Rates and finance services
- Government agency services for Department of Transport licensing and vehicle inspection
- Road and infrastructure maintenance and construction services
- Waste management/land care and environmental services
- Key worker housing
- Town planning and building surveyor services (building, demolition, occupancy permits, etc.)
- Environmental health services - food inspections, disease/pest control, pool inspections, noise issues
- Private works - crossovers, culverts etc.
- Ranger services
- Cemetery
- Tourism and visitor services
- Community development/youth services
- Weed management (spraying service)
- Public library service
- Aged persons' housing
- GP medical services
- Air strip management and maintenance
- Bush Fire Brigade management and operations (provision of staff and machinery)
- Emergency services management (planning and coordination)

The Shire of Perenjori does have plans to significantly vary the level of services provided to the community over the life of this Workforce Plan.

*The following services (not reflected in the chart above) are provided on a part time/contract- as needed basis:
- Environmental Health
- Building Surveying
- Human Resources
- Engineering

**Employment Costs**
The largest single expenditure category for the Shire is employee costs which as of 2012/2013 are currently budgeted at $2,337,957. The Shire currently has 42 employees (32.51 FTE’s) to deliver the range of services to the community and to maintain existing assets.

**Change in employee costs**

Employee costs are forecast to increase in line with inflation (estimated 5%) during the term of this plan. Management projects that future levels of service will be able to be possible with current staffing levels.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/13</td>
<td>$2,337,957</td>
<td>18/19</td>
<td>$3,133,086</td>
</tr>
<tr>
<td>13/14</td>
<td>2,454,855</td>
<td>19/20</td>
<td>3,289,740</td>
</tr>
<tr>
<td>14/15</td>
<td>2,577,598</td>
<td>20/21</td>
<td>3,454,227</td>
</tr>
<tr>
<td>15/16</td>
<td>2,706,477</td>
<td>21/22</td>
<td>3,626,939</td>
</tr>
<tr>
<td>16/17</td>
<td>2,841,801</td>
<td>22/23</td>
<td>3,808,286</td>
</tr>
<tr>
<td>17/18</td>
<td>2,983,891</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**The Current Workforce Profile**

The Shires 42 employee’s demographics are made up of the following:

- 10 administration and office staff
- 32 external works and maintenance crew
- DCEO, Environmental Health/Building Surveying services, Human Resources and Engineering are on a part time and as needed, contract basis.

![Shire of Perenjori Current Employees by Age & Gender September 2013](image)

**Age bracket**

As at 4 September 2013, the Shire of Perenjori’s workforce demographics show:

- The 42 staff translated to 32.51 full-time equivalents (FTE)
- Of the Shire’s 42 employees - 21 are male and 21 are female
- The average age for all Shire staff is approx 46.5 years, however the average age for Wcrks staff is 49.18 years; and the average age for inside staff is 37.9 years;
- 25% of the outside workforce is over the age of 60 years;
- 50% of the works employees are over the age of 50 years;
- The average length of service is 2.88 years;
• All employees and elected members reside within the Shire
• Of the elected members on Council, 7 are male and 2 female
• There are no Indigenous employees or Indigenous elected members.

Employee Age Profile Work Area

The Shire of Perenjori has an above average age of employees compared to the regional age profile. The average age across the organisation is 46.5 years as compared with the average age of population within the Shire of 38 years. This indicates that succession planning may be an issue in some areas now and into the future for up to 25% of the workforce.

Employment Type - All Employees

There are indications of flexibility in the Administration staff employment types, but the Works Department appears to be working to a more traditional model of full time and or casual employees (when required). This would seem to reflect the nature and type of work and available workforce, rather than organisational policy or strategy. The majority of employees are contracted for 76 hours per fortnight.
The current 2013 turnover rate sits at 30% (with 12 resignations between January 15th 2013 and August 27th 2013).

**Employee Survey**

A workforce planning Employee Satisfaction Survey was conducted in April 2013. The main sections covered by the employee survey were:

- Verifying current employee data including training and qualifications
- Capacity and capability audit of functions and skills
- Training Needs Analysis (TNA) – 1st stage (employees self-assessment of skills and knowledge)
- Staff feedback - measuring employee satisfaction on a number of issues
- Regional living questions (from a residents perspective)

The survey, along with other data collected, identified a number of issues that may be considered as future risks to successful workforce planning.

In the absence of formal exit interviews, management and staff were asked via the 2013 Employee Satisfaction Survey “as far as you were aware, what were the main reasons fellow employees had left the organisation over the last 2 years?”

**Main Reasons Staff have left Shire of Perenjori 2010-2012**
The consistency and frankness of the replies, coupled with similar data kept informally by the payroll officer gives confidence that this is a reasonably accurate reflection of the main reasons employees have left the organisation over the past 24 months. This plan recommends the introduction of formal exit interviews to monitor trends in reference to employee resignations.

To explore future risks to employees leaving the organisation the question was asked: "What is the most likely reason you would leave the Shires employment in the future?"

**Employee Satisfaction**

As part of the workforce planning survey, employees were asked a number of questions regarding how they felt about working for the Shire of Perenjori. Below are some of the results of interest.

**Best thing about working for Shire of Perenjori**

![Bar chart showing the best things about working for Shire of Perenjori]

**Least liked thing about working for Shire of Perenjori**

![Bar chart showing the least liked things about working for Shire of Perenjori]
Employee Satisfaction

The employee satisfaction survey indicates a high level of employee satisfaction. Compared to other Shires in the area, Perenjori employees appear extremely satisfied with their employment situation with minimal complaints or signs of dissatisfaction. The majority of employees enjoy their individual jobs, working for the Shire of Perenjori and living in Perenjori. The survey indicates a generally satisfied workforce doing the best they can with a lower level of resources than some Shires but overall a positive attitude to their work and their organisation.

Current Workforce Issues and Risks

Outlined below are the risks and challenges that are facing the Shire of Perenjori and These are a condensed summary from the analysis of the external environment (WA, Mid West, Perenjori Region etc.) and an analysis of the internal environment (Shire of Perenjori (LG), organisational and employee profiles, employee survey etc.) Some of these issues may be beyond the Shire’s control but the impact can be predicted and minimised and several internal issues can be controlled with effective planning and management.

An Ageing Workforce

The proportion of people aged 65 and over will increase from 13% to 20% of the population at the same time as those of working age will decrease from 67% to 60% of the total population.¹

The result of this is that more of the workforce will retire, taking with them experience, technical knowledge and expertise. Older employees will move increasingly to flexible work arrangements (part time employment) and phased retirement. An older workforce may lead to more health and wellbeing issues and increased use of sick leave. Perenjori’s vulnerability in this area is specifically in the Works department where approximately 50% of the employees are over the age of 60 years.

Recruitment and Retention

As we are located in what is now considered a “mining and resources” state, Local Government is continuing to face greater difficulties in sourcing and securing the long term service of quality candidates with engineering and technical skills in particular. Growth in the resource and energy sectors is creating competition for some skills types as workers change careers; attracted by higher wages and compressed work cycles (12hr shifts etc.).

¹ Commonwealth of Australia, Australia to 2050: Future Challenges, 2010
The impact of this is the possible increased difficulty in filling essential roles, therefore competitive recruitment and retention strategies will be increasingly required. As a result, recruitment costs and salary expectations will increase.

