



CEO ATTACHMENT BOOKLET FOR ORDINARY COUNCIL MEETING

15 June 2022 at 5:00pm

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FORM OF APPLICATION FOR PLANNING APPROVAL

(PLEASE COMPLETE ALL BOXES)

OWNER DETAILS:

Name(s): Western, Margaret
 Postal Address: PO Box 151 MINGENEW WA Postcode: 6522
 Contact Person: Margaret
 Phone: [REDACTED] Email: [REDACTED]
 Signature: [Signature] Date: 15/3/21
 Signature: _____ Date: _____

NOTE: The signatures of ALL the owner(s) is required to process this application.

APPLICANT DETAILS: (if different from owner)

Name: as above
 Postal Address: _____ Postcode: _____
 Contact Person: _____
 Phone: _____ Email: _____
 Signature: _____ Date: _____

PROPERTY DETAILS:

Lot/Location No: _____ House/Street No: 10
 Street Name: Ikewa Street Locality/Suburb: Mingenew
 Diagram/Plan No: _____ Volume No: _____ Folio No: _____

EXISTING DEVELOPMENT/LAND USE:

Nature of any Existing Development/Land Use: Residential

PROPOSED DEVELOPMENT/LAND USE:

Description of Proposed Development/Land Use: Replace shed

Approximate Cost: \$40,000

Estimated Time of Completion: May 2022

REQUIRED INFORMATION & FEES:

Please refer over for the information required to be submitted with this application and the schedule of fees. This application will not be processed without all required information including payment of the appropriate fee.

OFFICE USE ONLY:

Date Received: _____ Application No: _____

Accepting Officer's Initials: _____ File Number: _____

Required Fee: \$ _____ Date Paid: _____

30.5.22

Please find enclosed plans for application of approval to replace and extend our shed due to cyclone damage. Part of the shed was destroyed in the cyclone.

We would also like approval to have the shed 300m of the fence which will be concreted from fence to shed wall, so that no weeds etc can grow and fire hazards there

As at the moment behind and at the side of the is basically a fire hazard with the weeds and ryegrass and is of no use. We also have no neighbouring adjoining fences.

You can see that the old existing shed was 20m width and the replacement would only be 21.5 mtrs

The shed is to be mainly used storage for caravan, camper trailer and my vintage truck, which is the reason for a slightly higher apex in shed

I hope you will consider my application

Yours Sincerely

Margaret Western

M West

any more info required feel free to contact me on [REDACTED]

Application for building permit – uncertified

Building Act 2011, section 14, 16
Building Regulations 2012, regulation 4, 16

PERMIT AUTHORITY
USE ONLY

Reference number

Permit authority

Shire of Mingenew

1. Property this application relates to

Property street
address (provide lot
number where street
number is not
known)

Unit no	Street no 10	Level	Lot no
Street name IKEWA	Street type ST	Street suffix	
Suburb Mingenew	State W.A.	Postcode 6522	
Certificate of title (if known)	Volume	Folio	

Local government area (if different
from permit authority)

Is this lot vacant?

☐

Yes

☒

No

2. Details of building work

Project name (if any)

Description of the
building(s) and
building work

Main use of
building(s)

Building Code of
Australia (BCA)
class of the
building(s)

Replacing and extending cyclone
damage to shed

Storage / Workshop (HOUSEHOLD)

Main BCA class

☐

Class 1a single dwelling (including detached house, row house, terrace house, town house or villa unit)

☒

Class 10a (garage, carport, shed or the like)

☐

Class 10b (fence, mast, antenna, retaining or free standing wall, swimming pool or the like)

☐

Class 10c (private bushfire shelter)

Secondary BCA
class (for multi-
purpose buildings)

Third BCA class (for
multi-purpose
buildings)

Type of work

- ☐ New building/structure
 ☒ Alteration/addition
 ☐ Refurbishment/fit out
☐ Relocation of a building to this site
 ☐ Change of use/conversion

Type of building or incidental structure (if a Class 10)

- ☐ Swimming pool/spa
 ☐ Garage
 ☐ Patio
☐ Carport
 ☒ Shed
 ☐ Fence/wall
☐ Retaining wall
 ☐ Water tank
 ☐ Other

Number of dwellings relocated TO this site from another site

Type of structure

- ☐ Detached (free standing)
 ☐ Attached to another structure

Number of residential dwellings to be created

Number of storeys of the highest building (above ground)

Number of basement storeys of the building (below ground)

Estimated value of building work (including GST)

Floor area to be created (m²)
Site (lot) area (m²)

What are the main materials used in the building work?

Floor	Exterior walls	Roof cover	Wall frame
<input checked="" type="checkbox"/> Concrete <input type="checkbox"/> Timber <input type="checkbox"/> Steel <input type="checkbox"/> Other	<input type="checkbox"/> Brick (double) <input type="checkbox"/> Brick (veneer) <input type="checkbox"/> Concrete/stone <input type="checkbox"/> Fibre cement <input type="checkbox"/> Timber <input type="checkbox"/> Curtain glass <input type="checkbox"/> Steel <input type="checkbox"/> Aluminium <input checked="" type="checkbox"/> Other	<input type="checkbox"/> Tiles <input type="checkbox"/> Concrete <input type="checkbox"/> Fibre cement <input type="checkbox"/> Steel <input type="checkbox"/> Aluminium <input checked="" type="checkbox"/> Other	<input type="checkbox"/> Brick/block <input type="checkbox"/> Concrete <input type="checkbox"/> Timber <input type="checkbox"/> Steel <input type="checkbox"/> Aluminium <input type="checkbox"/> Other
If 'other' please specify	colourbond	colourbond	

Intended owner of the completed building

- ☒ Private sector
☐ Government sector

Is this application for a stage of a multi-stage building project?



- ☐ Yes
☐ No

Is an alternative solution to a building standard proposed for the building work?

- ☐ Yes
 ☒ No

3. Owner details

Where there are multiple owners, please attach a list with the names and signatures of each owner. If each of those owners requires a copy of the building permit, please also provide forwarding details for each owner.

Owner's name	Western Margaret			
Street address (provide lot number where street number is not known)	Unit no	Street no 10	Level	Lot no
	Street name IKEWA		Street type ST	Street suffix ST
	Suburb Mingenew	State W.A	Postcode 6522	Country (if not Australia)
OR				
PO Box address	PO Box no P.O Box 151			
	Suburb Mingenew	State W.A	Postcode 6522	Country (if not Australia)
Email address				
Phone/fax	Phone no 		Fax	
Owner's signature*	M. West			Date 30/5/22

*If you are authorised to sign on behalf of the owner, please provide your written legal authorisation with your application. Owner's signature is not required for Class 1 or Class 10 buildings or incidental structures with applications lodged before 31 December 2016.

4. Builder details

Builder's name				
Street address (provide lot number where street number is not known)	Unit no	Street no	Level	Lot no
	Street name		Street type	Street suffix
	Suburb	State	Postcode	Country (if not Australia)
OR				
PO Box address	PO Box no			
	Suburb	State	Postcode	Country (if not Australia)
Email address				
Phone/fax	Phone no		Fax	

Type of builder	<input type="checkbox"/> Registered building contractor (provide registration number below) <input type="checkbox"/> Approved owner-builder (attach owner-builder approval from the Building Services Board and provide owner-builder approval number below) <input type="checkbox"/> Public Authority <input type="checkbox"/> Other (building work under \$20,000, or where registered building contractor not required)	
Registration number or owner-builder approval number	Registration / approval number (if relevant)	
Builder's signature	Name (print)	
	Signature	Date

5. Applicant details

Who is the applicant?
(Tick one box)

☒ Owner
 ☐ Builder
 ☐ Other

If 'Other' was selected above, complete the following details:

Applicant's name

--

Street address
(provide lot number where street number is not known)

Unit no	Street no	Level	Lot no
Street name		Street type	Street suffix
Suburb	State	Postcode	Country (if not Australia)

OR

PO Box address

PO Box no			
Suburb	State	Postcode	Country (if not Australia)

Email address

--

Phone/fax

Phone no	Fax
----------	-----

6. Statement by applicant

I understand that a building permit cannot be granted unless:

1. All the prescribed information is provided with this application.
2. All consents or court orders have been obtained if part of a building or incidental structure is proposed to be placed beyond the boundaries of the works land.

Does the proposed work encroach on other land? ☐ Yes ☒ No

If yes, has consent or a court order been obtained? ☐ Yes ☐ No

Attach a copy of each consent (form BA20) or court order obtained.

3. All consents or court orders have been obtained if the building work may adversely affect land beyond the boundaries of the works land.

Does the proposed work adversely affect other land? ☐ Yes ☒ No

If yes, has consent or a court order been obtained? ☐ Yes ☐ No

Attach a copy of each consent (form BA20) or court order obtained.

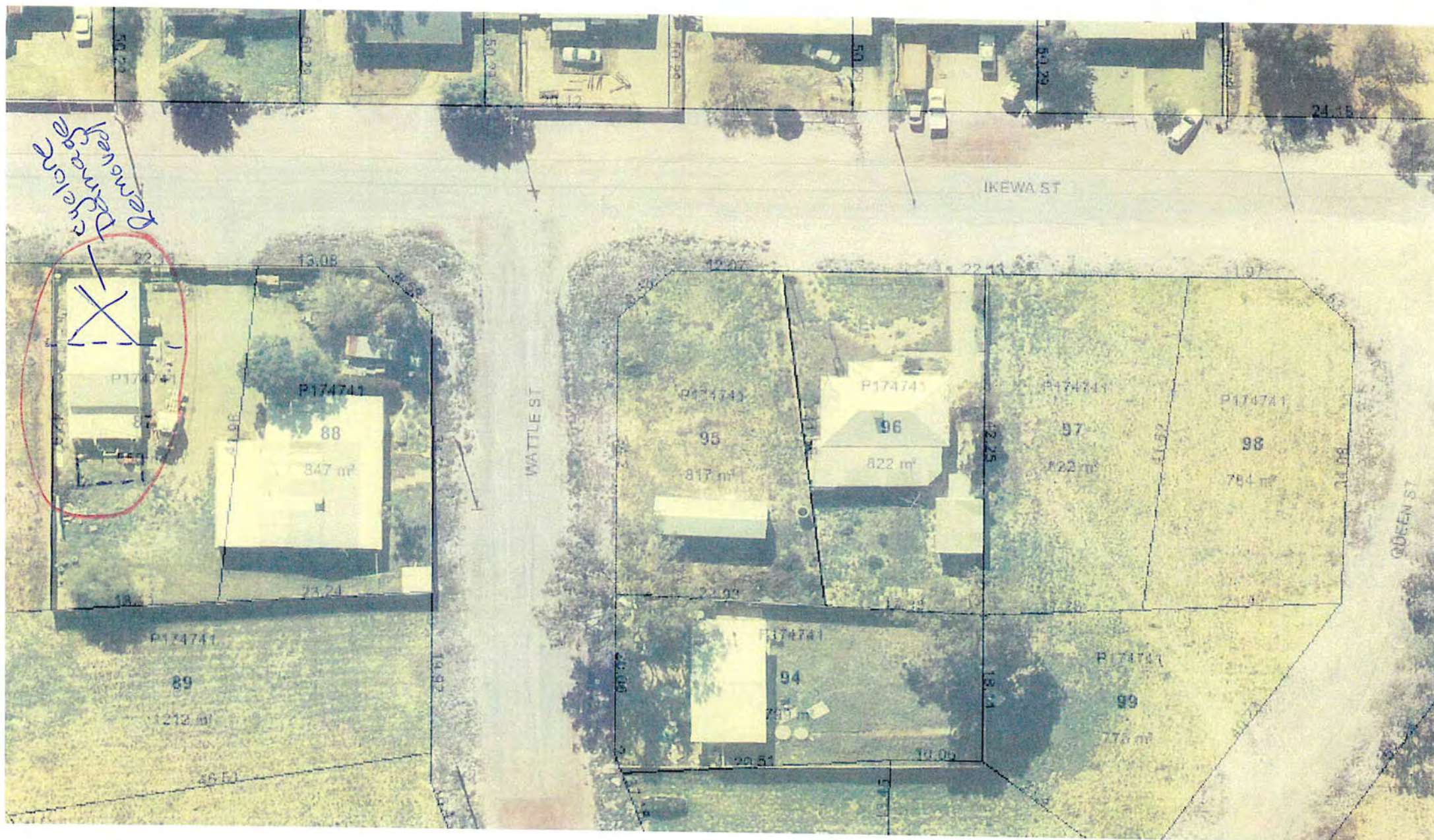
4. If the proposed building work is for a Class 1 or Class 10 building or incidental structure that includes alternative solutions to building standards, details have been provided with this application.

Provide details of each alternative solution not shown on the plans and specifications.

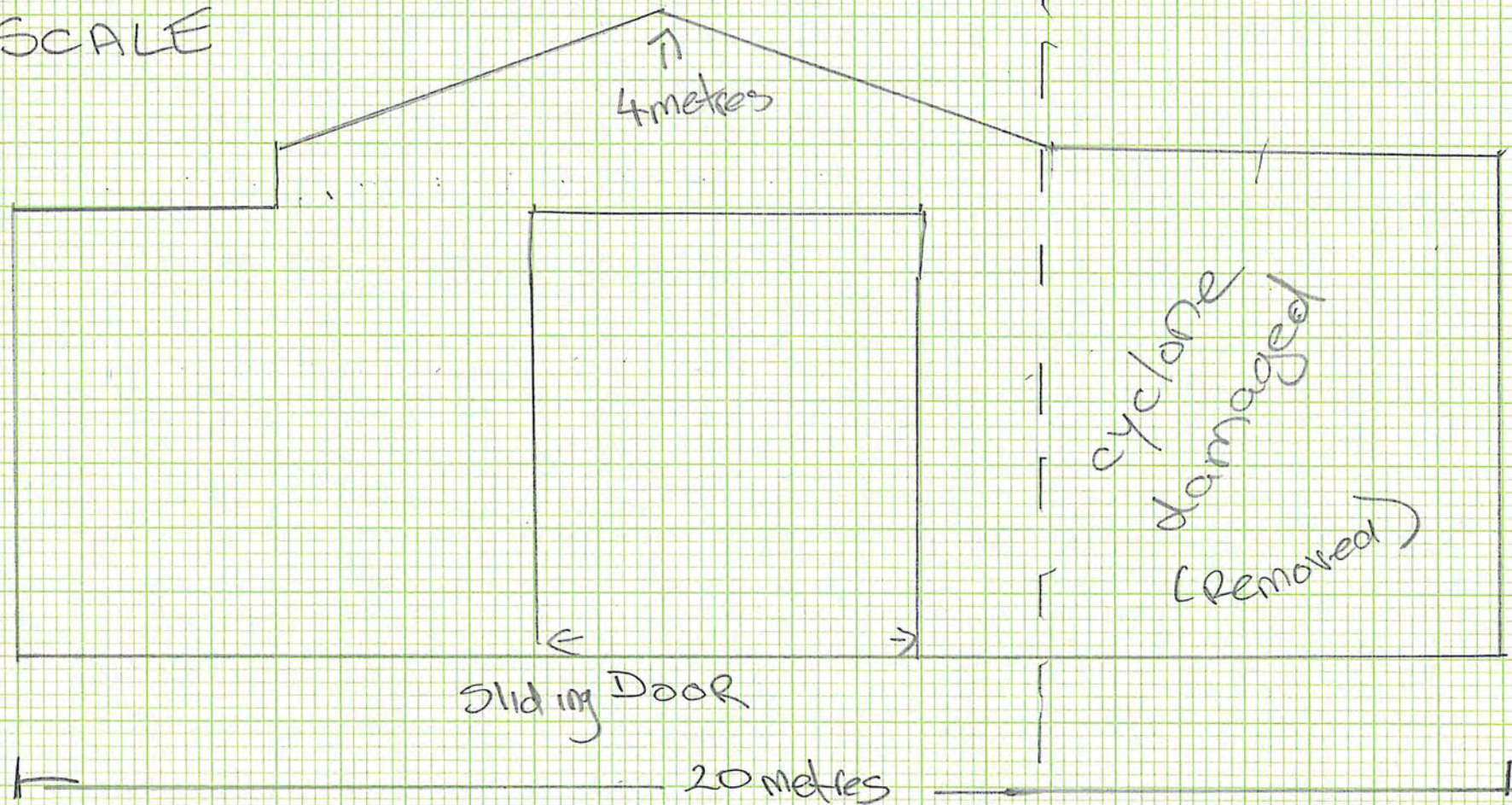
Applicant's
signature

Name (print) <i>margaret Western</i>	
Signature <i>M. Western</i>	Date <i>30/5/22</i>





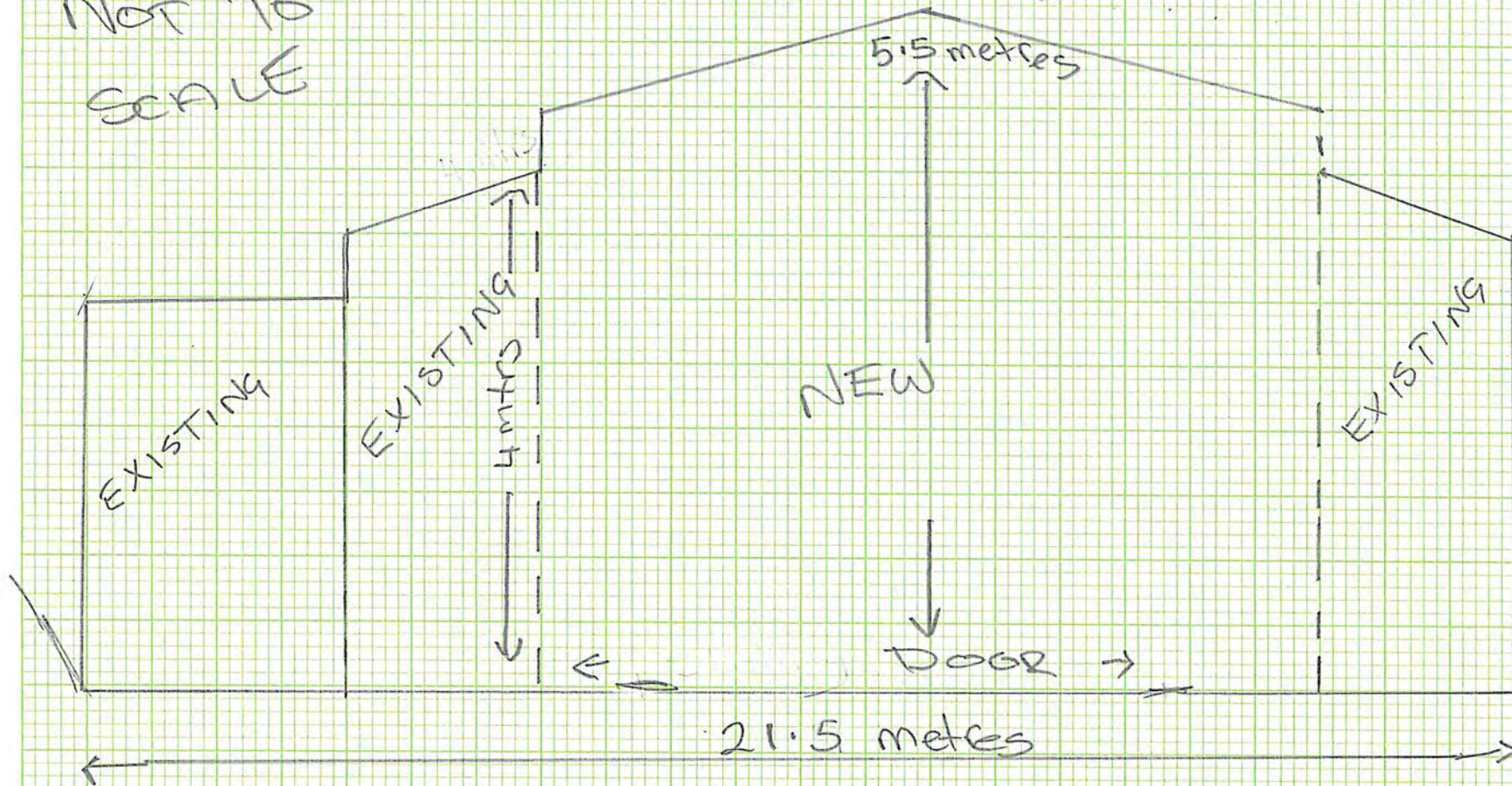
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existing shed

proposed Shed

NOT TO
SCALE

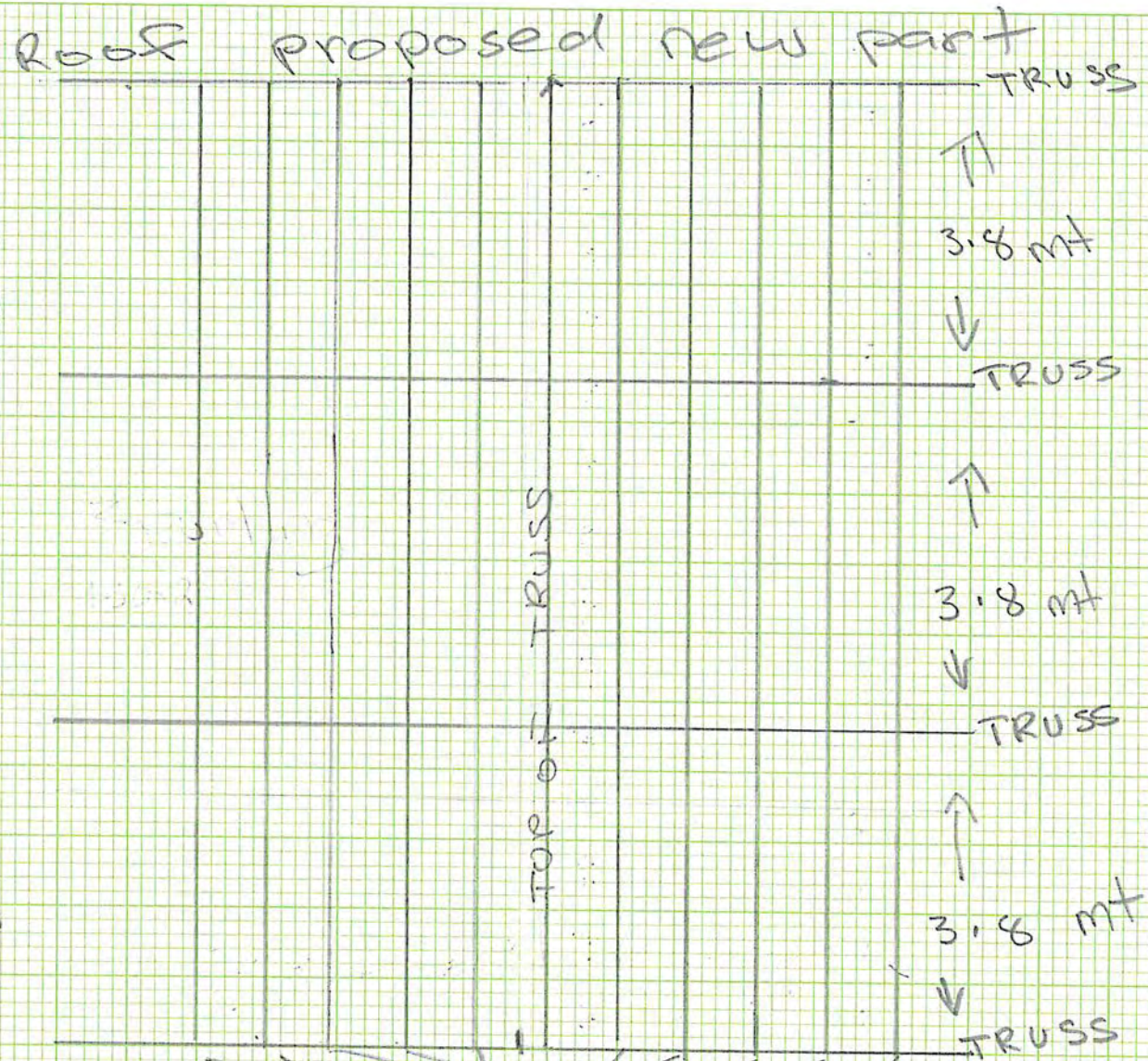


11.5 metres Deep

Footings
800 X 800
X 800
FOR ALL
UPRIGHTS

NOT
TO
SCALE

2 Purling
150 x 2 m



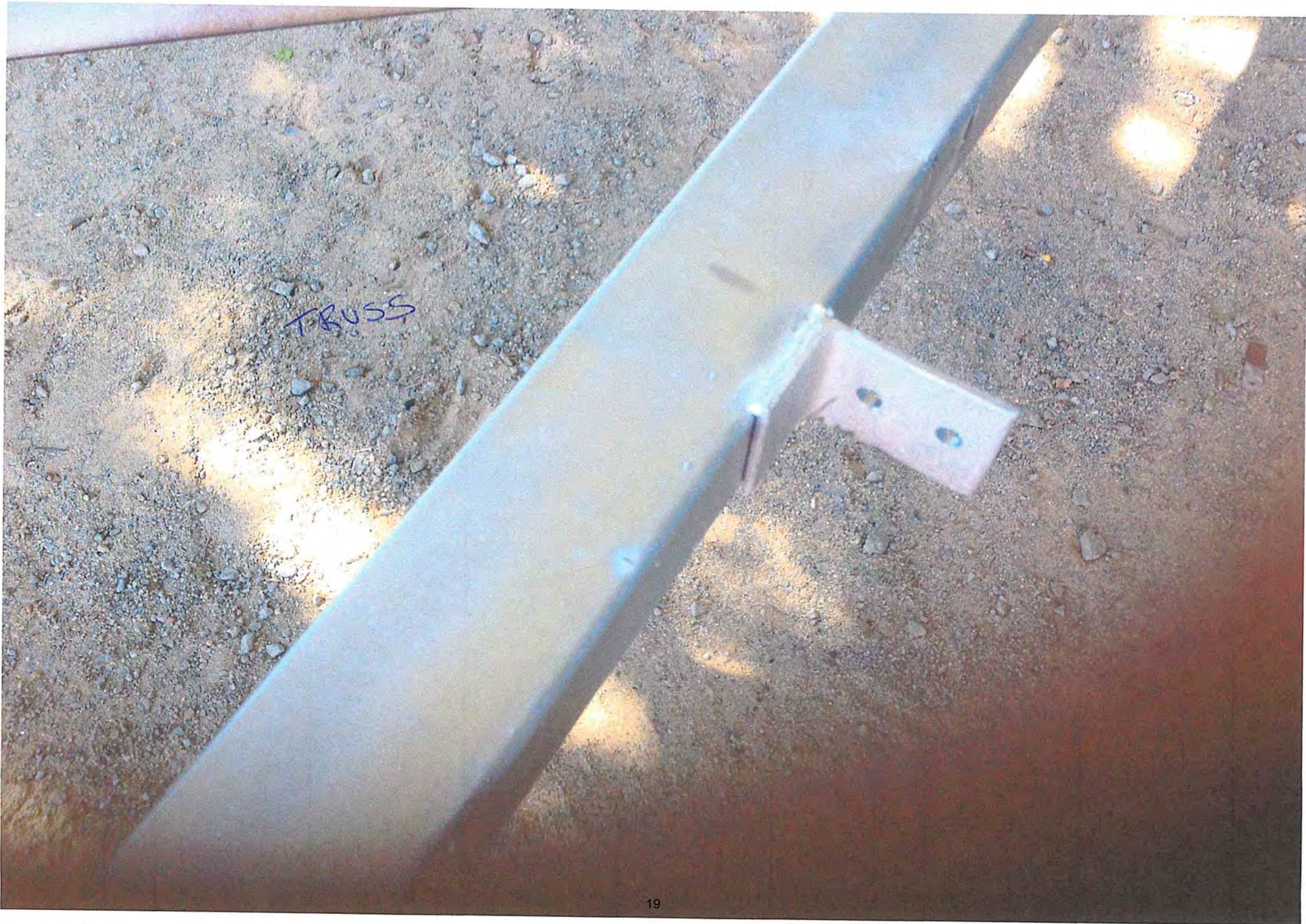
5 purlings either side
approx 1 mtr apart











TRUSS



SHIRE OF MINGENEW
CORPORATE BUSINESS PLAN 2019-2023



2022 REVIEW

CORPORATE VALUES AND VISION

WHAT WE VALUE

Mingenew is forward thinking, is innovative and leads change for our community, people and industry.

We are passionate about our Shire and strive to create opportunities for people to belong and share this special place.

We focus on building and strengthening our relationships with each other and our region as our connections enable us to build our community.

We support each other to "have a go" and to use our initiative and drive to create new opportunities and knowledge for our community and other people.

We welcome all people of all generations to Mingenew and share our community so that people can belong and feel included and valued.

VISION

Mingenew Shire is a safe, inclusive and connected community with a thriving local economy that provides opportunity for all to succeed.

OUR PURPOSE

We are leaders in delivering services and development opportunities. We balance financial sustainability and community aspirations in partnership with our local community, partners and investors.

We acknowledge the traditional custodians of the land, the Yamatji people.

We cherish first nation's people and respect their connection to their land, cultural heritage and belief systems.

We value these ancient systems and understand they are thriving, evolving and will empower and enhance all members of the community.

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1. FOREWORD

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Welcome to the Shire of Mingenew's Corporate Business Plan 2019-2023.

It's exciting to be able to deliver this document on the back of a well-engaged Strategic Community Planning process, through which we were able to deliver an updated 10-year vision for our Shire. This document seeks to operationalise the first four years of that journey as we seek to grow our Shire, enhance opportunities and deliver more for our community and stakeholders.

The Corporate Business Planning Process also comes with some additional challenges that the development of a visionary document does not:

- Balancing limited resources across projects and programs
- Ensuring that the Shire continues to deliver its day-to-day services in addition to any new projects, noting that much of the Shire's capacity is currently spent on Business as Usual activities
- Maintaining awareness that new projects and programs – once delivered – come with a whole-of-life cost (operations, maintenance, depreciation), and factoring this in to resourcing calculations
- Aligning the remainder of the Shire's Integrated Planning Framework with this document and the updated Strategic Community Plan

For a small local government (in terms of area, population, budget and staff size) the successful delivery of our Strategic Community Plan is going to mean:

- Careful consideration of resourcing, as trade-offs will likely be necessary to deliver some of what is required
- Ensuring that we seek out and maximise external funding and assistance wherever possible – potentially delaying delivery of some projects until appropriate co-funding can be secured
- Maintaining strong networks within State Government and other funding bodies to ensure that we are aware of upcoming grant opportunities, and have enough planning in place to take advantage of them when they arise
- Where possible and appropriate outsourcing the delivery of some projects or initiatives to other groups better resourced to deliver this; this may include local clubs and committees, not-for-profit organisations, social enterprises and other government agencies

It has also been noted, through the Strategic Community Planning process that a number of the community's desires are outside the purview of local government to deliver (e.g. health or education services). This does not mean that they will be ignored, rather than the Shire's role in these areas is going to be one of lobbying and partnering with outside organisations rather than taking direct unilateral action.

Despite the challenges which face us, this is a time for optimism. We have a modern Strategic Community Plan, developed in concert with our engaged and enthusiastic community and supportive regional stakeholders. With this document we now also have a path forward to start to deliver on that ten-year vision. There will inevitably be obstacles and difficult choices along the way, but the outcomes will have a transformative effect on our Shire and pave the way for further growth and prosperity into the future.

Nils Hay, Chief Executive Officer

2. INTRODUCTION

LEGISLATIVE REQUIREMENTS

In 2011, the Department of Local Government introduced its Integrated Planning and Reporting Framework to standardise and guide strategic and corporate business planning across the Western Australian local government sector.

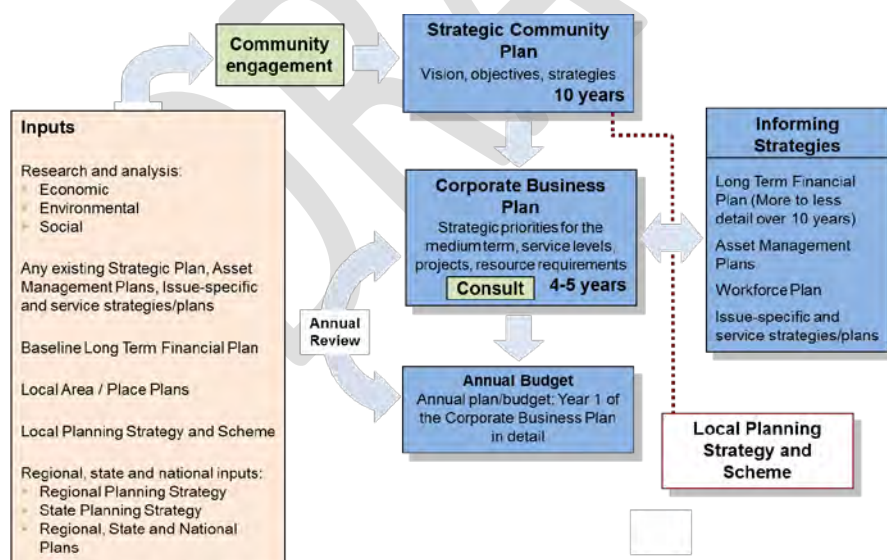
All local governments are legally required to develop a Strategic Community Plan and Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the Local Government Act 1995, which is to effectively “plan for the future”.

Under the Local Government (Administration) Regulations 1996, a Corporate Business Plan is required to:

- Set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- 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
- Develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

The Shire's Corporate Business Plan 2019–2023 aims to fulfil these obligations, as well as demonstrate leadership and best practice in operational planning within the local government industry.

THE INTEGRATED PLANNING FRAMEWORK



The framework has the following elements:

- 10-year Strategic Community Plan (SCP) which outlines our vision for the future, our values and our strategic goals. An updated SCP by Council in May 2019. The next minor review is due in 2021.
- A 4-year Corporate Business Plan (CBP) which details what we will do to implement the Strategic Community Plan. This document details the key projects and resources required to deliver on the next four years of the Strategic Community Plan and details the planned project outputs/outcomes, estimated project costs, risks, sources of funds, project schedule and resources required to implement projects.
- An Asset Management Plan (AMP) which enables the Shire to plan and manage the assets so that the community's aspirations can be reached. It is based upon 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of assets. The Shire of Mingenew's Asset Management Plan was last updated in April 2019.
- 10-year Long-Term Financial Plan (LTFP) which is a high-level document that indicates the Shire's long-term financial sustainability, allows for early identification of financial issues and their longer-term impacts, and shows the financial impacts of plans and strategies. Upon endorsement of this Corporate Business Plan, the LTFP will be updated to reflect any changes.
- A Workforce Plan which analyses the operational capacity of the Shire, contrast that to the strategic needs created by the plans, and identifies the capacity, skills and knowledge gaps and how to address them. The Shire's Workforce Plan (2021-2025) was adopted in 2021.
- An Annual Financial Budget which will record the planned activities and expenditure for each year; and
- An Annual Report which provides the community with a detail account of what has been achieved each year and progress made towards the Performance Targets and achievement of Corporate Business Plan.

THE REVIEW CYCLE

The Integrated Planning Framework should consist of linked documents which evolve to reflect changes in organisation and community. For this reason, each document is subject to a review cycle. The recent major review of the Strategic Community Plan and development of this new Corporate Business Plan will have flow-on impacts on the Shire's other Planning Documents. Over the life of this Corporate Business Plan, it is intended that all documents are reviewed as required, and the Shire's Integrated Planning Framework – which is currently imperfectly aligned – becomes more closely linked.

It is noted that the current Local Government legislative reform process is reviewing the Integrated Planning Framework, which may impact the review process envisaged below.

Our planned review cycle sees that alignment improve over Financial Year 2019/20 and aims to have a fully aligned and updated set of integrated planning documents in place for the 2021 Minor Strategic Review.

Document	Next Review	Nature of Review
Workforce Plan	December 2020	New Plan developed and adopted in Feb 2021
Strategic Community Plan & Corporate Business Plan	By June 2021	Minor strategic review; primarily a desktop exercise and focused on resetting the Corporate Business Plan with consequential amendments to the core informing strategies as required.
Long Term Financial Plan	Aug/Sep 2021	Annual Update
Asset Management Plan	Oct/Nov 2021	Annual Review
Workforce Plan	December 2021	Annual Review
Corporate Business Plan	By June 2022	Annual Review: Report on outcomes for Year 3, Develop budget for Year 4, minor revisions as necessary. Incorporate any changes from Workforce Plan, LTFP and AMP Reviews
Long Term Financial Plan	By August 2022	Major review to take place following adoption of FY22/23 budget
Asset Management Plan	Nov 2022	Annual Review
Corporate Business Plan	By June 2022	Annual Review: Report on outcomes for Year 3, Develop budget for Year 4, minor revisions as necessary. Incorporate any changes from Workforce Plan, LTFP and AMP Reviews
Workforce Plan	December 2022	Annual Review
Long Term Financial Plan	Sep July 2023	Annual Update
Asset Management Plan	November 2023	Annual Review
Strategic Community Plan and Corporate Business Plan	By June 2023	Major Strategic Review; re-engages with the community on the vision and key choices for the coming ten and four years.
Workforce Plan	December 2023	Annual Review
Long Term Financial Plan	February June 2024	Annual Update

Document	Next Review	Nature of Review
Asset Management Plan Corporate Business Plan	April 2024 <u>June 2024</u>	Annual Review

DRAFT

3. CONTEXT

STRATEGIC DIRECTION

The Strategic Community Planning process undertaken in late 2018 and early 2019 has provided Council with an overall strategic direction for the following decade.