The following are professional areas of known and forecast skill shortages expected to impact on typical Local Government services:

- Engineering and civil construction
- Planning and building
- Environmental health
- Finance

The impact on Council will include having less qualified staff filling essential roles, which will affect the risk profile. Or alternatively, higher costs relating to efforts to attract and retain skilled staff. More detailed recruitment and retention strategies will be required, which means that recruiting costs will increase.

**Skills Shortages**

From the information gathered so far through the employee self-assessment, discussions with management, training records and on the job performance it appears there are no alarming trends concerning employee skills shortages. However the following areas may need to be addressed in the future in a few individual circumstances:

- Synergy Soft training (admin areas)
- Supervisory skills training
- Basic computing skills training (will be addressed under WELL program)

**Flexible Work Arrangements**

The 2011 Census identified a trend away from full-time to part-time employment. As the population ages, it is expected that this trend will continue as older employees seek to reduce their hours prior to retirement. The impact of this will be that flexible employment options will be needed. Systems and processes will need to allow for different employment types in the workforce and asset and technology access will need to increase for a larger workforce.

**Annual Leave Liability**

As of 30\textsuperscript{th} September 2013:

- 88.89% of all staff were owed 4 weeks (or one year’s accrual) or less annual leave
- 4.44% of all staff were owed 4 to 8 weeks (or 1 to 2 years of accruals)
- 6.67% of all staff were owed more than 8 weeks (more than 2 years accruals)

The total leave liability as disclosed in the financial statements as at the 30\textsuperscript{th} June 2012 is $127,251.

**Long Service Leave Liability**

As of 30\textsuperscript{th} September 2013:

- 4.55% of all staff are currently due for LSL
- 2.27% of all staff will be owed LSL in the next 2 years
- 11.36% of all staff will be owed LSL in the next 4 years (if above % is not taken)

The total long service leave liability as disclosed in the financial statements as at the 30\textsuperscript{th} June 2012 is $73,316.

**Leave Liability Risk Summary**

The annual leave liability is considered a moderate to low risk and needs to be managed accordingly, with employees encouraged to regularly take annual leave. The Long Service Leave provisions are considered as low risk in the short term.
Human Resources Management and Systems

In order to assist managing the above risks, Human Resource management policies, procedures and systems need to be reviewed and modernised. More data will need to be stored and retained electronically.

Areas that this will affect are:

- recruitment tracking
- personnel files
- training records
- workers compensation management and history
- position description maintenance
- performance review management
- exit interview data etc.

Workforce Implications from the Strategic Community Plan

The Strategic Community Plan outlined that an important element to ensuring population growth will be an increased availability of serviced residential, commercial/industrial land and ensuring the provision of adequate services to support expected economic growth. The Shire has responded to this need with key projects relating to industrial land provision and development of a business incubator to support the development of smaller businesses.

Other key issues for the community are to maintain and increase population through good planning and having a long term vision. The planning processes that have been undertaken with the community's input have been a direct response to this issue, and the framework created will continue to generate implementation of projects for the next 4 years. Reviews will also occur during that time thus enabling the community to continue to give input to Council.

The community requested of the Shire to retain the town centre as an attractive place for residents and visitors. The Corporate Business Plan outlines three projects that will further enhance the town centre. They include a water park development in the main street in the already existing recreation precinct area, restoring the Railway Station building to prepare it for art and cultural community pursuits and creating a heavy vehicle by-pass around the main street.

Perenjori's strength is the strong sense of stewardship help by local residents and businesses. The Council will continue to support and encourage this community spirit to ensure the town remains competitive and an attractive place to live and visit. Specific priorities that will be developed are to upgrade the Medical Centre, maintain and enhance Heritage Infrastructure, supporting Wildflower Way and building additional Aged Care Accommodation. Ongoing support to key community groups through in-kind support will also be maintained and a new annual contribution to a Shop Local Campaign has been added.

The final key area that the community wishes to see is the encouragement, nurturing and cultivating of new leaders. Council has responded directly to this with a modest annual contribution to formal and informal leadership training opportunities for upcoming community members. Council has also invested a large internal resource allocation to ensuring that the planning, policy and management of the Integrated Strategic Planning framework is achieved and that excellence in all areas of governance, management and leadership is obtained.

Overall the response to the community's aspirations as outlined in the Community Strategic Plan have been both direct and strategic in nature.
The priority projects for Perenjori are:

<table>
<thead>
<tr>
<th>Infrastructure and Natural Assets</th>
<th>Medium Priority</th>
<th>Low Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td></td>
<td>10. NBN Extension Hill “Extend to Perenjori” project</td>
</tr>
<tr>
<td>1. Telecommunications Project</td>
<td></td>
<td>11. Water Pipeline Project</td>
</tr>
<tr>
<td>2. Perenjori Diesel Energy Power Supply Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Solar Park Power Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Morawa Perenjori Road upgrade project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Local Road network maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Perenjori CBH Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Sewerage Innovation Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Regional Strategic Waste Management Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Support Perenjori Farming Futures Group</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry and Business Development</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium Priority</td>
<td>12. Business Support Service</td>
<td></td>
</tr>
<tr>
<td>13. Land Development project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Perenjori Business Incubator Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Develop Perenjori CRC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>17. Community Development and Learning</td>
<td></td>
<td>19. Regional Sports Club Development Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investing in Community Capacity</th>
<th>27. Investing in Local Leadership</th>
<th>28. Build capacity of Shire to lead, manage and develop the workforce and manage risk effectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium Priority</td>
<td>29. Develop high level ability to leverage Councils financial capacity</td>
<td>30. Implement integrated Strategic Planning Framework</td>
</tr>
<tr>
<td>27. Investing in Local Leadership</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investing in Councils Capacity</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Priority</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Linkage Diagram

The following diagram shows the link between the objectives in the Strategic Community Plan and the corresponding programs and projects in the Corporate Business Plan. The final column shows the FTE’s allocation and staff position for each program/project.

#### Strategic Theme 1: Infrastructure and Natural Assets

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1 Improved mobile phone coverage</td>
<td>% shire covered by Mobile footprint</td>
<td>2013/14</td>
<td>Telecommunications Project</td>
<td>RFT Black Spot Program, CLGF regional (14/15)</td>
<td>High</td>
</tr>
<tr>
<td>1.1.2 Fibre connection or equivalent technology to Peregian and outlying areas</td>
<td>Data speed within PJ 40 – 100Mb/s, satellite areas 12 Mb/s</td>
<td>2013</td>
<td>NBN Extension Hill &quot;Extend to Peregian&quot; Project</td>
<td>Extension Hill NBN Co.</td>
<td>Med</td>
</tr>
<tr>
<td>1.2.1 Additional PJ town water supply through reticulation pipeline project</td>
<td>Pipeline connected by 2017</td>
<td>2017</td>
<td>Asia Iron Water Pipeline Project</td>
<td>Watercorp, Asia Iron, DoW</td>
<td>Low</td>
</tr>
<tr>
<td>1.3.1 Support development of local power supply options</td>
<td>Power reliability greater than 98%</td>
<td>2014</td>
<td>Peregian Diesel Power Supply Project</td>
<td>Peregian Energy Edge of Grid</td>
<td>High</td>
</tr>
<tr>
<td>1.3.2 Support development of 200 MW Solar Park Power Project</td>
<td>Investors (govt and private) attracted to and invest in project</td>
<td>2015</td>
<td>Solar Park Power Project</td>
<td>Aust Govt – Solar Flagships Program, MW Dev Comm</td>
<td></td>
</tr>
<tr>
<td>1.4.1 Morawa Peregian double lane seal upgrade</td>
<td>Upgrade completed</td>
<td>2013</td>
<td>Morawa Peregian Road upgrade project</td>
<td>Main Roads, RJR</td>
<td>High</td>
</tr>
<tr>
<td>1.4.2 Maintain Local Road network to required standard. Monitor impact mining roads becoming local roads (120 – 130km new road).</td>
<td>Meets service level expectations</td>
<td>Ongoing</td>
<td>Local Road Network maintenance</td>
<td>Mining Companies</td>
<td>Med</td>
</tr>
<tr>
<td>1.4.3 Lobby to resolve Rail line capacity issue Develop PJ CBH facility and site access Carnamah Rd</td>
<td>Groin on rail to port achieved Local grain receival point maintained</td>
<td>2014</td>
<td>Peregian CBH project</td>
<td>CHH WA Railways</td>
<td>High</td>
</tr>
<tr>
<td>1.5.1 Investigate sewerage alternatives for CBD area PJ</td>
<td>Alternative proposal developed and costed</td>
<td>2014</td>
<td>Sewerage innovation project</td>
<td>Watercorp, RDA Mid West</td>
<td>Med</td>
</tr>
<tr>
<td>1.5.2 Participate in Regional Strategic Waste Management Project</td>
<td>Regional project is successfully implemented</td>
<td>2015</td>
<td>Regional Strategic Waste Management Project</td>
<td>MWRC</td>
<td>Med</td>
</tr>
<tr>
<td>1.6.1 Develop environmental services and Centre to link to 450,000ha environmental area, and develop offset opportunities</td>
<td>Centre built and environmental asset attracts 10 – 15k annual visitors</td>
<td>2016</td>
<td>Environment Centre</td>
<td>DEC, NACC, Uni’s, Yarra Yarra, Bash Heritage Fund, Yalgoroo Shire, Yamatji groups, Rangelands, NACC</td>
<td>High</td>
</tr>
<tr>
<td>1.6.2 Develop local policy for tree cropping/carbon farming</td>
<td>Carbon farming enabled – 100,00 has established in Shire</td>
<td>2014</td>
<td>Peregian Farming Futures Group</td>
<td></td>
<td>Med</td>
</tr>
</tbody>
</table>
Area 2: Industry and Business Development – Our Economy

**Goal:** Fostering and maximising growth across the economy, embracing opportunities for diversifying and strengthening our economic base.

### Strategic Theme 2: Industry and Business Development

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 Develop trade linking service coordinated between Shire and local</td>
<td>Trade flows result in 50% local business community (annual business survey)</td>
<td>2014</td>
<td>Business Support Service</td>
<td>MWRC, Shire of Morawa, Mid West CCI, SBDC</td>
<td>High</td>
</tr>
<tr>
<td>businesses to gain business with major developments</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.1.2 Identify supply chains for major industries and identify gaps to</td>
<td>4 new business start-ups/annum</td>
<td>2014</td>
<td>Business Support Service</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>develop B2B servicing capacity in region or attract/fill gap</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.2.1 Work with CCI to develop local business group</td>
<td>Group established and running 2 projects/yr</td>
<td>2014</td>
<td>Business Support Service</td>
<td>CCI, SBDC, MWDC, Enterprise Connect Program, NEFF, DAFWA, Local business group</td>
<td>High</td>
</tr>
<tr>
<td>2.2.2 Develop business growth support function</td>
<td>Planning for growth function in place</td>
<td>2014</td>
<td>Business Support Service</td>
<td></td>
<td>Med</td>
</tr>
<tr>
<td>2.2.3 Support strong sustainable agricultural industry</td>
<td>Forming extension projects undertaken</td>
<td>2013</td>
<td>Perenjori Farming Futures Group support</td>
<td></td>
<td>Med</td>
</tr>
<tr>
<td>2.2.4 Service opportunities identified and developed (eg. Laundromat)</td>
<td>All service opportunities capitalized by existing or new businesses</td>
<td>Ongoing</td>
<td>New service businesses facilitated to develop</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>2.3.1 Reclaim Industrial land that has not been developed in agreed</td>
<td>Existing industrial blocks built on</td>
<td>2013</td>
<td>Land Development Project</td>
<td>Landcorp</td>
<td>High</td>
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<tr>
<td>timeframes</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.3.2 New Industrial park development</td>
<td>New park blocks available for purchase</td>
<td>2014</td>
<td>Land Development Project</td>
<td>Landcorp</td>
<td>High</td>
</tr>
<tr>
<td>2.3.3 New Residential land development</td>
<td>Sufficient affordable accommodation is made available on time</td>
<td>2014</td>
<td>Land Development Project</td>
<td>WAPC</td>
<td>High</td>
</tr>
<tr>
<td>2.3.4 Rezoning Residential Enterprise area to create opportunity to live/work on land</td>
<td>New businesses establish via this model</td>
<td>2015</td>
<td>Land Development Project</td>
<td></td>
<td>Med</td>
</tr>
<tr>
<td>2.4.1 Business Incubator established and campaign to attract contractors</td>
<td>Business Incubator is fully rented</td>
<td>2014</td>
<td>Perenjori Business Incubator Project</td>
<td>MWDC, PFR</td>
<td>High</td>
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<tr>
<td>put in place</td>
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</tbody>
</table>
### 2.5 Workforce Development

<table>
<thead>
<tr>
<th>Objective</th>
<th>Method</th>
<th>Year</th>
<th>Project</th>
<th>Partner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5.2 Create opportunity for Recruitment and Training company to be based in Perenjori</td>
<td>Sufficient skilled staff sourced for all local businesses and projects</td>
<td>2014</td>
<td>Business Support Project</td>
<td>Private provider</td>
</tr>
<tr>
<td>2.5.3 Link CRC to Universities, Durack Institute and private sector to deliver training in region</td>
<td>Increase level diploma to tertiary level education</td>
<td>2013</td>
<td>CRC Project</td>
<td>Reg Workforce Development Centres Private Sector, Durack Institute</td>
</tr>
<tr>
<td>2.5.4 Work with trades training centre in Morawa to give young people a chance to pursue a career in trades and stay in their home town</td>
<td>People aged 15 – 21 stay in community</td>
<td>2013</td>
<td>Learning and Education Project</td>
<td></td>
</tr>
</tbody>
</table>

#### 2.6 New Industry Development

<table>
<thead>
<tr>
<th>Objective</th>
<th>Method</th>
<th>Year</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6.1 New industry ideas identified and pursued eg. local produce, market gardens, eggs, linen.</td>
<td>New industry developments in region</td>
<td></td>
<td>Business Support Project</td>
</tr>
<tr>
<td>2.6.2 Support Renewable Energy Development</td>
<td></td>
<td></td>
<td>Curtin Uni Ignition Program</td>
</tr>
</tbody>
</table>

### People and Place – Our Community

**Goal:** Demonstrating a high quality of life for all, offering relevant activities, facilities, and services to enable people to meet their needs and achieve their potential.