Our strategy is based upon five pillars, which together seek to grow and enhance the economy, population, liveability and attractiveness of Mingenew, as well as improving the operations of the Shire of Mingenew as an organisation. These pillars are outlined in the 4 Year Priorities.

While the Strategic Community Plan provides a 10-year vision, this plan only covers four years. As such, not everything outlined above will be – or can realistically be – delivered within the lifetime of this plan.

As this is the first CBP to deliver upon the new SCP we have selected items which are:

- Already partially or fully planned
- Have been strongly prioritised through the SCP process
- Will deliver internal efficiencies and improvements to the Shire organisation, improving our overall ability to function and deliver projects and services

The next section outlines those Strategies/Actions which will be delivered against in this CBP.

MINOR REVIEW OF THE STRATEGIC COMMUNITY PLAN

The Strategic Community Plan is ~~undergoing~~ ~~underwent~~ a minor review, ~~as it has now reached the 2-year mark in 2021~~. This review has only made small changes to the document, which will filter through to the Corporate Business Plan. Those changes included:

- Updated message from current Shire President and Councillors
- Updated CEO message
- Status and adjustments of Targets/KPIs

2022 REVIEW OF THE CORPORATE BUSINESS PLAN

The 2022 review of this plan is taking place following two years characterised by Tropical Cyclone Seroja and COVID 19. It is also being developed in the knowledge that there current CEO, under which the plan was originally developed, has resigned with recruitment of a new CEO under way.

In light of this, the 2022 review is seeking to actively reduce the project load in this plan in order to both provide a smoother entry for the new CEO and ensure that there is not an unreasonable expectation placed upon them as they take on the position. A number of items are moving from delivery to maintenance and few new major items are being added. It is, nevertheless, an ambitious document, which reflects the general ambition of the Shire and community of Mingenew.

- It is also noted that this will be the final year of the current Plan, and would be prudent to hold major change over until after the Major Review of the Strategic Community Plan which comes due in FY22/23.

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FOUR-YEAR PRIORITIES

From that list, the following areas (highlighted) have been identified for focus in the four years of this Corporate Business Plan.

Strategy	Priority Area	Strategy/Action
Leading Mingenew	1.1 Infrastructure	1.1.1 Provide and support cost effective transport networks
		1.1.2 Provide buildings, facilities and services to meet community needs
		1.1.3 Protect and promote the Shire's diverse culture and heritage
	1.2 Capability	1.2.1 Manage the organisation in a financially sustainable manner
		1.2.2 Enhance open and trusting communication between Council and the community, and deliver high quality services in partnership with external stakeholders
		1.2.3 Provide sound corporate governance of the Shire and create an attractive work environment
		1.2.4 Seek innovative ways to improve organisational efficiency and effectiveness
	1.3 Compliance	1.3.1 Provide a high level of compliance with external regulation, in a resource-efficient manner
		1.3.2 Provide services and processes to enhance public safety
	1.4 Resource Management	1.4.1 Manage and protect water resources and infrastructure
		1.4.2 Manage and reduce waste
		1.4.3 Adapt to and mitigate climate change drivers
Love Living in Mingenew	2.1 Health	2.1.1 Develop healthcare services to enable aging in place for the community
		2.1.2 Develop healthcare and recreation services for all the community to ensure the well-being and health of all age groups within the community
	2.2 Education	2.2.1 Develop childcare service to full time day care model
		2.2.2 Support planning for access to quality education services, including transport planning
	2.3 Culture & Heritage	2.3.1 Develop arts spaces and programs to enliven community spaces and deepen experiences of visitors and community
		2.3.2 Capture more value from tourism – build local experiences and products, tourism infrastructure and connections, build new day trip and tour markets
		2.3.3 Enhance our natural and built environment and promote and protect the history and heritage within Mingenew
	2.4 Sense of Community	2.4.1 Support community volunteers to maximise impact of their contributions
		2.4.2 Continue programs to improve the look and feel of the community public spaces, places and services to support an active and inclusive lifestyle

Strategy	Priority Area	Strategy/Action
Growing Mingenew	3.1 Housing	3.1.1 Ensure pipeline of land available for development
		3.1.2 Develop local housing market (support new business model)
	3.2 Development	3.2.1 Central business/community hub development
		3.2.2 Light Industrial development (incubator) and land development and actively attract light industrial businesses
		3.2.3 Build capacity for global impact agricultural research and development program supported by training & education model
		3.2.4 Value capture/creation for agriculture (build on assets + capabilities)
		3.2.5 Investigate opportunities for renewable energy generation
		3.2.6 Develop space industry opportunities
See You in Mingenew	4.1 Diversity of Accommodation	4.1.1 Development of existing and future diverse accommodation options for business travellers and tourism
	4.2 Events	4.2.1 Facilitate the sustainability and growth of existing community and regional events, and encourage new ones to develop
	4.3 Tourism Assets	4.3.1 Continue and deepen Tourism promotion and development and “see you in Mingenew” campaign
		4.3.2 Support development of Tourism infrastructure to support deepening of local product
		4.3.3 Capture more value from tourism – build local experiences and products, including astrotourism, farm tourism and food tourism
	Making Business Easy in Mingenew	5.1 Digital Capacity
5.1.2 Support digital infrastructure and capacity on farms and rural areas		
5.2 Economic Development		5.2.1 Support sustainable local banking model to develop
		5.2.2 Enable small business support services to assist local businesses to grow
		5.2.3 Ensure pipeline of light industrial land available for development

4. DELIVERY PLAN

KEY ASSUMPTIONS

The Corporate Business Plan operationalises the Strategic Community Plan. It is acknowledged that the achievement of the Corporate Business Plan will in part, be dependent on several key assumptions as follows:

- No significant increases or decreases in income; either through rates or external funding.
- ~~No major personnel changes in first two years. Current CEO is contracted to July 2024. Change of CEO taking place mid-2022.~~
- Population is expected to remain steady
- Ongoing community engagement and support
- Council approval of projects will be forthcoming
- Ongoing involvement from local and regional partners and stakeholders
- ~~Only minor operational disruption as a result of COVID-19~~

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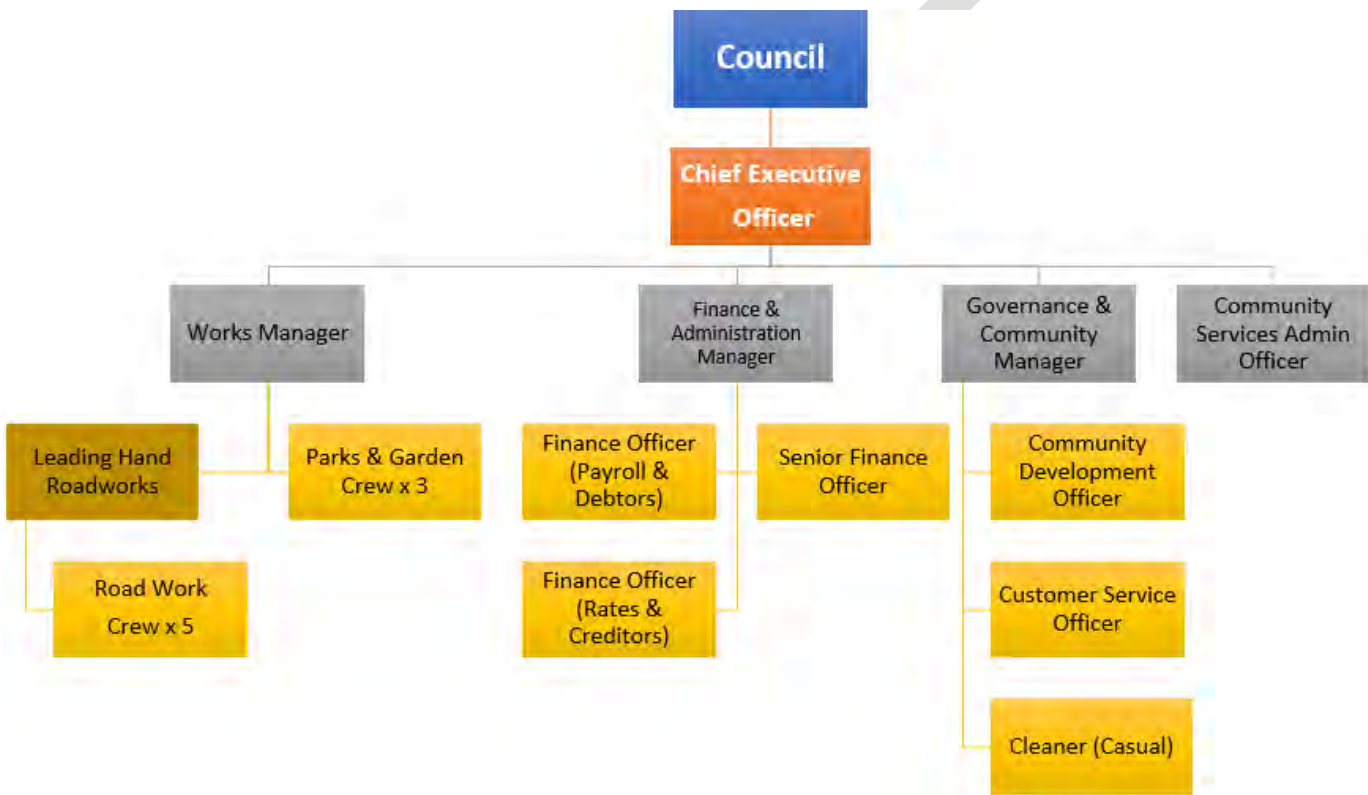
UNFORESEEN IMPACTS

~~The medium long term impact of Tropical Cyclone Seroja, which struck the region in April 2021, is yet to be fully understood and quantified. As Local Government is the agency responsible for disaster recovery, it is likely that previously unplanned projects and initiatives may arise to assist those in our community and region impacted by this event. The recovery process from Tropical Cyclone Seroja in April 2021 continues, and continues as an ongoing feature in this plan. Whilst much of the initial infrastructure recovery has either taken place, or is scheduled to be completed in the first half of FY22/23, there remains a range of environmental and psychosocial recovery still to take place, and the Local Government has a critical role in supporting this process.~~

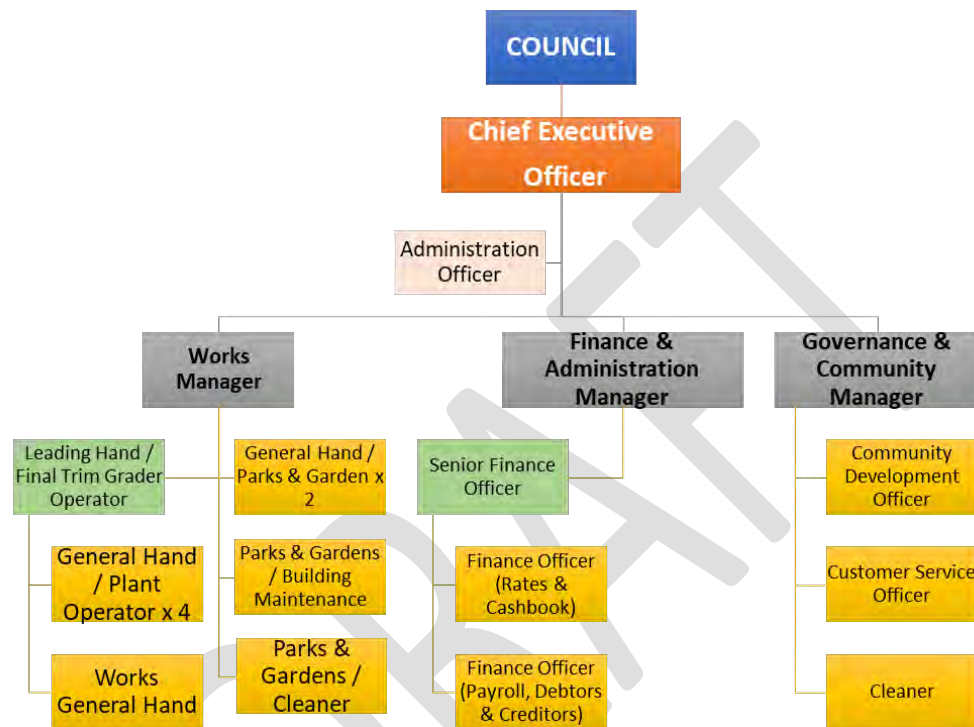
FUNCTIONAL RESPONSIBILITIES

Local Government Organisations perform a complex role. The Shire of Mingenew's functional responsibilities are shared through the organisation as follows:

ORGANISATIONAL STRUCTURE:



Commented [NH1]: To be updated (Erin)



FUNCTIONAL RESPONSIBILITIES:

Executive	Works	Finance & Administration	Governance and Community
<ul style="list-style-type: none"> • Civic Functions • Community Engagement • Complaints Officer • Councillor Liaison • Delegated decision making • Disaster Management and Recovery • Economic Development • Emergency Management • External stakeholder liaison • Industrial relations / HRM • Integrated Planning • Investigations • Legal • Lobbying / seeking funding • Operational planning and management • Marketing • Organisational development • Policy development / review • Project development • Project management • Recruitment • Reporting • Strategic Planning • Workers' Compensation • Workforce Planning 	<ul style="list-style-type: none"> • Airstrip maintenance • Bridges • Building maintenance • Campsite / RV site maintenance • Cemetery Maintenance • Carparks • Cleaning • Drummuster • Facilities management • Gardening • Heavy Vehicles / RAV Network Assessment • Housing • Kerb and channel / drainage planning • Lawn / oval / turf maintenance • Plant and fleet maintenance • Plant and fleet replacement • Private works • Reticulation and water infrastructure • Road funding applications • Road maintenance and upgrades • Road project planning • Road signage • Sporting facilities maintenance • Town streets maintenance • Traffic count planning • Traffic management plans • Waste management • Works administration support 	<ul style="list-style-type: none"> • Animal registrations • Acquittal of funding • Asset management • Banking • Bank reconciliations • BAS • Budget development • Catering • Cemetery records and administration • Creditors • Correspondence / mail processing • Customer receipting • Customer Service • Debtors • Driver and Vehicle Services • External Audit • Financial monitoring and reporting • Hire of facilities and equipment • Insurance • Internal financial controls • IT hardware • IT security • Invoicing • Key management • Long term financial planning • Office equipment management • Payroll • Petty Cash • Phones • Private works – orders • Procurement • Rates • Records management • Rental bonds • Taxation 	<ul style="list-style-type: none"> • Annual Report preparation • Building Application administration and liaison • Compliance Calendar • Contract Management • Community group liaison • Council meeting agendas and minutes • Delegations and authorisations • Elections • Emergency Services liaison / assistance • Environmental Health liaison / administration • Financial Interests Registers • Firebreak Inspections • Freedom of Information Requests • Funding and grants for community projects • Human Resource administration • Infringement Notices • Internal Audit • Leases / Licences management • Legislative compliance and reporting • Library Services • Local Laws administration • Policy and Procedure Manuals • OSH management • Public Interest Disclosures • Ranger liaison and assistance • Reg 17 Audit administration • Related Parties Disclosures • Risk Management • Social Media • Tender Register • Tourism and promotions • Town planning administration and liaison • Website content management

KEY PROJECTS

Based upon the Four Year Priorities identified above, the following projects have been selected for delivery within the life of the current Plan (2019-2023)

Strategy/Action	Project
1.1.1 Provide and support cost effective transport networks	1.1.1a 5-year road maintenance/construction program
	1.1.1b Coalseam Bridge upgrade
	1.1.1c Yarragadee Bridge upgrade
	1.1.1d Philip Street Parking Upgrade
	1.1.1e Completion of town street sealing
	1.1.1f Investigation of potential road realignment to support future CBH activity and address stacking distance issues at rail crossings
	1.1.1g Delivery of upgrades at Mingenew Airstrip
1.1.2 Provide buildings, facilities and services to meet community needs	1.1.2a Mingenew Railway Station Restoration
	1.1.2b Mingenew Town Hall Redevelopment
	1.1.2c Audit and reseal of town carparks
	1.1.2d Installation of Solar Power system at Shire Office and Rec Centre
	1.1.2e Upgrade of water infrastructure at Rec Centre
	1.1.2f Upgrade of Shire depot shedding
	1.1.2g Public Noticeboard in town centre
1.2.1 Manage organisation in a financially sustainable manner	1.2.1a Long Term Financial Plan Update
	1.2.1b Update Asset Management Plan
	1.2.1c Maintain and Implement Internal Audit Plan
	1.2.1d Review Rural Rating Methodology
1.2.2 Enhance open and trusting communication between Council and the community, and deliver high quality services in partnership with external stakeholders	1.2.2a Engage with public on review of road construction and maintenance plan
	1.2.2b Conduct community satisfaction survey/s
	1.2.2c Manage the recovery process following Tropical Cyclone Seroja
1.2.3 Provide sound corporate governance of Shire and create an attractive work environment	1.2.3a Update and implement Workforce Plan
	1.2.3b Build HR policy and procedure framework
	1.2.3c Continue to remunerate staff competitively
	1.2.3d Investigate corporate membership of LG Professionals to allow reduced cost access to training and networking opportunities for staff
	1.2.3e Partnership with LGIS to receive Regional Risk Coordinator and OSH support
	1.2.3f Update Shire Local Laws
1.2.4 Seek innovative ways to improve organisational efficiency and effectiveness	1.2.4a = 1.2.3a
	1.2.4b Review and upgrade ICT environment
	1.3.2a CCTV monitoring for key areas of town

Strategy/Action	Project
1.3.2 Provide services and processes to enhance public safety	1.3.2b Road Safety Audits on emerging key transport routes 1.3.2c Upgrade of Mingenew Fire Shed 1.3.2d Mingenew Addressing Rationalisation
1.4.2 Manage and reduce waste	1.4.2a Transition from landfill to transfer station 1.4.2b Removal of asbestos from Mingenew Common 1.4.2c Implementation of Container Deposit Scheme
2.1.1 Develop healthcare services improve to enable aging in place for the community	2.1.1a Installation of exercise equipment at Autumn Centre 2.1.1b Ongoing lobbying of WACHS for installation of telehealth services in Mingenew
2.1.2 Develop healthcare and recreation services for all the community to ensure the well-being and health of all age groups within the community	2.1.2a = 2.1.1b 2.1.2b Continue to engage with WACHS, Silver Chain, Mid West Aero Medical and other health providers to support the delivery of quality medical services in the Shire
2.2.1 Develop childcare service to full time full day care model	2.2.1a Continue to support Mingenew CRGREED in ongoing improvement of local childcare service delivery
2.3.1 Develop arts spaces and programs to enliven community spaces and deepen experiences of visitors and community	2.3.1a = 1.1.2a 2.3.1b = 1.1.2b 2.3.1c Engage with arts and cultural organisations to attract regional events held in Geraldton to hold satellite events in Mingenew 2.3.1d Engage with arts and cultural organisations, such as the North Midlands Project, to encourage establishment of cultural hub in Mingenew
2.3.2 Capture more value from tourism – build local experiences and products, tourism infrastructure and connections, build new day trip and tour markets	2.3.2a Continue to support Tourism and Promotions Committee in delivery of tourist information services 2.3.2b Engage in Wildflower Country projects designed to enhance regional tourism infrastructure 2.3.2c Engage with tourism industry to support and encourage development of new local tourism products
2.4.1 Support community volunteers to maximise impact of their contributions	2.4.1a Annual roll-out of Community Assistance Scheme to support community projects 2.4.1b Provision of grant writing training to assist community groups to source external funding
2.4.2 Continue programs to improve the look and feel of the community public spaces, places and services to support an active and inclusive lifestyle	2.4.2a Upgrade of garden beds with low maintenance plants, in accordance with expert advice 2.4.2b Audit and upgrade of footpaths 2.4.2c Upgrade of walking trails on Mingenew Hill 2.4.2d Investigate and support consolidation of recreational facilities at Mingenew Recreation Centre 2.4.2e Upgrade Playgrounds, including Shenton Street Skate Park 2.4.2f Mingenew Spring Improvements

Strategy/Action	Project
	2.4.2g Tennis Facilities Upgrade
3.1.1 Ensure pipeline of land available for development	3.1.1a Audit of local land holdings to determine current supply
	3.1.1b Investigation of promotional opportunities for local land
	3.1.1c Investigation of rural residential land development around Mingenew Hill
3.1.2 Develop local housing market (support new business model)	3.1.2a Engage with stakeholders, including Department of Housing, to support development of local housing market
	3.1.2b Conduct audit of available housing in Shire
3.2.2 Light Industrial development (incubator) and land development and actively attract light industrial businesses	3.2.2a Revise and seek to implement (with appropriate external funding) existing project plan for light industrial incubator project
3.2.6 Develop space industry opportunities	3.2.6a Continue to engage with State and Federal governments and existing operators to improve infrastructure at Yarragadee site
4.3.1 Continue and deepen Tourism promotion and development and “see you in Mingenew” campaign	4.3.1a Maintain funding and support for See You In Mingenew campaign
	4.3.1b Actively seek for local business and relevant community groups to contribute to and share in campaign
4.3.2 Support development of Tourism infrastructure to support deepening of local product	4.3.2a = 2.3.2b, 2.3.2c
	4.3.2b Support community groups in endeavours to improve existing, or create new, tourist attractions
4.3.3 Capture more value from tourism – build local experiences and products, including astrotourism, farm tourism and food tourism	4.3.3a = 2.3.2a, 2.3.2c
	4.3.3b Maintain relationship with Astrotourism WA to assist to grow market in Mingenew
5.1.1 Support Digital infrastructure development and capacity in town	5.1.1a Plan, fund and install public Wi-Fi in Mingenew town centre
5.1.2 Support digital infrastructure and capacity on farms and rural areas	5.1.2a Continue to engage with, and support, Digital Farms project rollout
	5.1.2b = 3.2.6a
	5.1.3b Continue to lobby for improved mobile telephone coverage throughout the Shire
5.2.2 Enable small business support services to assist local businesses to grow	5.2.2a Continue to engage with MWCCI and RSM Business Local to draw services into Mingenew
	5.2.2b Support efforts to establish small business incubator or shared working space in Mingenew
	5.2.2c Audit of local home-based/micro-businesses
	5.2.2d Support local small businesses to enable ongoing delivery of key services

Strategy/Action	Project
5.2.3 Ensure pipeline of light industrial land available for development	5.2.3a Conduct audit of available light industrial land, with view to identifying areas for expansion 5.2.3b = 3.2.2a

5. RESOURCING AND BUDGETARY FORECASTS

FINANCIAL PROFILE

The Shire of Mingenew is has developed ing a new long-term financial plan which will highlights the financial drivers for the

Shire. It is important to understand this background to understand the constraints to achieve the Strategic Vision for the community.

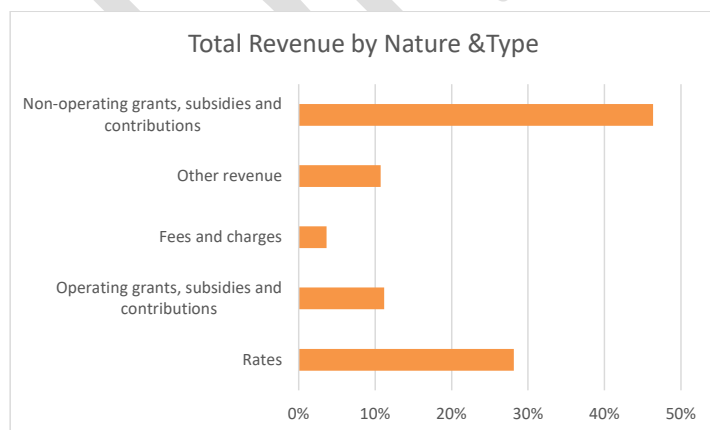
The financial resources of the Council are limited, and financial decisions need to be made annually when the budget is set. The Shire should, and does, seek external funding to leverage its own resources where possible.

This does not preclude the Shire making longer term investments towards Strategic Projects the Shire and community wish to be undertaken. This could be undertaken by making strategic reserve commitments annually or undertaking a program of debt based upon need.

Debt may form a component of the Councils capital structure and be utilised to enable key projects to be delivered over the next 10 years. The least preferred option is to raise rates.

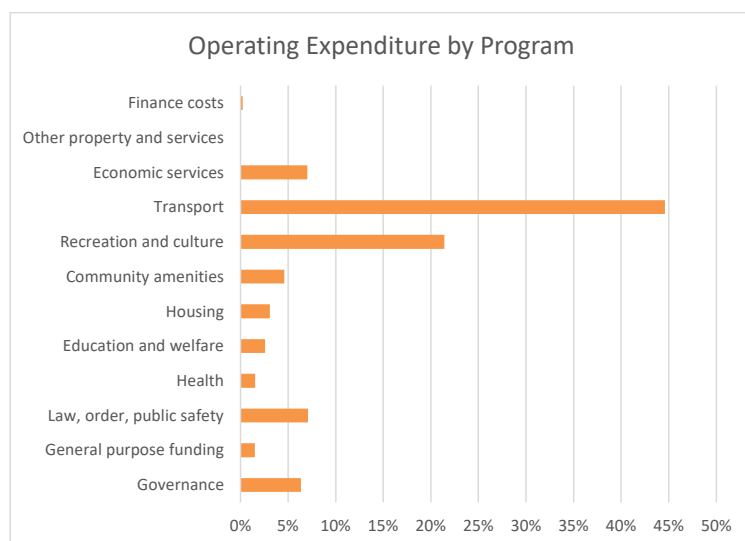
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REVENUE 2019/202020/21



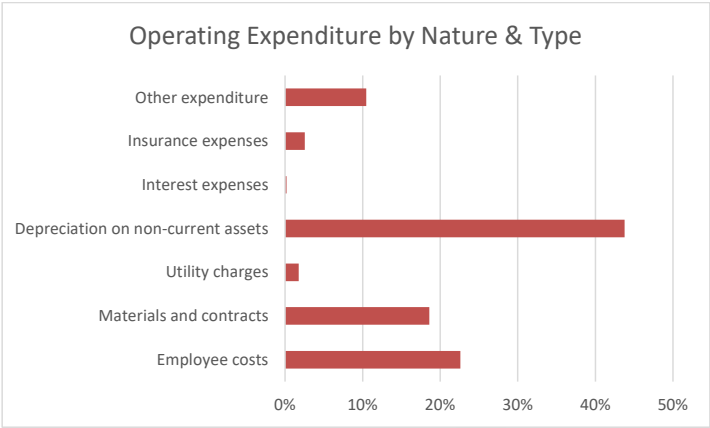
The revenue generated by the Shire is spent providing infrastructure and services for the community. The Shire provides many services including maintaining and improving roads, parks and gardens, leisure services and other community projects. Approximately two-thirds of expenditure was spent on maintaining road infrastructure and the provision of recreation services.

EXPENDITURE BY PROGRAM 2020/21



When comparing the breakdown of these costs by nature and type, a significant 44% of all operating expenditure is attributed to depreciation charges (usually depreciation is around 30-35%, but for 2020/21, a prior year error was corrected, resulting in depreciation being more than usual). Depreciation is a non-cash item and is attributed to the Shire having in excess of \$530m worth of assets, of which around 75% is attributed to the Shire's infrastructure assets, consisting mainly of the road network. Other significant expenditure includes Employee Costs 23% and Materials & Contracts (19%) and Other Expenditure (18%).

OPERATING EXPENDITURE BY NATURE AND TYPE



RESOURCING REQUIREMENTS

The table below outlines the resourcing requirements for the chosen projects over the coming four years, noting the type of activity required, the key people required to deliver the activity and relevant financial considerations.

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2021)
1.1.1b Coalseam Bridge upgrade	Activity	Plan	Deliver	Deliver	Maintain	Shire continues to assist with public communications and hold MRWA funds in restricted funds. Construction will take place in FY20/21-21/22. Construction completed; defect period in place to March 2023.
	Key Parties	MRWA	MRWA	MRWA	Roadworks Crew	
	Financial	MRWA to fund	MRWA to fund	MRWA to fund	Operating budget	
1.1.1c Yarragadee Bridge upgrade	Activity	Plan	Plan	Fund	Deliver	Shire to assist with public communications and hold MRWA funds in restricted funds. May be repair rather than replacement. Delivery more likely in 22/23.
	Key Parties	MRWA	MRWA	MRWA	MRWA	
	Financial	MRWA to fund	MRWA to fund	MRWA to fund	MRWA to fund	
1.1.1d Philip Street Parking Upgrade	Activity	Plan	Deliver	Deliver	Maintain	Project delivery taking place as part of LRCI funding program; expected to be completed by end of 2021 calendar year. Works completed in FY21/22. Maintenance only required.
	Key Parties	CEO / WS; Engineering Consultant	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	Roadworks Crew	
	Financial	Operating budget; GL0502 for any required external design	Town streets budget; LRCI funding	Town streets budget; LRCI funding	Operating budget	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
1.1.1e Completion of town street sealing	Activity	Plan	Deliver	Deliver	Maintain Deliver	<u>Works completed in FY21/22. Maintenance only required. Works to take place with assistance from Roads to Recovery funding, in line with 5 year Road Plan.</u>
	Key Parties	CEO / WS	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	
	Financial	Operating budget	Town streets budget; Roads to Recovery funding	Town streets budget; Roads to Recovery funding	Operating budget; Town streets budget; Roads to Recovery funding	
1.1.1f Investigation of potential road realignment to support future CBH activity and address stacking distance issues at rail crossings	Activity	Plan	Plan/ Fund	Plan/ Fund	Plan/ Fund Deliver	Project will still hinge on future CBH site expansion design, as well as MRWA input. Currently unknown. Remains unclear despite meetings in March 2022 with CBH board and MRWA. Site works expected to take place by CBH in 2023.
	Key Parties	CEO, CBH, MRWA	CEO, CBH, MRWA	CEO, CBH, MRWA	CEO, CBH, MRWA	
	Financial	\$30,000 (GL0132)	No funding currently allocated.	TBD	TBD	
<u>1.1.1g Delivery of upgrades at Mingenew Airstrip</u>	Activity				<u>Deliver</u>	<u>A new project, funded externally with some Shire in-kind contribution to widen the airstrip. Will bring strip up to RFDS standards and improve operations for water bombers, crop dusters and other users</u>
	Key Parties				<u>Engineering consultant, contractors, WM, works crew, DFES, DBCA</u>	
	Financial				<u>DFES Water Tank Grant; Remote Airstrip Upgrade Program; In kind works</u>	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
1.1.2a Mingenew Railway Station Restoration	Activity	Plan/Fund	Deliver	Deliver	Maintain Activate	Funding achieved through BBRF with co-funding through municipal funds. Tender process to be completed in 20/21 with works to take place in 21/22. Works to be largely completed in FY21/22. 22/23 building can be utilised by local community groups.
	Key Parties	CEO, CDO, Community Reference Group	CEO, CDO	CEO, CDO	Parks, Gardens & Facilities Team CDO, North Midlands Project, Mingenew CRC, community groups	
	Financial	Operating budget; \$20,000 (GL3054)	BBRF (\$108,000) to be matched with RED, FRRR or Muni	BBRF (\$108,000) to be matched with RED, FRRR or Muni	Operating budget	
1.1.2b Mingenew Town Hall Redevelopment	Activity	Plan	Plan/Fund	Plan	Fund	Project options to be developed and costed before being returned to community for endorsement. Work to take place once current funded project pipeline is on track for completion. Construction works estimated FY24/25 Council to determine path forward following completion of cost estimates and building compliance reports in FY21/22. Given current building sector environment, progress will be difficult.
	Key Parties	CEO, CDO, Building consultant	CEO, CDO	CEO, CDO	CEO, CDO,	
	Financial	\$10,000 (GL2434)	TBD; External funding to be sought based upon chosen option	TBD; External funding to be sought based upon chosen option	TBD	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
1.1.2c Audit and reseal of town carparks	Activity	Plan	Deliver	Deliver	Maintain	Partially completed in 201/212, remainder or work to be done in 21/22
	Key Parties	WS	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	Roadworks Crew	
	Financial	Operating budget	LRCI	LRCI	Operating budget	
1.1.2f Upgrade of Shire depot shedding	Activity		Deliver	Deliver	Maintain	LRCI not eligible funding source: works budgeted in FY21/22 through Municipal Funds Completed in FY21/22
	Key Parties		WM, CEO, contractors	WM, CEO, contractors	WM, depot staff	
	Financial		LRCI (\$25,000)	Municipal Funds		
1.1.2g Public Noticeboard in town centre	Activity			Plan/Deliver	Plan/Deliver Maintain	New item for FY21/22 Grant required to deliver Council's desired scope. LRCI P3 allocation made.
	Key Parties			CDO, Signage contractor	CDO, Signage contractor CDO, parks & gardens staff	
	Financial			Municipal Funds	(LRCI \$10,000 + grant required) Operational	
1.2.1a Long Term Financial Plan Update	Activity	Commence Update	Deliver	Review	Review	Update will be carried out after the Budget for 2021/22 has been adopted New plan scheduled for adoption June 2022, with review to take place with FY23/24 budget process.
	Key Parties	FM	FM, ARC	FM, ARC	FM, ARC	
	Financial	Operating budget, \$2,000 (GL0502)	Operating budget, \$2,000	Operating budget	Operating budget	
1.2.1b Update Asset Management Plan	Activity	Deliver	Review	Review	Review	AMP was updated in FY18/19, minor updates will occur through following years in wake of updated LTFP, valuation data and associated adjustments.
	Key Parties	CEO, FM	FM, ARC	FM, ARC	FM, ARC	
	Financial	Operating budget, \$2,000 (GL0502)	Operating budget	Operating budget	Operating budget	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
1.2.1c Maintain and Implement Internal Audit Plan	Activity	Deliver	Deliver	Deliver	Review	3-year Plan adopted in FY18/19; to be updated June 2024 updated annually. Now an operational item.
	Key Parties	CEO, GO, ARC	CEO, GO, ARC	CEO, GO, ARC	CEO, GO, ARC	
	Financial	Operating budget	Operating budget	Operating budget	Operating budget	
1.2.2a Engage with public on review of road construction and maintenance plan	Activity	Deliver		Deliver		Initial public communications have taken place with regards to access to gravel and water; more work to take place in 21/22 Occurs on ad hoc basis between Works Manager and landowners in areas near works.
	Key Parties	CEO, CDO, WS, Community		CEO, CDO, WS, Community		
	Financial	Operating budget		Operating budget		
1.2.2b Conduct community satisfaction survey/s	Activity	Plan	Plan	Deliver	Plan	Municipal funds allocated for survey in 21/22 Survey delivered in FY21/22.
	Key Parties	CDO	CDO	CDO	CDO	
	Financial	Operating Budget	Operating Budget	Operating Budget; project allocation required - \$10,000	Operating Budget	
1.2.2c Manage the recovery process following Tropical Cyclone Seroja	Activity			Manage	Manage	New project for FY21/22. Scope and scale remains unquantified at time of preparing report. Project is shifting from infrastructure works to psychosocial and environmental recovery.
	Key Parties			CEO, Recovery Committee, Emergency and Support Services, Community	CEO, Recovery Committee, Emergency and Support Services, Community	
	Financial			Municipal Funds; external funds	Municipal Funds; external funds	
1.2.3e Partnership with LGIS to receive Regional	Activity	Maintain	Maintain	Maintain	Maintain	Ongoing. Operating item. Focus for 21/22 will be
	Key Parties	CEO, GO, WS, LGIS	CEO, GO, WM, LGIS	CEO, GO, WM, LGIS	CEO, GO, WM, LGIS	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2021)
Risk Coordinator and OSH support	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	<u>preparation for next OSH audit. Additional resources added to provide part-time WHS officer capability from early 2022.</u>
1.2.3f Update Shire Local Laws	Activity			Review	Review Hold – <u>pending LG Act reform</u>	<u>New item; not captured in GBP previously but will involve significant time investment from GO and gazettal will require budget commitment. This item will likely change in scope following reform of the Local Government Act. Proposed it be on hold until that time.</u>
	Key Parties			GO, CEO	GO, CEO	
	Financial			Operating Budget; gazettal fees	Operating Budget; gazettal fees	
1.3.2b Road Safety Audits on emerging key transport routes	Activity	Plan	Plan	Plan	Deliver	<u>Road Safety Audits undertaken on Yandanooka NE Road in FY19/20, with resulting Black Spot funding applications prepared. Given current pipeline of potential Black Spot projects, push back further RSA to 22/23. Yandanooka NE Road RSA to be updated in FY22/23 to support introduction of that road on MRWA2040 list</u>
	Key Parties	WS, Engineering consultant	WS, Engineering consultant	WS, Engineering consultant	WS, Engineering consultant, MRWA	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget; project allocation required	
1.3.2c Upgrade of Mingenew Fire Shed	Activity		Plan/Fund	Fund/Deliver	Fund/Deliver <u>Deliver/Maintain</u>	<u>Funding application submitted in FY21/22 for replacement</u>