#### Strategic Theme 3: People and Place

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Affordable Housing</td>
<td>15 houses built and sold/rented by 2015 including key worker, aged care, single accom</td>
<td>2013 Establish 2016</td>
<td>Perenjori Housing Company Project</td>
<td>Dept of Housing</td>
<td>High</td>
</tr>
<tr>
<td>3.2 Education and Learning</td>
<td>Support Worker Employed, meeting funding requirements</td>
<td>2013</td>
<td>Learning and Education Project</td>
<td>Perenjori Primary School Dept Education Dept for Communities Dept of Health RDL – CRC Program</td>
<td>High</td>
</tr>
<tr>
<td>3.2.1 Support services provided to young people and children – School Chaplaincy Program</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.2.2 Develop PECC Perenjori Early Childhood Centre</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>3.2.3 Develop knowledge base hub that fosters innovation (CRC) and provides all post secondary options for learning</td>
<td></td>
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</tr>
</tbody>
</table>
### 3.3.1 Expand medical services through North Midlands Medical Practice Regional Model
- GP services extended to 3 days per week
- Full range of allied health services provided locally
- Full range of social service providers to offer visiting services to community

### 3.4.1 CBD and Retail area revitalised with Lotto Agency, Cafe, and infill to occur in Main Street.
- New retail offerings to plug leaks

### 3.5.1 Revitalise Perenjori Hall into performing arts venue
- Hall redeveloped by 2016

### 3.5.2 Support Art belt project
- Implement project annually

### 3.5.3 Support local Arts Event to develop
- Exhibition developed by 2014

### 3.5.4 Source Touring Move Facility to visit Perenjori
- Touring movies 6 times per year by 2013

### 3.5.5 Continue to implement Sport and Recreation Plan, and review periodically
- High level community satisfaction with Sport and Rec facilities

### 3.5.6 Continue to monitor Heritage listings, market and promotion of heritage trail
- Heritage register current Publications developed, marketing trail and buildings

### 3.5.7 Maintain buildings to heritage standards
- Development of maintenance plan, sourcing of funds

### 3.5.8 Acknowledgement of Aboriginal history in area, promoting to residents and visitors. Ensure including in Tourism Action Plan.
- Story and information available in public places

### 3.6.1 Pursue telecommunications coverage on main roads for safety/emergency purposes
- Emergency calls possible from all major roads

### 3.6.2 Develop risk management plan for major events such as fire
- Rapid response to major events or incidences
- All Services continue to be provided to community

### 3.6.3 Support FESA, St Johns and Roadwise Committee to continue services to community
- Feedback from community

<table>
<thead>
<tr>
<th>3.6.4 Monitor safety concerns for community and address where possible</th>
<th>Emergency calls possible from all major roads</th>
<th>2014</th>
<th>Mobile Phone Tower project</th>
<th>Telecommunication retailers</th>
<th>Med</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.6.1 Pursue telecommunications coverage on main roads for safety/emergency purposes</td>
<td>Emergency calls possible from all major roads</td>
<td>2014</td>
<td>Mobile Phone Tower project</td>
<td>Telecommunication retailers</td>
<td>Med</td>
</tr>
<tr>
<td>3.6.2 Develop risk management plan for major events such as fire</td>
<td>Rapid response to major events or incidences</td>
<td>2013</td>
<td>Develop Capacity of Shire to Manage Risk Project</td>
<td>FESA, St Johns, Roadwise</td>
<td>High</td>
</tr>
<tr>
<td>3.6.3 Support FESA, St Johns and Roadwise Committee to continue services to community</td>
<td>All Services continue to be provided to community</td>
<td>2013</td>
<td>Develop Capacity of Shire to Manage Risk Project</td>
<td>Schools Community WA Police</td>
<td>Med</td>
</tr>
<tr>
<td>3.6.4 Monitor safety concerns for community and address where possible</td>
<td>Feedback from community</td>
<td>2013</td>
<td>Develop Capacity of Shire to Manage Risk Project</td>
<td>Schools Community WA Police</td>
<td>Med</td>
</tr>
</tbody>
</table>
Area 4: Investing in Community Capacity – Civic Leadership

Goal: Supporting community’s strong volunteering culture and supporting community leaders to grow and develop.

<table>
<thead>
<tr>
<th>Strategic Theme 4: Civic Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>4.1 Marketing the Community</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>4.2.1 Run a major annual event to build PJ brand</td>
</tr>
<tr>
<td>4.2.2 Continue to support Annual Show</td>
</tr>
<tr>
<td>4.3.1 Support local volunteer services and create a welcoming environment for volunteers from other places</td>
</tr>
<tr>
<td>4.3.2 Create PJ Virtual Community for people that leave the community but want to stay connected</td>
</tr>
<tr>
<td>4.4 Leadership and innovation</td>
</tr>
<tr>
<td>4.4.1 Children and young people leadership through the Junior Council and Youth Advisory Council</td>
</tr>
<tr>
<td>4.4.2 Ensure local leaders are trained, mentored and supported</td>
</tr>
<tr>
<td>4.4.3 Innovation space is created in CRC/business incubator space so people with good ideas can come together and link digitally to support mechanisms</td>
</tr>
</tbody>
</table>

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Area 5: Investing in Councils Capacity – Our Leadership

**Goal:** Strengthen the Shire’s position as an innovative, independent local Government providing excellence in all areas of governance, management and leadership.

<table>
<thead>
<tr>
<th>Strategic Theme 5: Investing in Councils Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>5.1.1 Invest in leadership and management capacity building for Councillors and Staff</td>
</tr>
<tr>
<td>5.1.2 Invest in Workforce development Plan</td>
</tr>
<tr>
<td>5.1.3 Build risk management capacity and skills</td>
</tr>
<tr>
<td>5.2.1 Update Corporate Business Plan:</td>
</tr>
<tr>
<td>• Minor review every 2 yrs</td>
</tr>
<tr>
<td>• Major review every 4 yrs</td>
</tr>
<tr>
<td>5.2.2 Link Asset Man Plan, FCWP and Financial Plan to Strat Plan through Corp Bus Plan</td>
</tr>
<tr>
<td>5.2.3 Undertake Strategic Plan Review in 2015</td>
</tr>
<tr>
<td>5.3.1 Develop high level of knowledge of alternative funding sources and build capacity to access</td>
</tr>
<tr>
<td>5.3.2 Investigate income producing strategies, investigate fee for service activities</td>
</tr>
<tr>
<td>5.3.3 Develop Long Term Financial Plan</td>
</tr>
</tbody>
</table>
Resource Capability Assessment

The overall resources required to implement the Corporate Business Plan across the four years are within the capacity of existing staff resources.

The FTE requirements for 13/14 year to implement this plan are:

- CDO 0.39
- Works Manager 0.72
- CEO 0.51
- Finance Manager 0.22

These estimated FTE’s are within current staffing allocations and will be able to be delivered within current capacities. The Development Plan for the Shire is very conservative and although it does meet the needs of the community as defined in the Strategic Community Plan, only the key priorities will be funded and developed in the next 4 years to ensure the Shire also meets its financial sustainability requirements.