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
	Key Parties		DFES, CDO, Brigades	DFES, CDO, Brigades	DFES, CDO, Brigades DFES, CDO, Brigades, maintenance staff	Fire Shed after initial previous applications in 19/20 was not successful. No Shire co-contribution is required.
	Financial		DFES Funding (if successful)	DFES Funding (if successful)	DFES Funding (if successful) Funding, operating budget	
1.3.2d Mingenew Addressing Rationalisation	Activity			Plan	Plan/Deliver	New item for FY21/22 Initial data for project has been gathered, but delivery will depend upon internal resources.
	Key Parties			CEO, Main Roads, DPLH, Emergency Services, Utilities, Community	CEO, Main Roads, DPLH, Emergency Services, Utilities, Community	
	Financial			Municipal Funds	Municipal Funds	
1.4.2b Removal of asbestos from Mingenew Common	Activity	Plan		Plan	Plan/Deliver	Planning scheduled for FY21/22 New asbestos management plan being developed in FY21/22, will assist to inform this process.
	Key Parties	CDO, Asbestos Waste Handler, EHO		CDO, Asbestos Waste Handler EHO	CDO, Asbestos Waste Handler EHO CDO, Asbestos Waste Handler	
	Financial	Operating Budget		Operating Budget	Operating Budget Operating Budget; project allocation required	
	Activity	Deliver	Plan	Postpone	Postpone	Autumn Centre not a suitable venue; alternatives will need to
	Key Parties	CDO, Physiotherapist	CDO, Physiotherapist			

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
2.1.1a Installation of exercise equipment at Autumn Centre	Financial	Operating Budget	Operating Budget	Pending alternate venue	Pending alternate venue	be sought. Outdoor gym a possibility. Project postponed. Demand is not clear. Postpone item until we are able to conduct consultation around the use of a suitable building (which currently does not exist)
2.1.1b Ongoing lobbying of WACHS for installation of telehealth services in Mingenew	Activity	Lobby	Deliver	Deliver	Deliver Maintain	Awaiting delivery by WACHS; progress was made on this item in 21/22 which should see delivery take place. COVID has slowed this process significantly.
	Key Parties	CEO, Council, State Politicians, Community Groups	WACHS	WACHS	WACHS WACHS	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
2.1.2b Continue to engage with WACHS, Silver Chain, Mid West Aero Medical and other health providers to support the delivery of quality medical services in the Shire	Activity	Lobby	Lobby	Lobby	Lobby	COVID and Flu vaccinations to take place with assistance of Mid West Aero for Mingenew residents. Housing for Silver Chain provided, with new nurse anticipated to move in. Focus of WACHS remains COVID-19.
	Key Parties	CEO, CDO, Council, State Politicians, Community Groups	CEO, CDO, Council, State Politicians, Community Groups	CEO, CDO, Council, State Politicians, Community Groups	CEO, CDO, Council, State Politicians, Community Groups	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
2.2.1a Continue to support Mingenew CRC REED in ongoing improvement of local childcare service delivery	Activity	Support	Support	Support	Support	Shire has endorsed DCP LRCI funding for the renovation of the Child Care centre into a larger facility.
	Key Parties	CDO, CRC	CDO, CRC	CDO, CRC	CDO, CRC, REED	
	Financial	Operating Budget	Drought Communities Program (\$150,000)	Drought Communities Program (\$150,000)	Operating Budget LRCI P3 (\$150,000)	
	Activity	Plan	Plan	Plan	Deliver Engage	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
2.3.1c Engage with arts and cultural organisations to attract regional events held in Geraldton to hold satellite events in Mingenew	Key Parties	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	Ongoing; COVID-19 has impacted the ability to deliver on events with CRC partnering with North Midlands Project
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget, project allocation potentially required	
2.3.1d Engage with arts and cultural organisations, such as the North Midlands Project, to encourage establishment of cultural hub in Mingenew	Activity	Plan	Plan/Deliver/Support	Support	Support	CRC signed MOU with North Midlands Project on regular basis to assist in delivery of arts program into Mingenew. Shire in supporting role. The Exchange Mingenew opened in late FY21/22. Engagement to continue.
	Key Parties	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	
	Financial	Operating Budget	Operating Budget; LRCI for bank building facelift (\$5,000)	Operating Budget, project allocation potentially required	Operating Budget	
2.3.2a Continue to support Tourism and Promotions Committee in delivery of tourist information services	Activity	Support	Support	Support	Support	Shire reviewing Tourist Centre operations; moving to outsource through public Expression of Interest process CRC to manage visitor services in FY22/23 from The Exchange
	Key Parties	CDO, T&P Committee	CDO, T&P Committee	CDO, T&P Committee	CDO, T&P Committee CRC	
	Financial	Operating Budget	Operating Budget; DCP (\$4,000)	Operating Budget	Operating Budget (\$20,000)	
	Activity	Plan	Deliver	Plan	Plan Deliver	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
2.3.2b Engage in Wildflower Country projects designed to enhance regional tourism infrastructure	Key Parties	CEO, Wildflower Country Inc.	CEO, Wildflower Country Inc.	CEO, Wildflower Country Inc.	CEO, Wildflower Country Inc. CEO, Wildflower Country Inc.	WFC delivering Regional Trails Master Plan, to be completed in early-late FY21/22; Shire can look at developing projects with it from there.
	Financial	Operating Budget,	External Funding (to be sourced), \$5,000 (project contribution)	Operating Budget, project allocation potentially required	Operating Budget, project allocation potentially required and external funding can be sourced External Funding (to be sourced)	
2.3.2c Engage with tourism industry to support and encourage development of new local tourism products	Activity	Lobby	Lobby/Deliver	Lobby/Deliver	Lobby/Deliver	CEO liaises with local operators, regional and State tourism bodies. A key party has been Astrotourism WA, with new stargazing events taking place. We will also look to install remote cameras as part of DCP in 21/22 Astrotourism events being delivered through FY21/22 utilising BBRF funds and in partnership with Astrotourism WA.
	Key Parties	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	
2.4.1a Annual roll-out of Community Assistance	Financial	Operating Budget	Operating Budget; DCP (\$7,500) for remote cameras	Operating Budget; DCP (\$7,500) for remote cameras	Operating Budget, BBRF	Ongoing; delivery methodology to move to a rolling grants
	Activity	Deliver	Deliver	Deliver	Deliver	
2.4.1a Annual roll-out of Community Assistance	Key Parties	CEO, CDO, Council	CEO, CDO, Council	CEO, CDO, Council	CEO, CDO, Council	
	Activity	Deliver	Deliver	Deliver	Deliver	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
Scheme to support community projects	Financial	1.5% of Rates Income	1.5% of Rates Income	1.5% of Rates Income	1.5% of Rates Income	program rather than discrete rounds in FY22/23
2.4.1b Provision of grant writing training to assist community groups to source External Funding	Activity	Deliver		Deliver		A new round to be delivered in FY21/22. No action required for FY22/23
	Key Parties	CDO, Community Groups		CDO, Community Groups		
	Financial	Operating budget		Operating Budget, project allocation potentially required		
2.4.2a Upgrade of garden beds with low maintenance plants, in accordance with expert advice	Activity	Plan	Deliver	Deliver	Deliver	Entry statements have been improved; garden bed at museum replaced with static display. Further mulching and irrigation works taking place as part of operational works.
	Key Parties	Parks, Gardens & Facilities Crew, Horticulturalist	Parks, Gardens & Facilities Crew, Horticulturalist	Parks, Gardens & Facilities Crew	Parks, Gardens & Facilities Crew	
	Financial	Operating Budget	Operating Budget,	Operating Budget, project allocation potentially required	Operating Budget, project allocation potentially required	
2.4.2b Audit and upgrade of footpaths	Activity	Plan	Plan / Fund	Plan / Fund	Deliver	Funding secured to develop 10 year footpath plan; to be done in FY21/22. Delivery of 10 year path plan to commence in FY22/23
	Key Parties	WS, Infrastructure consultant	WM	WM	Roadworks Crew, footpath contractor	
	Financial	Operating Budget	Capital works budget, potential to seek External Funding	Capital works budget, potential to seek External Funding	Capital works budget and/or External Funding	
2.4.2c Upgrade of walking trails on Mingenew Hill	Activity	Fund	Deliver	Deliver	Maintain Plan/Deliver	Land tenure matters progressing; project to be
	Key Parties	CEO, CDO, Funding bodies	CEO, Construction contractor	CEO, Construction contractor	Parks, Gardens & Facilities Crew	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
	Financial	Project funding to be sought	LRCI (\$32,000)	LRCI (\$32,000)	<u>DCP, BBRF, Co-contribution (\$20,000) Operating budget</u>	progressed with <u>LRCI/BBRF/DCP</u> in FY21/22
2.4.2d Investigate and support consolidation of recreational facilities	Activity	Plan		Plan	Plan	<u>Structural Engineering report to be completed on Rec Centre building to allow for assessment of next steps. Further planning works can take place in FY22/23, noting that the building market will remain challenging</u>
	Key Parties	CEO, Council, Sporting Groups		CEO, Council, Sporting Groups	CEO, Council, Sporting Groups	
	Financial	Operating Budget		Operating Budget; Engineering Report: \$6,000	Operating Budget, External Funds	
2.4.2e Upgrade Playgrounds, including Shenton Street Skate Park	Activity	Plan	Fund/Deliver	Maintain	Maintain	<u>Skate Park and Playground project largely completed in FY20/21. Final landscaping works and pump track construction to take place in FY21/22. Review of Samuel Phillips Park to take place. Maintenance works and safety audits only.</u>
	Key Parties	CEO, CDO, Landscape architect	CEO, CDO, funding bodies, Construction contractor	Parks, Gardens & Facilities Crew	Parks, Gardens & Facilities Crew	
	Financial	Operating Budget; \$20,000 (GL2642)	LRCI (\$50,000), DCP (\$150,000)	Operating budget	Operating budget	
2.4.2f Mingenew Spring Improvements	Activity			Plan	Fund/Deliver	New project for FY21/22 designed to upgrade amenity of Mingenew Spring area; <u>to progress in FY22/23</u>
	Key Parties			CEO, CDO, Relevant consultants, Community	CEO, CDO, Relevant consultants, Community	
	Financial			Municipal Funds (\$10k)	External funding	

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Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
2.4.2g Tennis Facilities Upgrade	Activity			Plan/fund	Complete delivery	New project for FY 21/22 to replace clubhouse and associated infrastructure at Mingenew Tennis Club
	Key Parties			Mingenew Tennis Club, CEO, Funding bodies	Mingenew Tennis Club, CEO, Funding bodies, builders	
	Financial			\$50,000 LRCI (one-third contribution)	<u>\$50,000 LRCI, Tennis Club contribution, CSRFF, DRFA</u>	
3.1.1a Audit of local land holdings to determine current supply	Activity	Deliver		Review		Survey completed.
	Key Parties	CEO		CEO		
	Financial	Operating Budget		Operating Budget		
3.1.1b Investigation of promotional opportunities for local land	Activity	Plan	Deliver		Deliver	Land sale took place in FY20/21; working with buyers to get development underway-Future housing development planning taking place which will feed into this.
	Key Parties	CEO	CEO		CEO	
	Financial	Operating Budget	Operating Budget; project allocation potentially required for market research and strategy development		Operating Budget; project allocation potentially required	
3.1.1c Investigation of rural residential land	Activity			Plan	Plan/Deliver	New project for FY21/22; some initial work has taken place already <u>Land purchase</u>
	Key Parties			CEO, Council, DPLH, Adjoining landowners	CEO, Council, DPLH, Adjoining landowners	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
development around Mingenew Hill	Financial			Municipal funds \$5,000	Municipal funds	<u>scheduled to take place in FY22/23, further planning works and potential agreement with current lessee to retain access will be required.</u>
3.1.2a Engage with stakeholders, including Department of Housing, to support development of local housing market	Activity	Lobby	Lobby	Lobby	Lobby	Ongoing; operational item.
	Key Parties	CEO, Council, Department of Housing, State & Federal Govt	CEO, Council, Department of Housing, State & Federal Govt	CEO, Council, Department of Housing, State & Federal Govt	CEO, Council, Department of Housing, State & Federal Govt	<u>Given new focus due to TC Seroja related accommodation issues</u> <u>Continues to be high focus following Recovery Planning session in April 2022.</u>
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
3.1.2b Conduct audit of available housing in Shire	Activity	Deliver			Review	<u>No action for 21/22-Review, as part of broader housing planning activities</u>
	Key Parties	CEO, CDO, Community			CEO, CDO, Community	
	Financial	Operating Budget			Operating Budget	
3.2.2a Revise and seek to implement (with appropriate External Funding) existing project plan for light industrial incubator project	Activity	Plan	Plan	<u>PlanFund</u>	<u>PlanDeliver</u>	Planning ongoing; <u>still</u> awaiting feedback from State Government about potential sale of Eleanor Street land
	Key Parties	CEO, State Govt	CEO, State Govt	<u>CEO, State GovtCEO, Funding Bodies</u>	<u>CEO, State GovtCEO, Relevant contractors</u>	
	Financial	Operating Budget	Operating Budget	<u>Operating BudgetOperating Budget</u>	<u>Operating BudgetCapital Works Budget, External Funds</u>	
3.2.6a Continue to engage with State and Federal	Activity	Lobby	Lobby	Business Case Development	Fund Business Case Projects	<u>Leverage Fund application successful; Business Case to</u>

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
governments and existing operators to improve infrastructure at Yarragadee site	Key Parties	CEO, MWDC, State & Federal Govt, Space Precinct Users	CEO, MWDC, State & Federal Govt, Space Precinct Users	CEO, MWDC, State & Federal Govt, Space Precinct Users	CEO, MWDC, State & Federal Govt, Space Precinct Users	be developed in <u>FY21/22 Review business case outcomes and seek next steps to try to deliver upon them</u>
	Financial	Operating Budget	Operating Budget	Operating Budget; Leverage Fund (\$80,000)	Operating Budget; External Funding	
4.3.1a Maintain funding and support for See You In Mingenew campaign	Activity	Deliver	Deliver	Deliver	Deliver	Continue to promote the Shire of Mingenew to intra- and inter-State markets. Use campaign to support local business and liveability, including attraction of new business and investment.
	Key Parties	CEO, CDO, Marketing Consultant	CEO, CDO, Marketing Consultant	CEO, CDO, Marketing Consultant	CEO, CDO, Marketing Consultant	
	Financial	Operating Budget, (GL3912)	Operating Budget, project allocation required	Operating Budget, project allocation required	Operating Budget, project allocation required	
4.3.1b Actively seek for local business and relevant community groups to contribute to and share in campaign	Activity	Lobby	Lobby; seek to reconstitute local Business Alliance	Lobby	Lobby	CRC has taken on Business Alliance in FY20/21
	Key Parties	CEO, CDO, Local Businesses, Community Groups	CEO, CDO, Local Businesses, Community Groups	CEO, CDO, Local Businesses, Community Groups	CEO, CDO, Local Businesses, Community Groups	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
4.3.2b Support community groups in endeavours to improve existing, or create new, tourist attractions	Activity	Support	Support	Support	Support	Ongoing; supported by CAS program.
	Key Parties	CDO, Community Groups	CDO, Community Groups	CDO, Community Groups	CDO, Community Groups	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
4.3.3b Maintain relationship with Astrotourism WA to assist to grow market in Mingenew	Activity	Support	Support	Support	Support	Continue to engage with Astrotourism WA and leverage their work to promote the Shire of Mingenew as an Astrotourism destination. Ongoing.
	Key Parties	CDO, Astrotourism WA	CDO, Astrotourism WA	CDO, Astrotourism WA	CDO, Astrotourism WA	
	Financial	Operating Budget (GL3912)	Operating Budget (GL3912); DCP project (\$18,000)	Operating Budget (GL3912)	Operating Budget (GL3912)	
5.1.1a Plan, fund and install public Wi-Fi in Mingenew town centre	Activity	Plan/ Fund	Investigate/ Review	Install		Public WiFi funded through LRCI-E program for delivery in FY21/22. Completed in FY21/22
	Key Parties	CEO	CEO, ICT Contractor	CEO, ICT Contractor		
	Financial	Operating Budget, \$10,000 (GL3864)	Operating Budget	LRCI-E funding: \$15,000		
5.1.2a Continue to engage with, and support, Digital Farms project rollout	Activity	Support	Deliver	Support	Support	TC Seroja damaged the mast used for the townsite Fixed Wireless Infrastructure. It was only partly insured. Funding to be sought for replacement. Support, in a lobbying capacity
	Key Parties	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	
	Financial	Operating Budget	Operating Budget; Drought Communities Program (\$15,000)	Operating Budget; Insurance claim: \$20,000 Funding to be sought: \$60,000	Operating Budget	
5.1.3b Continue to lobby for improved mobile telephone coverage throughout the Shire	Activity	Lobby	Lobby	Lobby	Lobby	Ongoing;
	Key Parties	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
5.2.2a Continue to engage with MWCCI and RSM Business Local to draw services into Mingenew	Activity	Lobby	Lobby	Lobby/Support	Lobby/Support	Ongoing; CRC actively engaged in this space.
	Key Parties	CEO, Local Business Support Agencies	CEO, Local Business Support Agencies	CEO, Local Business Support Agencies, CRC	CEO, Local Business Support Agencies, CRC	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
5.2.2b Support efforts to establish small business incubator or shared working space in Mingenew	Activity	Plan	Fund/Plan	Deliver	Support	DCP funded in FY20/21, with delivery to take place in FY21/22 following relocation of toy library Establishment works completed in FY 21/22; activation to take place in 22/23.
	Key Parties	CEO, Local Business Support Agencies	CEO, Local Business Support Agencies, Funding Bodies	CEO, Local Business Support Agencies, Funding Bodies	CDO, Local Business Support Agencies	
	Financial	Operating Budget	DCP (\$10,000)	DCP (\$10,000)	Operating Budget	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2024)
5.2.2c Conduct audit of local home-based/micro-businesses	Activity			Audit	<u>Audit</u>	<u>New activity for 21/22; Not completed in FY21/22; can occur as part of activation of 5.2.2b</u>
	Key Parties			CDO, Local micro-businesses	<u>CDO, Local micro-businesses</u>	
	Financial			Operating budget	<u>Operating budget</u>	
<u>5.2.2d Support local small businesses to enable ongoing delivery of key services</u>	<u>Activity</u>				<u>Support</u>	<u>New activity for FY22/23 to encompass work undertaken to try to secure ongoing operations of local supermarket and, where possible, assist with sale of other local businesses</u>
	<u>Key Parties</u>				<u>CEO, local businesses</u>	
	<u>Financial</u>				<u>Operating budget</u>	
5.2.3a Conduct audit of available light industrial land, with view to identifying areas for expansion	Activity		Deliver		Review	Completed in FY19/20; limited land currently available.
	Key Parties		CEO, State Govt			
	Financial		Operating Budget			

6. LINKS TO OTHER PLANS

WORKFORCE PLAN

~~The Shire of Mingenew~~ The Shire of Mingenew adopted a new Workforce Plan (2021-2025) in 2021, focusing on four core areas:

Attraction and Retention – to attract and retain the right people that are passionate about living and working in Mingenew

Culture and Performance – cultivating a positive workplace culture that is drive by our values and community aspirations

Key Projects and Managing Change – support the community to grow and prosper by effectively responding to change and emerging needs

Learning and Development – developing our people capabilities to be passionate and innovative contributors to the success of our organisation

The Corporate Business Plan links in-to the strategies and principles outlined in the Workforce Plan, as noted in Section 3.