The Shire’s primary strategy for managing times when demand for key staff exceeds supply is to use a local/regionally based network of contractors who know the Shire, have established relationships with the Council and senior staff and can get work completed quickly and within budget.

Important issues for the Shire are the key person dependencies created by the flat and small staff structure. This will create challenges for the Shire in managing succession planning for essential roles. The mentoring approach suggested already will be the key management strategy to manage the lack of succession, and to support the building of a regional workforce.

Financial Estimates

The financial estimates in this plan assume the majority contribution for each project occurs through grants funding for capital works. The costing estimates have been used to update the Forward Capital Works Plan and the forward capital budgets have been reduced in this process. This has been achieved through reducing project scope or delaying projects to the second 4 year Corporate Business Plan.

The key impact from the projects is mainly delivered by the Depot Project. All other projects are able to be funded from grants programs or they will not proceed. The Depot Project is internally funded and has a substantial impact on the financial ratios as it will be delivered through an increase in borrowings. This may delay this project beyond the term of the Corporate Business Plan and this will be determined at each annual review.

The two key risks that this plan exemplifies is the high degree of dependency upon external revenue sources to develop the community’s infrastructure. The second key risk is the increase in borrowings with peak debt at $1.7M in 2022. Although reserve funds increase from $0.218M to $0.414M in the next ten years this is still a low level of reserves from which to continue to grow services and deliver future prospects for the community.

The fiscal outlook for the Shire requires a conservative financial management approach into the future. The Corporate Business Plan has been developed on this basis and will enable the Shire to both meet the needs of the community and improve its long term financial health.
Implications from the Asset Management Plan

Asset management is a systematic process used to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its aim is to maximise asset service delivery potential and manage related risks and costs over their entire lifecycle.

It is about the way in which the Shire looks after its assets, both on a day-to-day basis (i.e. maintenance and operations) and in the medium to long term (i.e. strategic and forward planning).

Specific roles and responsibilities regarding asset management are not clearly defined, but in general will involve the Chief Executive Officer, the Manager in Finance and Administration, and the Principal Works Supervisor.

An indicative schedule, based on a 3 year program is shown below. A more detailed schedule will be required prior to commencement of the improvement plan.

It is expected that the improvement plan and schedule may be implemented with an average of 0.25 to 0.33 full time equivalent staff, supplemented by specialist resources where necessary, e.g. valuations of non-road assets. It is envisaged that this will be managed with the current staffing levels and there will be no increase in actual FTE's.

<table>
<thead>
<tr>
<th></th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Undertake valuation of non roads assets</td>
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<tr>
<td>Prepare data, condition assessment and management procedures</td>
<td></td>
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<tr>
<td>Prepare asset handover procedure</td>
<td></td>
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<tr>
<td>Critical assets to be identified</td>
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<tr>
<td>Clarification of AM roles and responsibilities</td>
<td></td>
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<tr>
<td>Complete condition assessment of non roads assets</td>
<td></td>
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<tr>
<td>Verify and update existing asset data as necessary</td>
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<tr>
<td>Verify and update existing O&amp;M data as necessary</td>
<td></td>
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<tr>
<td>Review and update sewage and effluent reuse AMP</td>
<td></td>
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<tr>
<td>Prepare demand management plan</td>
<td></td>
<td></td>
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<tr>
<td>Prepare procedure for renewals, acquisitions and disposals</td>
<td></td>
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<tr>
<td>Prepare maintenance management plan</td>
<td></td>
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<tr>
<td>Prepare procedure for and implement asset management system</td>
<td></td>
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<tr>
<td>Prepare written procedure for transfer of data between systems</td>
<td></td>
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<tr>
<td>Workshop with management team and councillors</td>
<td></td>
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<tr>
<td>Prepare risk management policy and plan</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Prepare capital investment planning procedure</td>
<td></td>
<td></td>
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<tr>
<td>Review and update asset register</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Prepare written works/maintenance cost procedure</td>
<td></td>
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<tr>
<td>Implement customer request/complaints system</td>
<td></td>
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<tr>
<td>Revised Levels of Service</td>
<td></td>
<td></td>
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<tr>
<td>Prepare written guidelines for lifecycle planning</td>
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</tbody>
</table>
## Implementation of the Workforce Plan

<table>
<thead>
<tr>
<th>Employee Attraction &amp; Recruitment</th>
<th>Strategy/Action</th>
<th>Timing</th>
<th>Performance Measures/Expected Outcome</th>
<th>Responsibility</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruitment &amp; Selection Systems</strong></td>
<td>Design and implement an accurate Recruitment and Selection system that will attract new employees with the right skills and knowledge to help deliver the Strategic Community plan. Includes review of Policies and procedures.</td>
<td>Draft implementation by Ongoing. Review progress annually.</td>
<td>Average length of employee service, length of time to recruit (set initial target time), Staff turnover figures comparable to neighbouring shires and/or best practice, Goals and outcomes from Strategic Community Plans are met.</td>
<td>CEO (assistance from MWRC HR advisor)</td>
<td>Standardise with all MWRC Shires (CFO’s input).</td>
</tr>
<tr>
<td><strong>Improve Recruitment Outcomes</strong></td>
<td>Train managers/supervisors in efficient recruitment and selection techniques.</td>
<td>Improve recruitment outcomes (85% success rate). Monitor through length of service, probation completion periods, staff turnover and exit interviews.</td>
<td>MWRC HR Advisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Prospective Employee Attraction</strong></td>
<td>Develop strategy to create a positive image as an attractive regional preferred employer.</td>
<td>Prospectively employee attraction campaign roll out end of first quarter 2014. Measurement based on applicant numbers and quality.</td>
<td>CEO</td>
<td>Input needed from Elected Members.</td>
<td></td>
</tr>
<tr>
<td><strong>New Employee Inductions</strong></td>
<td>Design, test and implement new employee inductions. Make the induction an integral part of the recruitment process.</td>
<td>Survey new employees for feedback after 6 &amp; 12 months. Monitor through length of service, probation completion periods, staff turnover and exit interviews.</td>
<td>CEO (assistance from MWRC HR advisor)</td>
<td>Standardise (where practical) with all MWRC Shires (CEO’s input).</td>
<td></td>
</tr>
<tr>
<td>Issue</td>
<td>Strategy/Action</td>
<td>Timing</td>
<td>Performance Measure/Expected Outcome</td>
<td>Responsibility</td>
<td>Notes</td>
</tr>
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<td>-----------------------------------</td>
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<td>------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>Implementation of the workforce plan</td>
<td>Implement all strategies and actions as outlined above.</td>
<td>Success in each individual strategy as outlined Annual reporting.</td>
<td>CEO</td>
<td>CEO</td>
<td>In consultation with relevant officers</td>
</tr>
<tr>
<td>HR Policies and Procedures</td>
<td>Audit, review and develop policies consistent with current legislation and Shires goals.</td>
<td>Policies consistent with legislation, align with Councils goals and address Shires needs. Where possible align with MWRC member Shires.</td>
<td>CEO (assistance from MWRC HR advisor)</td>
<td>In consultation with relevant officers</td>
<td>Training needed for end users</td>
</tr>
<tr>
<td>HR system and process gaps to be addressed.</td>
<td>Review all manual and electronic HR data collection processes currently used. Standardise and implement compatible system.</td>
<td>All relevant HR data is stored, located and readily retrieved as needed. Audit and report initially and after 12 months.</td>
<td>Administration Manager (initial assistance from MWRC HR advisor)</td>
<td>Training needed for end users</td>
<td></td>
</tr>
<tr>
<td>Position Description audit &amp; review</td>
<td>Ensure each employee has an accurate and up to date position description</td>
<td>100% compliance for completion and accuracy.</td>
<td>Administration Manager (initial assistance from MWRC HR advisor)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position Descriptions maintenance</td>
<td>Ensure all PDs are kept up to date and each employee has access to a copy.</td>
<td>Ongoing (after initial audit)</td>
<td>PD updated within 10 working days after changes approved by Department Manager and CEO. Newly recruited employees have an up to date PD on commencement.</td>
<td>Administration Manager</td>
<td></td>
</tr>
<tr>
<td>Exit Interviews</td>
<td>Design, test and implement an Exit interview process and questionnaire.</td>
<td>Make integral part of the employment termination process. Annual statistics audit and feedback to council.</td>
<td>Administration Manager (initial assistance from MWRC HR advisor)</td>
<td>Standardise (where practical) with all MWRC Shires (CEO's input)</td>
<td></td>
</tr>
<tr>
<td>EO Management</td>
<td>Audit &amp; review EO policy/ plans and make appropriate adjustments.</td>
<td>100% Compliance with Current EO legislative requirements.</td>
<td>CEO (assistance from MWRC HR advisor)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AL &amp; LSL management</td>
<td>Monitor and Manage Annual Leave and Long Service Leave liabilities including staggering and scheduling leave as needed.</td>
<td>Adequate coverage to enable work schedule to continue. Minimal use of contract labour to cover AL. Up skill other employees to cover LSL with contract labour filling lower skilled positions.</td>
<td>CEO, Works Manager &amp; Department Managers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

28 | Page
<table>
<thead>
<tr>
<th>Issue</th>
<th>Strategy/Action</th>
<th>Timing</th>
<th>Performance Measure/Expected Outcome</th>
<th>Responsibility</th>
<th>Notes</th>
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</thead>
</table>
| Imminent Retirements          | Devise and implement strategies to support a well-managed transition to retirement. | Current to ongoing for life of plan | Employees are treated with dignity & respect. 
(Measure from analysis of exit interview comments) 
Legislation is not breached i.e. nil complaints. | CEO & Department Managers          |                                                |
| Attract younger employees to join the organisation | Refer to recruitment and attraction strategy. |              | Prospective employee attraction campaign roll out end of first quarter 2014. 
Annual review of employee demographics. | CEO                                | Input needed from Elected Members. |
| Traineeships                  | Appoint trainee in Works Department 
Include mentoring strategies. | TBA               | Completed trainee gaining the skills capable of filling vacancies as they arise. | Works Manager                      | Budget approval for position required. |
| Succession Planning           | Identify vulnerable positions and develop succession strategy plan. | Strategy/plan 
Implementation | Develop strategy and plan. 
Implementation of the plan. 
As aged employees retire, successors appointed to vacant positions. | CEO                                |                                                |
| Flexible Working Arrangements | Create flexible working arrangements to assist in the smooth transition of employees into retirement. |              | Produce report and options. 
Implement after approvals. 
Organisation retains knowledge base for as long as required. | Works Manager                      | Review other organisations 
best practice models for flexible work options 
Consultation with effected employees. |
| Job Redesign                  | Investigate job redesign feasibility/possibilities for applicable positions. |              | Produce report and options. 
Implement after approvals. | Works Manager, 
(assistance from MWRC HR advisor) |                                                |
| Knowledge Loss                | Document all relevant procedures & work instructions that are currently not recorded. |              | Work procedure manuals produced that can be successfully interpreted by new employees/trainees. | Works Manager                      | Input needed from Individual key employees. |
## Employee Development

<table>
<thead>
<tr>
<th>Issue</th>
<th>Strategy/Action</th>
<th>Timing</th>
<th>Performance Measure/Expected Outcome</th>
<th>Responsibility</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development</td>
<td>Provide and promote learning and development opportunities for employees to enable them to help deliver the Strategic Community Plan.</td>
<td>Ongoing with annual and end of calendar year review</td>
<td>Annual training/skills audit to review progress. Use of efficient electronic training database.</td>
<td>CEO (assistance from MWRC HR advisor).</td>
<td>Several training opportunities identified to date.</td>
</tr>
<tr>
<td>Identifying and addressing skills gap</td>
<td>Complete full TNA to verify training gaps possibly previously identified by employees. Develop training strategy to address Shire needs.</td>
<td></td>
<td>Delivery of TNA Report outlining future training plan and strategy. Measure against training figures EFY 2013/2014.</td>
<td>HR advisor.</td>
<td></td>
</tr>
<tr>
<td>WELL Training</td>
<td>Delivery of training identified to date suitable to be addressed by WELL program.</td>
<td>Various dates TBA</td>
<td>Improved skill levels. Audited through annual performance reviews, employee feedback and course providers.</td>
<td>MWRC/Durack.</td>
<td>WELL funding.</td>
</tr>
<tr>
<td>Synergy Soft Training</td>
<td>Ensure all end users have the skills to maximise efficiencies from current &amp; future software.</td>
<td>As scheduled</td>
<td>Reduced error rates. Reduced reliance on software support/help line. Full utilisation of software capabilities and functionality.</td>
<td>MWRC Training and Development officer.</td>
<td>Already in 2012/13 Budget.</td>
</tr>
</tbody>
</table>

## Employee Morale/Retention

<table>
<thead>
<tr>
<th>Issue</th>
<th>Strategy/Action</th>
<th>Timing</th>
<th>Performance Measure/Expected Outcome</th>
<th>Responsibility</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work/life balance</td>
<td>Review and design work life balance for office staff, including hours, conditions etc.</td>
<td></td>
<td>Measure through annual employee satisfaction survey, exit interviews, turnover rates in office staff.</td>
<td>CEO</td>
<td></td>
</tr>
<tr>
<td>Encouraging an harmonious workplace</td>
<td>Deliver workplace behaviour training (EO, non-discrimination/harassment &amp; bullying) to all employees. Make employees aware of grievance policy &amp; procedures.</td>
<td></td>
<td>100% workshop attendance by all employees Number of grievance/complaints lodged. Annual employee satisfaction surveys and exit interview statistics.</td>
<td>MWRC HR advisor.</td>
<td></td>
</tr>
<tr>
<td>Regular employee satisfaction surveys</td>
<td>Monitor employee’s views on a number of work related topics, issues, and concerns through an annual survey (electronic or personal interview).</td>
<td>Analysis and report from Annual survey.</td>
<td>Answers evaluated and data compared to previous surveys to identify trends. Annual report generated with action/responsibilities identified as required. Annual reporting.</td>
<td>CEO. MWRC HR advisor.</td>
<td></td>
</tr>
<tr>
<td>Remuneration and reward</td>
<td>Ensure Shire of Perenjori offers an attractive and competitive salary which retains and attracts skilled employees. Prioritise remuneration review for skill shortage positions.</td>
<td></td>
<td>Calculation of length of time taken to complete annual review. Data from employee satisfaction survey Exit interview statistics.</td>
<td>CEO. Manager Admin &amp; Finance.</td>
<td></td>
</tr>
</tbody>
</table>
Sustainability in Workforce Planning

A number of strategies will need to be in place to ensure the workforce plan is sustainable. These include:

Responsibility for workforce planning and implementation is to be included in the CEO's position description and key performance indicators (KPI's).