LONG TERM FINANCIAL PLAN

The Shire of Mingenew's Long-Term Financial Plan (201~~26~~-202~~6~~2) was last reviewed in May 2017. A subsequent review in the 2018/19 Financial Year was was held off pending completion of the Strategic Community Plan and Corporate Business Plan, which will both have a material impact on the document.

~~As noted in Section 2 of this document, this document is scheduled for significant review in the first half of the 21/22 Financial Year, incorporating updates from the SCP, CBP and Workforce Plan. These updates will be reflected in this document as part of the 21/22 Review. The LTFP was reviewed and a A new LTFP (2023-2032) is version scheduled for adoption shortly after the adoption of the FY22/23 budget.~~

~~The LTFP tracks the progress of several key financial ratios, the impact on which this Plan must consider. These ratios may change in the near future, pending the outcome of a report presented to the WALGA State Council in May 2021.~~

Ratio	Target
Current Ratio	Greater than or equal to 1:1
Own Source Revenue Coverage Ratio	Greater than or equal to 40%
Debt Service Coverage Ratio	Greater than or equal to 2
Asset Sustainability Ratio	Greater than or equal to 90%
Asset Consumption Ratio	Greater than or equal to 50%
Asset Renewal Funding Ratio	Between 75% and 95%

Operating Surplus Ratio

Between 1% and 15%, currently achieving (-0.39%) (The standard is unachievable for many smaller Local Governments due to the reliance they have on external funding).

ASSET MANAGEMENT PLAN

The Shire of Mingenew's Asset Management Plan was updated in April 2019. The update significantly modernised the previous version (adopted February 2012), but contains figures and assumptions from the 2013-17 Corporate Business Plan and 2012-2026-2026 Long Term Financial Plan.

The 2019 Review of the AMP ensures that the Shire possesses a compliant document to guide future Asset Management activities, and to chart a path forward for improvement in this area. The 2021-2023 review of the AMP will incorporate updated data from both this CBP and the next iteration of the LTFP, bringing this document into better alignment with the Shire's Integrated Planning Framework.

Several improvements were identified in the 2019 Asset Management Plan, some of which will be delivered through this Corporate Business Plan. Specifically:

- Undertake routine condition inspections;
- Measure and report levels of service for key assets;
- Improve the accuracy of future financial forecasts through improved forecasting of operational, maintenance, renewal, new and upgrade costs;
- Develop 5-year road maintenance and upgrade capital works plan; and
- Maintain formal asset maintenance and renewal programs for all assets.

7. RISK MANAGEMENT

The Shire of Mingenew maintains a Risk Management Register as part of its Enterprise Risk Management system. This Register captures and tracks a range of operational and strategic risks, their treatments, and the Shire's progress in addressing areas of significant residual risk. This document is reviewed regularly by both Shire staff and Council's Audit and Risk Committee.

Our operational risks are broken down across the following areas:

Risk Area	Consequence Categories	Residual Risk Rating	Control Measures
Asset Management	Financial / Property	High	Inadequate Adequate
IT & Communications	Service Interruption / Financial	Moderate	Effective
Project/ Change Management	Financial / Service Interruption / Reputation	Moderate	Effective
Safety & Security	Health / Financial / Service Interruption / Compliance	High	Adequate
Business Disruption	Service Interruption / Reputation / Financial	Moderate	Adequate
Community Engagement	Reputation / Compliance	Moderate	Effective
Document Management	Compliance / Service Interruption / Financial	Moderate	Adequate
Employment Practices	Compliance / Service Interruption	Moderate	Adequate
Environment	Financial / Reputation	Moderate	Adequate
Facilities, Venues & Events	Financial / Reputation	Moderate	Adequate
Governance & Compliance	Compliance / Reputation / Financial	Moderate	Effective
Misconduct	Financial / Reputation	Moderate	Effective
Procurement & Contracting	Compliance / Financial	Moderate	Adequate
External Theft & Fraud	Service Interruption / Financial / Reputation	Moderate	Adequate
Errors, Omissions & Delays	Reputation	Low	Adequate

We also have several key strategic risks which some of the projects listed in this Plan will seek to address:

Risk	Risk-Description	Risk-Trend
Asset Management	Ineffective asset management of Shire owned assets and facilities – risk for long term sustainability if the Shire fails to adequately plan for funding of major projects and asset management replacement	Increasing
Community Expectations	Inability to manage community expectations and increasing demands of community groups	Increasing
Governance-Resourcing	Increasing legislative compliance requiring greater resourcing	Increasing
ITC Exploitation	Ineffective Information Security Systems resulting in malicious or accidental loss or manipulation of data	Increasing
Legal	Exposure to litigation as a result of the actions of Council or staff	Increasing
Poor Governance	Failure to govern effectively, transparently and in compliance with legislation	Increasing
Workforce Instability	Failure to meet organisational objectives through effective/efficient use of human resources and effective workforce planning.	Stabilising
Community Safety	Community members feel unsafe and/or are exposed to higher levels of crime than elsewhere in the region	Stable
Emergency Management	Failure to plan for Disaster Recovery	Stable
Financial Decline	Reduction in funding available for local government	Stable
Leadership	Inability to attract executive staff	Stable
Strategic Delivery	Change in organisational direction resulting in failure to follow through on long term strategic goals	Stable
Economic Development	Ineffective strategies to optimise economic development of the Shire	Decreasing
Reputational Damage	Positive achievements and messaging counteracted by negative social/mainstream media and word of mouth	Decreasing

<u>Risk Category</u>	<u>Risk Description</u>	<u>Trend</u>
<u>Governance</u>	<u>Failure to govern effectively, transparently and in compliance with legislation</u>	<u>Stable</u>
<u>Workforce</u>	<u>Failure to meet organisational objectives through effective/efficient use of human resources and effective workforce planning.</u>	<u>Stable</u>
<u>Asset Management</u>	<u>Ineffective asset management of Shire owned assets and facilities- risk for long term sustainability if the Shire fails to adequately plan for funding of major projects and asset management replacement</u>	<u>Increased</u>
<u>IT</u>	<u>Ineffective Information Security Systems resulting in malicious or accidental loss or manipulation of data</u>	<u>Decreased</u>
<u>Social & Financial</u>	<u>Inability to manage community expectations and increasing demands of community groups</u>	<u>Stable</u>
<u>Legal</u>	<u>Increased exposure to litigation</u>	<u>Increased</u>
<u>Social & Financial</u>	<u>Ineffective strategies to optimise economic development of the Shire</u>	<u>Decreased</u>
<u>Financial</u>	<u>Reduction in funding available for local government</u>	<u>Stable</u>
<u>Emergency Management</u>	<u>Failure to plan for Disaster Recovery</u>	<u>Stable</u>
<u>IT</u>	<u>Inefficient operations as a result of sub-standard ICT environment</u>	<u>Stable</u>
<u>Workforce</u>	<u>Organisational Culture</u>	<u>Stable</u>
<u>Governance</u>	<u>Council - Organisation Culture impacting on organisational reputation, effective decision making and staff well being</u>	<u>Stable</u>

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8. MEASURING OUR PERFORMANCE

As with any plan, it is important that we track the progress and measure the effectiveness of this document to ensure that we are working towards our strategic and operational goals. In addition to delivering the various projects and initiatives listed in Section 5, which will be reviewed and reported on annually, we have a number of ongoing and stretch goals that we are seeking to achieve through this Plan.

Strategy	Goal	Comment# Due Date	Comment Formatted Table
Leading Mingenew	Community satisfaction with Council communication > 90% approval, <u>to be measured by survey</u>	<u>Measure in survey, biennially</u>	<u>Survey to take place June 2022</u>
	Downward trending staff turnover rate to <10% by 2023	Every year	<u>Turnover grew in FY21/22 to 63.64%; with the review of this document in 22/23, it is suggested that this KPI be reviewed as it may be unrealistically low in the current labour market environment.</u>
	Financial ratios within recommended industry guidelines	Every year	<u>We continue to meet benchmark levels for ratios, with the exception of the Operating Surplus Ratio – which we consistently fall outside of due to our high reliance on external funding. The ratio framework is currently under review.</u>
	Unqualified audit results	Every year	<u>Unqualified audit again delivered for FY20/21</u>
Love Living in Mingenew	Full day 5 day a week childcare service operating by -2023	December -2023	<u>Ongoing: in 21/22 day care centre management</u>

			changes from CRC to REED
	Active and well used public open spaces developed and maintained	Ongoing; measure in survey	
	Achievement of DAIP outcomes within times allocated to support an accessible community	Ongoing; managed through DAIP	Erin comment Annual Progress Reports to Department of Communities outlining achievements.
	Effective community volunteering model developed as a pilot by 2021	December 2021	<u>Not yet achieved, but work continues to try to address this issue</u>
Growing Mingenew	4 x new businesses attracted to set up in Mingenew	1 in 20/21, 1 in 21/22, 2 in 22/23 – The Hinterland Collective and Wildside Coffee have been established	The Hinterland Collective and Wildside Coffee were both established, but closed.
	20 x Houses built (different configurations)	5 in the life of this plan – the Shire has sold 8 vacant lots with provision for residential building to occur within 2 years.	In FY21/22 the Shire sold 8 vacant lots with provision for residential building to occur within 2 years. TC Seroja has slowed this process, but building approvals have been given for 3 new houses in town in FY 21/22
	1 x Community Hub developed or redeveloped	By December 2022 – Railway Station renovations scheduled for 2021 to create a space for a community hub.	On track. Railway Station renovations to be completed mid-2022. The Exchange Mingenew to be established by end of FY21/22
	3 x Value adding Agricultural businesses established from Mingenew	1 each in 20/21, 21/22, 22/23	<u>No progress made.</u>

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We'll See you in Mingenew	Increase in level of activity for visitors to Mingenew, extend their stays and increase out of season tourism	Commence measurement in 19/20.	<u>Anecdotaly visitation is strong with some measurement completed in FY21/22. More to occur in FY22/23 as CRC take on visitor centre management in old Bank building</u>
	1 x Railway precinct development and exchange, hub, arts space development	December 2022 — Railway Station tender currently open	<u>Railway Station renovations to be completed mid-2022. The Exchange Mingenew to be established by end of FY21/22</u>
	20 new residents move to Mingenew by 2023	June 2023 – Census data to be reviewed in 21/22	<u>Census data not yet available</u>
	Increase visitation and overnight stays by 2021	By June 2021	<u>Anecdotaly, this has taken place based on feedback from local accommodation providers. The proportion of contractors versus tourists is however unknown</u>
Making Business Easy in Mingenew	Enterprise grade internet services delivered to shire and farms by 2022	December 2022; reliant upon Digital Farms Project	<u>Available following rebuild of telecommunications mast following TC Seroja</u>
	Community continues to have access to banking facilities and services	Ongoing.	<u>Available through Mingenew Post Office</u>
	Local businesses sustain current employment numbers in short term, grow by 15% in medium term	Ongoing; 5% growth by end of this Plan – review Census data in 2021/22	<u>Census data not yet released. Anecdotaly however employment</u>

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			numbers have fallen and local businesses are struggling to attract and retain staff due to tight labour market conditions
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9. COMPLETED ITEMS

The following project items have been completed:

Project	Year Completed	Notes
1.1.1a 5-year road maintenance/construction program	19/20	Subject to annual review
<u>1.1.1b Coalseam Bridge upgrade</u>	<u>21/22</u>	
<u>1.1.1d Phillip Street Parking upgrade</u>	<u>21/22</u>	
<u>1.1.1e Completion of town street sealing</u>		
<u>1.1.2c Audit and reseal of town carparks</u>	<u>21/22</u>	
1.1.2d Installation of Solar Power system at Shire Office and Rec Centre	20/21	
<u>1.1.2f Upgrade of Shire depot shedding</u>	<u>21/22</u>	
1.1.2e Upgrade of water infrastructure at Rec Centre	20/21	
1.2.1d Review Rural Rating Methodology	20/21	Will need to be reviewed periodically
1.2.3a Update and implement Workforce Plan	20/21	Will undergo biennial review
1.2.3b Build HR policy and procedure framework	20/21	Will undergoing regular review
1.2.3c Continue to remunerate staff competitively	20/21	Will form part of Workforce Plan implementation and review process
1.2.3d Investigate corporate membership of LG Professionals to allow reduced cost access to training and networking opportunities for staff	20/21	Implemented; operating item
1.2.4b Review and upgrade ICT environment	21/22	Moved to cloud environment; operation item to be reviewed periodically
1.4.2a Transition from landfill to transfer station	21/22	Operating item

1.4.2c Implementation of Container Deposit Scheme	21/22	Taken on by community groups; can also be incorporated to transfer station operations
<u>5.1.1a Plan, fund and install Wi-Fi in Mingenew town centre</u>	<u>21/22</u>	<u>Operating item</u>

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SHIRE OF MINGENEW

CORPORATE BUSINESS PLAN 2019-2023



2022 REVIEW

CORPORATE VALUES AND VISION

WHAT WE VALUE

Mingenew is forward thinking, is innovative and leads change for our community, people and industry.

We are passionate about our Shire and strive to create opportunities for people to belong and share this special place.

We focus on building and strengthening our relationships with each other and our region as our connections enable us to build our community.

We support each other to “have a go” and to use our initiative and drive to create new opportunities and knowledge for our community and other people.

We welcome all people of all generations to Mingenew and share our community so that people can belong and feel included and valued.

VISION

Mingenew Shire is a safe, inclusive and connected community with a thriving local economy that provides opportunity for all to succeed.

OUR PURPOSE

We are leaders in delivering services and development opportunities. We balance financial sustainability and community aspirations in partnership with our local community, partners and investors.

We acknowledge the traditional custodians of the land, the Yamatji people.

We cherish first nation's people and respect their connection to their land, cultural heritage and belief systems.

We value these ancient systems and understand they are thriving, evolving and will empower and enhance all members of the community.

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1. FOREWORD

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Welcome to the Shire of Mingenew's Corporate Business Plan 2019-2023.

It's exciting to be able to deliver this document on the back of a well-engaged Strategic Community Planning process, through which we were able to deliver an updated 10-year vision for our Shire. This document seeks to operationalise the first four years of that journey as we seek to grow our Shire, enhance opportunities and deliver more for our community and stakeholders.

The Corporate Business Planning Process also comes with some additional challenges that the development of a visionary document does not:

- Balancing limited resources across projects and programs
- Ensuring that the Shire continues to deliver its day-to-day services in addition to any new projects, noting that much of the Shire's capacity is currently spent on Business as Usual activities
- Maintaining awareness that new projects and programs – once delivered – come with a whole-of-life cost (operations, maintenance, depreciation), and factoring this in to resourcing calculations
- Aligning the remainder of the Shire's Integrated Planning Framework with this document and the updated Strategic Community Plan

For a small local government (in terms of area, population, budget and staff size) the successful delivery of our Strategic Community Plan is going to mean:

- Careful consideration of resourcing, as trade-offs will likely be necessary to deliver some of what is required
- Ensuring that we seek out and maximise external funding and assistance wherever possible – potentially delaying delivery of some projects until appropriate co-funding can be secured
- Maintaining strong networks within State Government and other funding bodies to ensure that we are aware of upcoming grant opportunities, and have enough planning in place to take advantage of them when they arise
- Where possible and appropriate outsourcing the delivery of some projects or initiatives to other groups better resourced to deliver this; this may include local clubs and committees, not-for-profit organisations, social enterprises and other government agencies

It has also been noted, through the Strategic Community Planning process that a number of the community's desires are outside the purview of local government to deliver (e.g. health or education services). This does not mean that they will be ignored, rather than the Shire's role in these areas is going to be one of lobbying and partnering with outside organisations rather than taking direct unilateral action.

Despite the challenges which face us, this is a time for optimism. We have a modern Strategic Community Plan, developed in concert with our engaged and enthusiastic community and supportive regional stakeholders. With this document we now also have a path forward to start to deliver on that ten-year vision. There will inevitably be obstacles and difficult choices along the way, but the outcomes will have a transformative effect on our Shire and pave the way for further growth and prosperity into the future.

Nils Hay, Chief Executive Officer

2. INTRODUCTION

LEGISLATIVE REQUIREMENTS

In 2011, the Department of Local Government introduced its Integrated Planning and Reporting Framework to standardise and guide strategic and corporate business planning across the Western Australian local government sector.

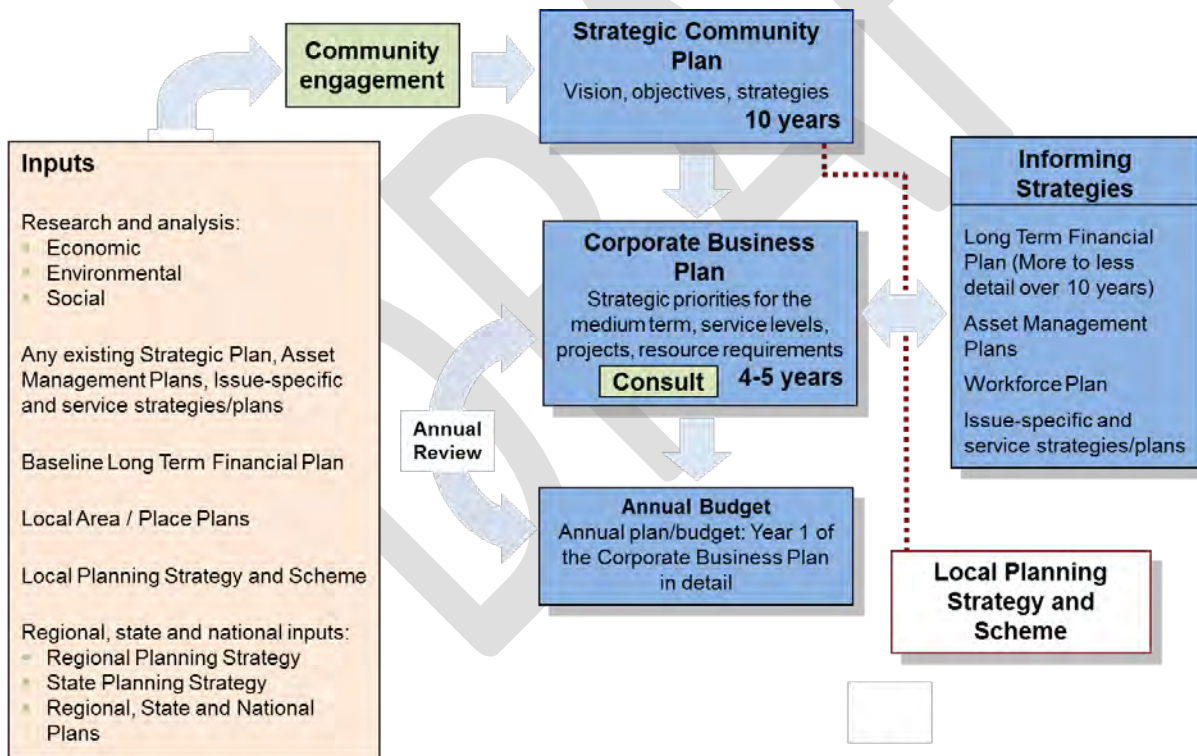
All local governments are legally required to develop a Strategic Community Plan and Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the Local Government Act 1995, which is to effectively “plan for the future”.

Under the Local Government (Administration) Regulations 1996, a Corporate Business Plan is required to:

- Set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
- 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
- Develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

The Shire’s Corporate Business Plan 2019–2023 aims to fulfil these obligations, as well as demonstrate leadership and best practice in operational planning within the local government industry.

THE INTEGRATED PLANNING FRAMEWORK



The framework has the following elements:

- 10-year Strategic Community Plan (SCP) which outlines our vision for the future, our values and our strategic goals. An updated SCP by Council in May 2019. The next minor review is due in 2021.
- A 4-year Corporate Business Plan (CBP) which details what we will do to implement the Strategic Community Plan. This document details the key projects and resources required to deliver on the next four years of the Strategic Community Plan and details the planned project outputs/outcomes, estimated project costs, risks, sources of funds, project schedule and resources required to implement projects.
- An Asset Management Plan (AMP) which enables the Shire to plan and manage the assets so that the community's aspirations can be reached. It is based upon 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of assets. The Shire of Mingenew's Asset Management Plan was last updated in April 2019.
- 10-year Long-Term Financial Plan (LTFP) which is a high-level document that indicates the Shire's long-term financial sustainability, allows for early identification of financial issues and their longer-term impacts, and shows the financial impacts of plans and strategies. Upon endorsement of this Corporate Business Plan, the LTFP will be updated to reflect any changes.
- A Workforce Plan which analyses the operational capacity of the Shire, contrast that to the strategic needs created by the plans, and identifies the capacity, skills and knowledge gaps and how to address them. The Shire's Workforce Plan (2021-2025) was adopted in 2021.
- An Annual Financial Budget which will record the planned activities and expenditure for each year; and
- An Annual Report which provides the community with a detail account of what has been achieved each year and progress made towards the Performance Targets and achievement of Corporate Business Plan.

THE REVIEW CYCLE

The Integrated Planning Framework should consist of linked documents which evolve to reflect changes in organisation and community. For this reason, each document is subject to a review cycle. The recent major review of the Strategic Community Plan and development of this new Corporate Business Plan will have flow-on impacts on the Shire's other Planning Documents. Over the life of this Corporate Business Plan, it is intended that all documents are reviewed as required, and the Shire's Integrated Planning Framework – which is currently imperfectly aligned – becomes more closely linked.

It is noted that the current Local Government legislative reform process is reviewing the Integrated Planning Framework, which may impact the review process envisaged below.

Document	Next Review	Nature of Review
Corporate Business Plan	By June 2022	Annual Review; Report on outcomes for Year 3, Develop budget for Year 4, minor revisions as necessary. Incorporate any changes from Workforce Plan, LTFP and AMP Reviews
Long Term Financial Plan	By August 2022	Major review to take place following adoption of FY22/23 budget
Asset Management Plan	Nov 2022	Annual Review
Workforce Plan	December 2022	Annual Review
Long Term Financial Plan	July 2023	Annual Update
Asset Management Plan	November 2023	Annual Review
Strategic Community Plan and Corporate Business Plan	By June 2023	Major Strategic Review; re-engages with the community on the vision and key choices for the coming ten and four years.
Workforce Plan	December 2023	Annual Review
Long Term Financial Plan	June 2024	Annual Update
Corporate Business Plan	June 2024	Annual Review

3. CONTEXT

STRATEGIC DIRECTION

The Strategic Community Planning process undertaken in late 2018 and early 2019 has provided Council with an overall strategic direction for the following decade.

Our strategy is based upon five pillars, which together seek to grow and enhance the economy, population, liveability and attractiveness of Mingenew, as well as improving the operations of the Shire of Mingenew as an organisation. These pillars are outlined in the 4 Year Priorities.

While the Strategic Community Plan provides a 10-year vision, this plan only covers four years. As such, not everything outlined above will be – or can realistically be – delivered within the lifetime of this plan.

As this is the first CBP to deliver upon the new SCP we have selected items which are:

- Already partially or fully planned
- Have been strongly prioritised through the SCP process
- Will deliver internal efficiencies and improvements to the Shire organisation, improving our overall ability to function and deliver projects and services

The next section outlines those Strategies/Actions which will be delivered against in this CBP.

MINOR REVIEW OF THE STRATEGIC COMMUNITY PLAN

The Strategic Community Plan is underwent a minor review in 2021. This review has only made small changes to the document, which will filter through to the Corporate Business Plan. Those changes included:

- Updated message from current Shire President and Councillors
- Updated CEO message
- Status and adjustments of Targets/KPIs

2022 REVIEW OF THE CORPORATE BUSINESS PLAN

The 2022 review of this plan is taking place following two years characterised by Tropical Cyclone Seroja and COVID 19. It is also being developed in the knowledge that there current CEO, under which the plan was originally developed, has resigned with recruitment of a new CEO under way.

In light of this, the 2022 review is seeking to actively reduce the project load in this plan in order to both provide a smoother entry for the new CEO and ensure that there is not an unreasonable expectation placed upon them as they take on the position. A number of items are moving from delivery to maintenance and few new major items are being added. It is, nevertheless, an ambitious document, which reflects the general ambition of the Shire and community of Mingenew.

It is also noted that this will be the final year of the current Plan, and would be prudent to hold major change over until after the Major Review of the Strategic Community Plan which comes due in FY22/23.

FOUR-YEAR PRIORITIES

From that list, the following areas (highlighted) have been identified for focus in the four years of this Corporate Business Plan.

Strategy	Priority Area	Strategy/Action
Leading Mingenew	1.1 Infrastructure	1.1.1 Provide and support cost effective transport networks
		1.1.2 Provide buildings, facilities and services to meet community needs
		1.1.3 Protect and promote the Shire's diverse culture and heritage
	1.2 Capability	1.2.1 Manage the organisation in a financially sustainable manner
		1.2.2 Enhance open and trusting communication between Council and the community, and deliver high quality services in partnership with external stakeholders
		1.2.3 Provide sound corporate governance of the Shire and create an attractive work environment
		1.2.4 Seek innovative ways to improve organisational efficiency and effectiveness
	1.3 Compliance	1.3.1 Provide a high level of compliance with external regulation, in a resource-efficient manner
		1.3.2 Provide services and processes to enhance public safety
	1.4 Resource Management	1.4.1 Manage and protect water resources and infrastructure
		1.4.2 Manage and reduce waste
		1.4.3 Adapt to and mitigate climate change drivers
Love Living in Mingenew	2.1 Health	2.1.1 Develop healthcare services to enable aging in place for the community
		2.1.2 Develop healthcare and recreation services for all the community to ensure the well-being and health of all age groups within the community
	2.2 Education	2.2.1 Develop childcare service to full time day care model
		2.2.2 Support planning for access to quality education services, including transport planning
	2.3 Culture & Heritage	2.3.1 Develop arts spaces and programs to enliven community spaces and deepen experiences of visitors and community
		2.3.2 Capture more value from tourism – build local experiences and products, tourism infrastructure and connections, build new day trip and tour markets
		2.3.3 Enhance our natural and built environment and promote and protect the history and heritage within Mingenew
	2.4 Sense of Community	2.4.1 Support community volunteers to maximise impact of their contributions
		2.4.2 Continue programs to improve the look and feel of the community public spaces, places and services to support an active and inclusive lifestyle

Strategy	Priority Area	Strategy/Action
Growing Mingenew	3.1 Housing	3.1.1 Ensure pipeline of land available for development
		3.1.2 Develop local housing market (support new business model)
	3.2 Development	3.2.1 Central business/community hub development
		3.2.2 Light Industrial development (incubator) and land development and actively attract light industrial businesses
		3.2.3 Build capacity for global impact agricultural research and development program supported by training & education model
		3.2.4 Value capture/creation for agriculture (build on assets + capabilities)
		3.2.5 Investigate opportunities for renewable energy generation
		3.2.6 Develop space industry opportunities
See You in Mingenew	4.1 Diversity of Accommodation	4.1.1 Development of existing and future diverse accommodation options for business travellers and tourism
	4.2 Events	4.2.1 Facilitate the sustainability and growth of existing community and regional events, and encourage new ones to develop
	4.3 Tourism Assets	4.3.1 Continue and deepen Tourism promotion and development and “see you in Mingenew” campaign
		4.3.2 Support development of Tourism infrastructure to support deepening of local product
		4.3.3 Capture more value from tourism – build local experiences and products, including astrotourism, farm tourism and food tourism
Making Business Easy in Mingenew	5.1 Digital Capacity	5.1.1 Support Digital infrastructure development and capacity in town
		5.1.2 Support digital infrastructure and capacity on farms and rural areas
	5.2 Economic Development	5.2.1 Support sustainable local banking model to develop
		5.2.2 Enable small business support services to assist local businesses to grow
		5.2.3 Ensure pipeline of light industrial land available for development

4. DELIVERY PLAN

KEY ASSUMPTIONS

The Corporate Business Plan operationalises the Strategic Community Plan. It is acknowledged that the achievement of the Corporate Business Plan will in part, be dependent on several key assumptions as follows:

- No significant increases or decreases in income; either through rates or external funding.
- Change of CEO taking place mid-2022.
- Population is expected to remain steady
- Ongoing community engagement and support
- Council approval of projects will be forthcoming
- Ongoing involvement from local and regional partners and stakeholders
- Only minor operational disruption as a result of COVID-19

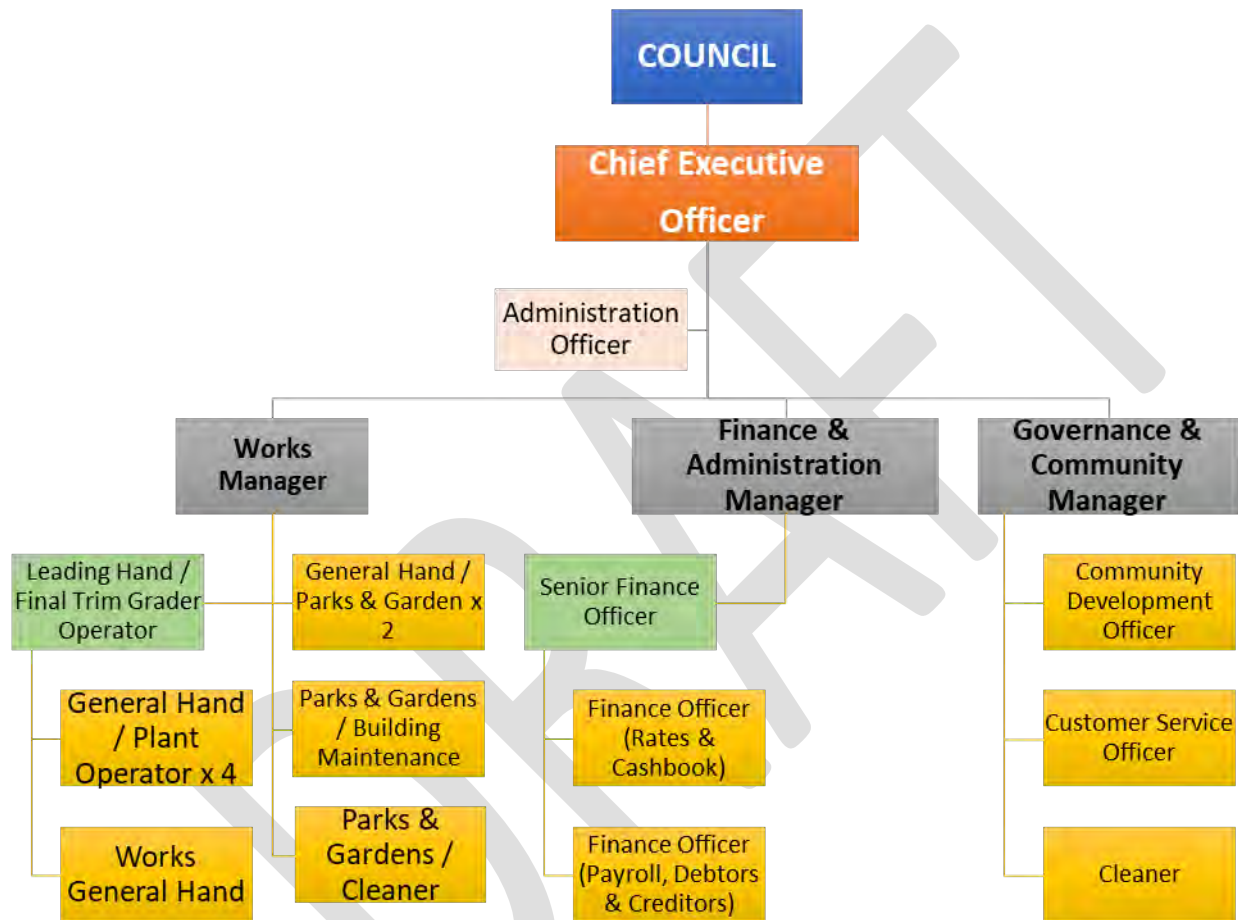
UNFORESEEN IMPACTS

The recovery process from Tropical Cyclone Seroja in April 2021 continues, and is an ongoing feature in this plan. Whilst much of the initial infrastructure recovery has either taken place, or is scheduled to be completed in the first half of FY22/23, there remains a range of environmental and psychosocial recovery still to take place, and the Local Government has a critical role in supporting this process.

FUNCTIONAL RESPONSIBILITIES

Local Government Organisations perform a complex role. The Shire of Mingenew's functional responsibilities are shared through the organisation as follows:

ORGANISATIONAL STRUCTURE:



FUNCTIONAL RESPONSIBILITIES

Executive

- Civic Functions
- Community Engagement
- Complaints Officer
- Councillor Liaison
- Delegated decision making
- Disaster Management and Recovery
- Economic Development
- Emergency Management
- External stakeholder liaison
- Industrial relations / HRM
- Integrated Planning
- Investigations
- Legal
- Lobbying / seeking funding
- Operational planning and management
- Marketing
- Organisational development
- Policy development / review
- Project development
- Project management
- Recruitment
- Reporting
- Strategic Planning
- Workers' Compensation
- Workforce Planning

Works

- Airstrip maintenance
- Bridges
- Building maintenance
- Campsite / RV site maintenance
- Cemetery Maintenance
- Carparks
- Cleaning
- Drummuster
- Facilities management
- Gardening
- Heavy Vehicles / RAV Network Assessment
- Housing
- Kerb and channel / drainage planning
- Lawn / oval / turf maintenance
- Plant and fleet maintenance
- Plant and fleet replacement
- Private works
- Reticulation and water infrastructure
- Road funding applications
- Road maintenance and upgrades
- Road project planning
- Road signage
- Sporting facilities maintenance
- Town streets maintenance
- Traffic count planning
- Traffic management plans
- Waste management
- Works administration support

Finance & Administration

- Animal registrations
- Acquittal of funding
- Asset management
- Banking
- Bank reconciliations
- BAS
- Budget development
- Catering
- Cemetery records and administration
- Creditors
- Correspondence / mail processing
- Customer receipting
- Customer Service
- Debtors
- Driver and Vehicle Services
- External Audit
- Financial monitoring and reporting
- Hire of facilities and equipment
- Insurance
- Internal financial controls
- IT hardware
- IT security
- Invoicing
- Key management
- Long term financial planning
- Office equipment management
- Payroll
- Petty Cash
- Phones
- Private works – orders
- Procurement
- Rates
- Records management
- Rental bonds
- Taxation

Governance & Community

- Annual Report preparation
- Building Application administration and liaison
- Compliance Calendar
- Contract Management
- Community group liaison
- Council meeting agendas and minutes
- Delegations and authorisations
- Elections
- Emergency Services liaison / assistance
- Environmental Health liaison / administration
- Financial Interests Registers
- Firebreak Inspections
- Freedom of Information Requests
- Funding and grants for community projects
- Human Resource administration
- Infringement Notices
- Internal Audit
- Leases / Licences management
- Legislative compliance and reporting
- Library Services
- Local Laws administration
- Policy and Procedure Manuals
- OSH management
- Public Interest Disclosures
- Ranger liaison and assistance
- Reg 17 Audit administration
- Related Parties Disclosures
- Risk Management
- Social Media
- Tender Register
- Tourism and promotions
- Town planning administration and liaison
- Website content management

KEY PROJECTS

Based upon the Four Year Priorities identified above, the following projects have been selected for delivery within the life of the current Plan (2019-2023)