This would include ownership and accountability of the plan across the entire organisation. Employees with key accountabilities should have these included in their position description/KPI's and measured in their annual performance review.

Workforce planning should be embedded in all relevant frameworks, systems, policies and processes. Before any new decision is made or policy/process is changed the implications should be considered and the plan referred to. Adjustments will need to be made to the Workforce Plan accordingly.

All employees should be made aware of the Workforce Plan and its importance through orientation and training. A section on integrated planning and particularly workforce planning should be included in the new employee induction process.

Refresher training for employees with accountabilities under the plan should be held annually during the annual review period. The Workforce Plan should be referred back to during the recruitment process, with all positions requiring a position justification form. The requirements on this form should reference back to the relevant section of the plan.

Opportunities need to be made the most of in regards to demonstrating the benefits of the plan within the workforce. Employees and management need to see evidence that the plan is essential to the Shire's operation and the success in delivering the Community Strategic and Corporate Business Plans.

Monitoring and Evaluation of Outcomes

The Workforce Plan will need to be monitored and its effectiveness evaluated. This will be achieved by several different methods including:

An ongoing review of HR data including exit interview summaries, performance review results, turnover rates, FTE budget targets achieved etc.

An employee feedback survey is scheduled to be carried out on an annual basis. The results of this survey compared to existing baseline data will evaluate if relevant issues raised in this plan were addressed successfully. Similarly regular customer (ratepayer) surveys should be carried out and evaluated against the plan.

A review that ensures the Workforce Planning process, principles and practices are included in the annual planning cycle. Workforce implications should be included on relevant Council agenda items that entail decisions and project planning issues.

An annual review of Human Resources key results and KPI's (as an organisation and individuals). This should include HR risks and their effective treatments.

Workforce Planning outcomes should be included in the Shire's annual reports with annual HR data and employment costs reviewed by the third week in June each year from payroll and other relevant data sources.

Workforce Plan Review

This plan will be reviewed annually as part of the planning cycle and adjusted and reported on accordingly to ensure ongoing integration with the long term financial and asset management plans. All updates will be communicated to relevant stakeholders.
Attachment 14026

Project Status Report

Ordinary Council Meeting
20th February 2014
## February - Project Status Report

<table>
<thead>
<tr>
<th>REFERENCE</th>
<th>ISSUE</th>
<th>STATUS</th>
<th>OFFICER</th>
<th>ACTION REQUIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Res.</td>
<td>Early Childhood Centre</td>
<td>Geraldton Building and Cabinet Services have been awarded the contract with DCPM as the architects. A first meeting has been held with the architects and the working group to work the design. All had good input and quite a range of points were made. CEO has met with the Builders to welcome them on board and to confirm timelines and building process.</td>
<td>CEO</td>
<td>Final design to be presented to working group for endorsement, along with detailed costings and timeframes.</td>
</tr>
<tr>
<td>Council Res.</td>
<td>Flat Pack House No 2</td>
<td>House is completed, with final inspection.</td>
<td>CEO</td>
<td>Waiting on final Practical completion certificate and final payment to be made to builder. 50% of 5% of the total cost of the project is retained for a 12 month period.</td>
</tr>
<tr>
<td>Council Res.</td>
<td>Business Incubator</td>
<td>Council’s Building maintenance Officer has been reviewing the plans and identifying areas for improvement.</td>
<td>CEO</td>
<td>Final design to be sorted and construction commenced. Removal of the old ablution facility.</td>
</tr>
<tr>
<td>Council Res.</td>
<td>Caravan Park New Ablution Block</td>
<td>Two formal complaints have been lodged with the Builders Registration Board of WA and advice is being sought from the BRB to ascertain process to follow. Councils solicitors Civic legal are dealing with a claim from Fortress Homes for final payment. A hearing well be held in March in an attempt to negotiate pre a court appearance.</td>
<td>CEO</td>
<td>Attend the pre court meeting in Perth in March.</td>
</tr>
<tr>
<td>File No.</td>
<td>Extension Hill Magnetite Proposal</td>
<td>Civic Legal have reviewed those document with a confidential item present to Council September 2013. Communications are now in place between Civic Legal and Extension Hill. The final draft has been provided to Extension Hill for reviewing. A meeting with Extension Hill requested a written offer of cash contribution to our community.</td>
<td>CEO</td>
<td>Present new draft to Council when ready.</td>
</tr>
<tr>
<td>File No.</td>
<td>Industrial Land (existing)</td>
<td>The owners of Lots 156,158 and 159 England Cres. have commenced developments in accordance with the Conditions of Sale. Lots 157,160,161,162 remain undeveloped and lot 163 is leased. A consultant is contracted to assist in sorting this area and has arranged for valuations on each to be conducted. Valuations have been conducted with one property owner being made an offer for Council to re-purchase. Other landowners have been written to regarding their responsibilities requesting information on their intentions.</td>
<td>CEO</td>
<td>Follow up on progress with the developments on lots 156,158,159 to see if Practical Completion will be achieved within the 30 month timeframe. Contact owners of Lots 157,160,161,162 to see what they intend to do with their lots prior to the 30 month development condition timeframe expiring. Negotiate an early determination of the Lease and put this lot up for sale. A request is being presented to allow the owners of lot 157 to sell without meeting the development timeframes.</td>
</tr>
<tr>
<td>File No.</td>
<td>Industrial Land (new)</td>
<td>Additional Light and General Industrial Zoned land will need to be secured for future growth potential</td>
<td>CEO</td>
<td>Investigate possibility of zoning land located to the South East of the Perenjori Townsite that is services by road/power and water.</td>
</tr>
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</tr>
<tr>
<td>File No.</td>
<td>Residential Land (serviced)</td>
<td>The Shire currently has nine serviced lots available for sale in the John St subdivision. Discussions have taken place with private builders whom may be interested in rural housing and land development.</td>
<td>CEO</td>
<td>Make preliminary enquiries about the options for the development of future services residential land</td>
</tr>
<tr>
<td>CLGF - Regional Funds</td>
<td>Nordic Homes has signed the contract and commenced off site construction of the units.</td>
<td></td>
<td>CEO</td>
<td>Project manage the building stage.</td>
</tr>
<tr>
<td>School Chaplaincy</td>
<td>Employees registered and working through the reporting process.</td>
<td></td>
<td>CEO</td>
<td>Monitor progress and ensure reporting requirements are met. Follow-up with Schools.</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>Regional project being developed with CLGF regional funds allocated. Funds required from Council to contribute. Application has been completed and presented to MWDC for consideration. EOI has been approved, a detailed business case is to be submitted. Morawa Shire President and other Councillors to meet with Board Chairman to discuss. A meeting is being planned to discuss the status of the application.</td>
<td></td>
<td>CEO</td>
<td>Contribute to joint meetings ensuring Perenjori needs are being considered. Report back to Council on progress.</td>
</tr>
<tr>
<td>Karara Mobile health Services</td>
<td>The clinic operated in Perenjori for a full week, from 2nd December to the 6th December. The Dentist was very pleased with the take up of the service and with her stay in Perenjori. It is planned to have the service in each town for 1 week per month. The next service for Perenjori will be the week of the 24th February 2014.</td>
<td></td>
<td>CEO</td>
<td>Continue to support the operations with appointments and supporting the service when on site.</td>
</tr>
</tbody>
</table>
Attachment 14027

Status Report

Ordinary Council Meeting
20th February 2014
<table>
<thead>
<tr>
<th>REFERENCE</th>
<th>ISSUE</th>
<th>ACTION PLAN</th>
<th>OFFICER</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>13056.1</td>
<td>Establishment of Cat Pound</td>
<td>Implement plan to establish cat pound on the depot site.</td>
<td>MIS</td>
<td>The cat/dog pound has arrived and will be installed by the end of February 2014.</td>
</tr>
<tr>
<td>13075.3</td>
<td>Plant Lease</td>
<td>Council is requested to make a decision on the replacement of the UD Nissan with the lease agreement for one of the UD Nissans being due to expire this financial year. 1. That the UD Nissan be returned to ISIS Capital at the end of its current 5 year agreement. 2. That a tender for a new lease vehicle or purchase of vehicle of similar specifications be advertised immediately. 3. That within the tender document the option for a balloon payment be requested. 4. That the tender assessment be presented to Council for endorsement.</td>
<td>MIS</td>
<td>ISIS has, Plant to be returned end of June, E quotes will be used for lease of a new vehicle, and E quotes will be used for securing finances.</td>
</tr>
<tr>
<td>13099.1</td>
<td>Confidential Item - Miscellaneous Licences - Extention Hill</td>
<td>That Council: 1. Endorse the recommendations made by Civic Legal with regard to the Agreement relating to Miscellaneous Licences for Extension Hill Magnetite Project, Draft 2 November 2012. 2. Request the CEO obtain advice from the Local Government Insurance Service regarding the agreement and any implications this may cause to insurance schedules. 3. Request the CEO notify Extension Hill Pty Ltd of the recommended changes required before the agreement will be signed.</td>
<td>CEO</td>
<td>Revised agreement to be presented to Council.</td>
</tr>
<tr>
<td>13105.2</td>
<td>Draft Road Use Policy</td>
<td>That Council support the development of a Shire of Perenjori Road Use Policy and Agreement.</td>
<td>MIS</td>
<td>In progress</td>
</tr>
<tr>
<td>13106.2</td>
<td>Department of Lands Request for Reserve 21977</td>
<td>That Council 1. Formally request to the Department of lands (DOL) that the Shire of Perenjori be provided with the power to lease and licence be added to the Management Order for Reserve 21977. 2. Upon receipt of confirmation of the Shire of Perenjori’s power to lease and licence, develop a lease agreement with the proponent Mr John Sparkman for the leasing of land for the Hangar.</td>
<td>CEO</td>
<td>DOL written to and email confirming receipt, waiting on reply</td>
</tr>
<tr>
<td>13114.2</td>
<td>Amendment to Local Planning Scheme No 2 - Lots 95-97 Farrell Street, Perenjori</td>
<td>The documents being adopted by Council and the Amendment being formally advertised for 42 days in accordance with the provisions of the Town Planning Regulations 1967, without reference to the Western Australian Planning Commission.</td>
<td>CEO</td>
<td>process being progressed</td>
</tr>
<tr>
<td>13115.2</td>
<td>Tender 03/2013 - Karara Access Road Maintenance</td>
<td>1. That Leopold Contracting be awarded the Maintaining Karara Access Roads, Tender 03/2013 on the basis of best value for money. 2. That a written agreement is confirmed for the maintenance of the roads by Karara Mining Limited.</td>
<td>MIS</td>
<td>Contract ready for signing Meeting had with Karara, waiting on confirmation</td>
</tr>
<tr>
<td>Meeting Date</td>
<td>Agenda Item</td>
<td>Resolution</td>
<td>Agency</td>
<td>Notes</td>
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<tr>
<td>13116.2</td>
<td>Perenjori Housing Project - Design and Construct RFT 04/2013</td>
<td>That Council endorses the following, meeting the Regulations as detailed in Section 3.57 Local Government Act 1995: Nordic Homes be endorsed as the preferred tender for the PERENJORI HOUSING PROJECT – DESIGN AND CONSTRUCT RFT 04/13 based on best value for money. Nordic Homes will provide two two bed and one bath units, with options to be negotiated with the builder.</td>
<td>CEO</td>
<td>Contract signed</td>
</tr>
<tr>
<td>13122.3</td>
<td>FORMAL ENDORSEMENT OF MT GIBSON INFRASTRUCTURE RESERVE</td>
<td>That Council endorses the establishment of the Public Infrastructure Fund Reserve for the purpose of supporting the acquisition, restoration, extension or improvement of assets in the Shire of Perenjori</td>
<td>MCDS</td>
<td>Reserve has been set up and funds transferred.</td>
</tr>
<tr>
<td>13123.1</td>
<td>MOUNT GIBSON PUBLIC BENEFIT TRUST - ALLOCATIONS</td>
<td>1. Council to receive the minutes of the meeting dated 13th November 2013. 2. Council approve the establishment of a trust account to contain unallocated Mount Gibson Public Benefit Trust funding. 3. MGPBTC will prepare a policy and process for the use of these unallocated funds, and present to Council for endorsement.</td>
<td>ECDC</td>
<td>Policy will be developed, once Sinosteel MOU is signed.</td>
</tr>
<tr>
<td>13123.2</td>
<td>PERENJORI PUBLIC BENEFIT TRUST – AGREEMENT AMENDMENT</td>
<td>That the Shire of Perenjori agree to a Sinosteel representative being appointed to the Mount Gibson/Sinosteel Public Benefit Trust Committee, to commence in the first round of funding in 2014.</td>
<td>ECDC</td>
<td>The cat/dog pound has arrived and will be installed by the end of February 2014.</td>
</tr>
<tr>
<td>13123.3</td>
<td>BLUES FOR THE BUSH</td>
<td>1. Council endorse the conduct of the Blues for the Bush and Community Open Day to be run in October 2014 and furthermore in 2015 and 2016 in partnership with Bush Heritage Australia. 2. That the Shire of Perenjori CEO be authorised to sign the MOU between Bush Heritage Australia and Shire of Perenjori for 2014 -2016.</td>
<td>ECDC</td>
<td>MOU has been signed, and handed back to Cr Butler. Management group being created. Event Manager role has been sent out, and seeking a Council Representative to sit on the management group.</td>
</tr>
<tr>
<td>13129.4.2</td>
<td>PERENJORI PARENTING AND EARLY CHILDHOOD CENTRE (PECC) – DESIGN AND CONSTRUCT RFT 05/2013</td>
<td>That Council endorses the following, meeting the Regulations as detailed in Section 3.57 Local Government Act 1995: GERALDTON BUILDING SERVICES &amp; CABINETS PTY LTD (ABN: 27 097 773 469) as the preferred tender for the PERENJORI PARENTING and EARLY CHILDHOOD CENTRE – DESIGN AND CONSTRUCT RFT 05/13 based on best value for money.</td>
<td>CEO</td>
<td>Contract awarded and signed</td>
</tr>
</tbody>
</table>