Strategy/Action	Project
1.1.1 Provide and support cost effective transport networks	1.1.1a 5-year road maintenance/construction program
	1.1.1b Coalseam Bridge upgrade
	1.1.1c Yarragadee Bridge upgrade
	1.1.1d Philip Street Parking Upgrade
	1.1.1e Completion of town street sealing
	1.1.1f Investigation of potential road realignment to support future CBH activity and address stacking distance issues at rail crossings
	1.1.1g Delivery of upgrades at Mingenew Airstrip
1.1.2 Provide buildings, facilities and services to meet community needs	1.1.2a Mingenew Railway Station Restoration
	1.1.2b Mingenew Town Hall Redevelopment
	1.1.2c Audit and reseal of town carparks
	1.1.2d Installation of Solar Power system at Shire Office and Rec Centre
	1.1.2e Upgrade of water infrastructure at Rec Centre
	1.1.2f Upgrade of Shire depot shedding
	1.1.2g Public Noticeboard in town centre
1.2.1 Manage organisation in a financially sustainable manner	1.2.1a Long Term Financial Plan Update
	1.2.1b Update Asset Management Plan
	1.2.1c Maintain and Implement Internal Audit Plan
	1.2.1d Review Rural Rating Methodology
1.2.2 Enhance open and trusting communication between Council and the community, and deliver high quality services in partnership with external stakeholders	1.2.2a Engage with public on review of road construction and maintenance plan
	1.2.2b Conduct community satisfaction survey/s
	1.2.2c Manage the recovery process following Tropical Cyclone Seroja
1.2.3 Provide sound corporate governance of Shire and create an attractive work environment	1.2.3a Update and implement Workforce Plan
	1.2.3b Build HR policy and procedure framework
	1.2.3c Continue to remunerate staff competitively
	1.2.3d Investigate corporate membership of LG Professionals to allow reduced cost access to training and networking opportunities for staff
	1.2.3e Partnership with LGIS to receive Regional Risk Coordinator and OSH support
	1.2.3f Update Shire Local Laws
1.2.4 Seek innovative ways to improve organisational efficiency and effectiveness	1.2.4a = 1.2.3a
	1.2.4b Review and upgrade ICT environment
	1.3.2a CCTV monitoring for key areas of town

Strategy/Action	Project
1.3.2 Provide services and processes to enhance public safety	1.3.2b Road Safety Audits on emerging key transport routes
	1.3.2c Upgrade of Mingenew Fire Shed
	1.3.2d Mingenew Addressing Rationalisation
1.4.2 Manage and reduce waste	1.4.2a Transition from landfill to transfer station
	1.4.2b Removal of asbestos from Mingenew Common
	1.4.2c Implementation of Container Deposit Scheme
2.1.1 Develop healthcare services improve to enable aging in place for the community	2.1.1a Installation of exercise equipment at Autumn Centre
	2.1.1b Ongoing lobbying of WACHS for installation of telehealth services in Mingenew
2.1.2 Develop healthcare and recreation services for all the community to ensure the well-being and health of all age groups within the community	2.1.2a = 2.1.1b
	2.1.2b Continue to engage with WACHS, Silver Chain, Mid West Aero Medical and other health providers to support the delivery of quality medical services in the Shire
2.2.1 Develop childcare service to full time full day care model	2.2.1a Continue to support REED in ongoing improvement of local childcare service delivery
2.3.1 Develop arts spaces and programs to enliven community spaces and deepen experiences of visitors and community	2.3.1a = 1.1.2a
	2.3.1b = 1.1.2b
	2.3.1c Engage with arts and cultural organisations to attract regional events held in Geraldton to hold satellite events in Mingenew
	2.3.1d Engage with arts and cultural organisations, such as the North Midlands Project, to encourage establishment of cultural hub in Mingenew
2.3.2 Capture more value from tourism – build local experiences and products, tourism infrastructure and connections, build new day trip and tour markets	2.3.2a Continue to support Tourism and Promotions Committee in delivery of tourist information services
	2.3.2b Engage in Wildflower Country projects designed to enhance regional tourism infrastructure
	2.3.2c Engage with tourism industry to support and encourage development of new local tourism products
2.4.1 Support community volunteers to maximise impact of their contributions	2.4.1a Annual roll-out of Community Assistance Scheme to support community projects
	2.4.1b Provision of grant writing training to assist community groups to source external funding
2.4.2 Continue programs to improve the look and feel of the community public spaces, places and services to support an active and inclusive lifestyle	2.4.2a Upgrade of garden beds with low maintenance plants, in accordance with expert advice
	2.4.2b Audit and upgrade of footpaths
	2.4.2c Upgrade of walking trails on Mingenew Hill
	2.4.2d Investigate and support consolidation of recreational facilities at Mingenew Recreation Centre
	2.4.2e Upgrade Playgrounds, including Shenton Street Skate Park
	2.4.2f Mingenew Spring Improvements

Strategy/Action	Project
	2.4.2g Tennis Facilities Upgrade
3.1.1 Ensure pipeline of land available for development	3.1.1a Audit of local land holdings to determine current supply
	3.1.1b Investigation of promotional opportunities for local land
	3.1.1c Investigation of rural residential land development around Mingenew Hill
3.1.2 Develop local housing market (support new business model)	3.1.2a Engage with stakeholders, including Department of Housing, to support development of local housing market
	3.1.2b Conduct audit of available housing in Shire
3.2.2 Light Industrial development (incubator) and land development and actively attract light industrial businesses	3.2.2a Revise and seek to implement (with appropriate external funding) existing project plan for light industrial incubator project
3.2.6 Develop space industry opportunities	3.2.6a Continue to engage with State and Federal governments and existing operators to improve infrastructure at Yarragadee site
4.3.1 Continue and deepen Tourism promotion and development and “see you in Mingenew” campaign	4.3.1a Maintain funding and support for See You In Mingenew campaign
	4.3.1b Actively seek for local business and relevant community groups to contribute to and share in campaign
4.3.2 Support development of Tourism infrastructure to support deepening of local product	4.3.2a = 2.3.2b, 2.3.2c
	4.3.2b Support community groups in endeavours to improve existing, or create new, tourist attractions
4.3.3 Capture more value from tourism – build local experiences and products, including astrotourism, farm tourism and food tourism	4.3.3a = 2.3.2a, 2.3.2c
	4.3.3b Maintain relationship with Astrotourism WA to assist to grow market in Mingenew
5.1.1 Support Digital infrastructure development and capacity in town	5.1.1a Plan, fund and install public Wi-Fi in Mingenew town centre
5.1.2 Support digital infrastructure and capacity on farms and rural areas	5.1.2a Continue to engage with, and support, Digital Farms project rollout
	5.1.2b = 3.2.6a
	5.1.3b Continue to lobby for improved mobile telephone coverage throughout the Shire
5.2.2 Enable small business support services to assist local businesses to grow	5.2.2a Continue to engage with MWCCI and RSM Business Local to draw services into Mingenew
	5.2.2b Support efforts to establish small business incubator or shared working space in Mingenew
	5.2.2c Audit of local home-based/micro-businesses
	5.2.2d Support local small businesses to enable ongoing delivery of key services

Strategy/Action	Project
5.2.3 Ensure pipeline of light industrial land available for development	5.2.3a Conduct audit of available light industrial land, with view to identifying areas for expansion
	5.2.3b = 3.2.2a

5. RESOURCING AND BUDGETARY FORECASTS

FINANCIAL PROFILE

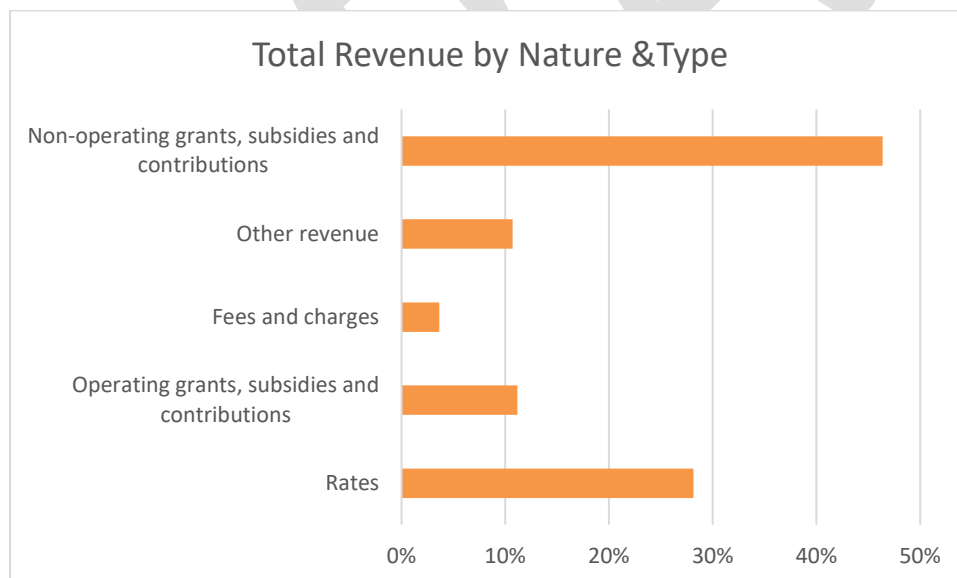
The Shire of Mingenew is developing a new long-term financial plan which will highlight the financial drivers for the Shire. It is important to understand this background to understand the constraints to achieve the Strategic Vision for the community.

The financial resources of the Council are limited, and financial decisions need to be made annually when the budget is set. The Shire should, and does, seek external funding to leverage its own resources where possible.

This does not preclude the Shire making longer term investments towards Strategic Projects the Shire and community wish to be undertaken. This could be undertaken by making strategic reserve commitments annually or undertaking a program of debt based upon need.

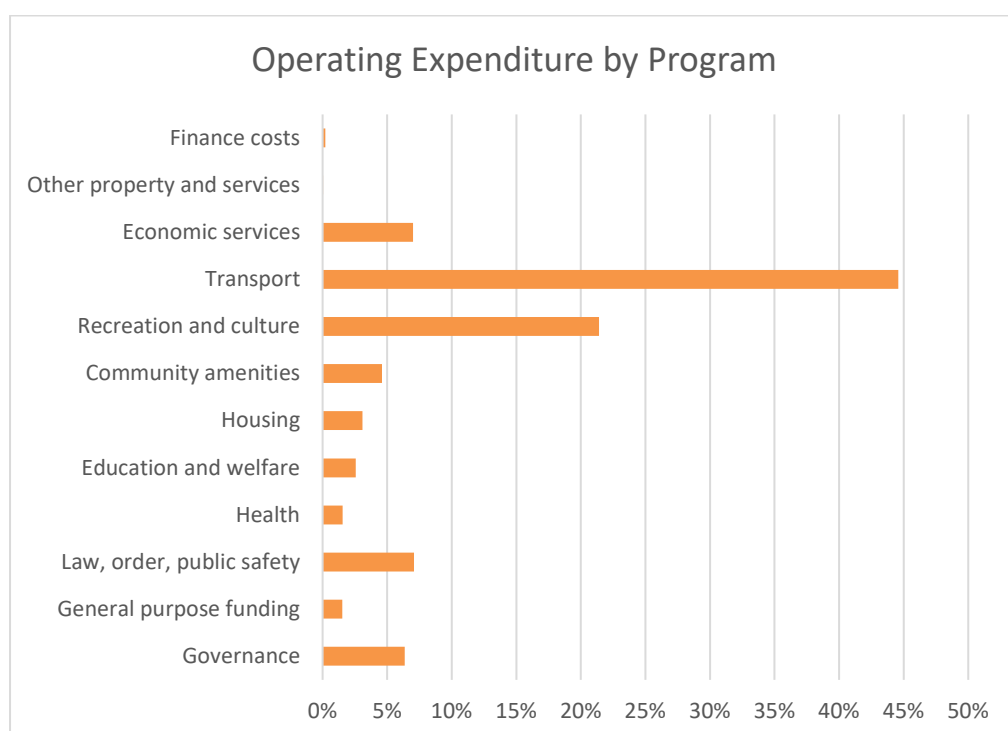
Debt may form a component of the Council's capital structure and be utilised to enable key projects to be delivered over the next 10 years. The least preferred option is to raise rates.

REVENUE 2020/21



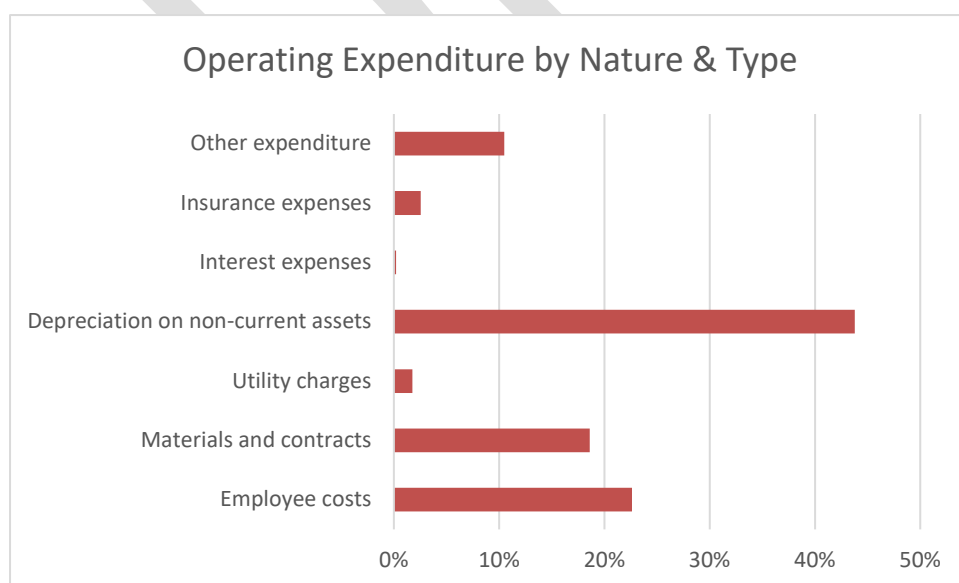
The revenue generated by the Shire is spent providing infrastructure and services for the community. The Shire provides many services including maintaining and improving roads, parks and gardens, leisure services and other community projects. Approximately two-thirds of expenditure was spent on maintaining road infrastructure and the provision of recreation services.

EXPENDITURE BY PROGRAM 2020/21



When comparing the breakdown of these costs by nature and type, a significant 44% of all operating expenditure is attributed to depreciation charges (usually depreciation is around 30-35%, but for 2020/21, a prior year error was corrected, resulting in depreciation being more than usual). Depreciation is a non cash item and is attributed to the Shire having in excess of \$53m worth of assets, of which around 77% is attributed to the Shire's infrastructure assets, consisting mainly of the road network. Other significant expenditure includes Employee Costs 23%) and Materials & Contracts (19%).

OPERATING EXPENDITURE BY NATURE AND TYPE



RESOURCING REQUIREMENTS

The table below outlines the resourcing requirements for the chosen projects over the coming four years, noting the type of activity required, the key people required to deliver the activity and relevant financial considerations.

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
1.1.1b Coalseam Bridge upgrade	Activity	Plan	Deliver	Deliver	Maintain	Construction completed; defect period in place to March 2023
	Key Parties	MRWA	MRWA	MRWA	Roadworks Crew	
	Financial	MRWA to fund	MRWA to fund	MRWA to fund	Operating budget	
1.1.1c Yarragadee Bridge upgrade	Activity	Plan	Plan	Fund	Deliver	Shire to assist with public communications and hold MRWA funds in restricted funds.
	Key Parties	MRWA	MRWA	MRWA	MRWA	
	Financial	MRWA to fund	MRWA to fund	MRWA to fund	MRWA to fund	
1.1.1d Philip Street Parking Upgrade	Activity	Plan	Deliver	Deliver	Maintain	Works completed in FY21/22. Maintenance only required.
	Key Parties	CEO / WS; Engineering Consultant	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	Roadworks Crew	
	Financial	Operating budget; GL0502 for any required external design	Town streets budget; LRICI funding	Town streets budget; LRICI funding	Operating budget	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
1.1.1e Completion of town street sealing	Activity	Plan	Deliver	Deliver	Maintain	Works completed in FY21/22. Maintenance only required.
	Key Parties	CEO / WS	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	Roadworks Crew	
	Financial	Operating budget	Town streets budget; Roads to Recovery funding	Town streets budget; Roads to Recovery funding	Operating budget	
1.1.1f Investigation of potential road realignment to support future CBH activity and address stacking distance issues at rail crossings	Activity	Plan	Plan/ Fund	Plan/ Fund	Plan/ Fund	Project will still hinge on future CBH site expansion design, as well as MRWA input. Remains unclear despite meetings in March 2022 with CBH board and MRWA. Site works expected to take place by CBH in 2023.
	Key Parties	CEO, CBH, MRWA	CEO, CBH, MRWA	CEO, CBH, MRWA	CEO, CBH, MRWA	
	Financial	\$30,000 (GL0132)	No funding currently allocated.	TBD	TBD	
1.1.1g Delivery of upgrades at Mingenew Airstrip	Activity				Deliver	A new project, funded externally with some Shire in-kind contribution to widen the airstrip. Will bring strip up to RFDS standards and improve operations for water bombers, crop dusters and other users
	Key Parties				Engineering consultant, contractors, WM, works crew, DFES, DBCA	
	Financial				DFES Water Tank Grant; Remote Airstrip Upgrade Program; In kind works	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
1.1.2a Mingenew Railway Station Restoration	Activity	Plan/Fund	Deliver	Deliver	Activate	Works to be largely completed in FY21/22. 22/23 building can be utilised by local community groups.
	Key Parties	CEO, CDO, Community Reference Group	CEO, CDO	CEO, CDO	CDO, North Midlands Project, Mingenew CRC, community groups	
	Financial	Operating budget; \$20,000 (GL3054)	BBRF (\$108,000) to be matched with RED, FRRR or Muni	BBRF (\$108,000) to be matched with RED, FRRR or Muni	Operating budget	
1.1.2b Mingenew Town Hall Redevelopment	Activity	Plan	Plan/Fund	Plan	Fund	Council to determine path forward following completion of cost estimates and building compliance reports in FY21/22. Given current building sector environment, progress will be difficult.
	Key Parties	CEO, CDO, Building consultant	CEO, CDO	CEO, CDO	CEO, CDO,	
	Financial	\$10,000 (GL2434)	TBD; External funding to be sought based upon chosen option	TBD; External funding to be sought based upon chosen option	TBD	
1.1.2c Audit and reseal of town carparks	Activity	Plan	Deliver	Deliver	Maintain	Completed in 21/22
	Key Parties	WS	Roadworks Crew; seal contractor	Roadworks Crew; seal contractor	Roadworks Crew	
	Financial	Operating budget	LRCI	LRCI	Operating budget	
1.1.2f Upgrade of Shire depot shedding	Activity		Deliver	Deliver	Maintain	Completed in FY21/22
	Key Parties		WM, CEO, contractors	WM, CEO, contractors	WM, depot staff	
	Financial		LRCI (\$25,000)	Municipal Funds		
	Activity			Plan/Deliver	Plan/Deliver	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
1.1.2g Public Noticeboard in town centre	Key Parties			CDO, Signage contractor	CDO, Signage contractor	Grant required to deliver Council's desired scope. LRCI P3 allocation made.
	Financial			Municipal Funds	(LRCI \$10,000 + grant required)	
1.2.1a Long Term Financial Plan Update	Activity	Commence Update	Deliver	Review	Review	New plan scheduled for adoption June 2022, with review to take place with FY23/24 budget process.
	Key Parties	FM	FM, ARC	FM, ARC	FM, ARC	
	Financial	Operating budget, \$2,000 (GL0502)	Operating budget, \$2,000	Operating budget	Operating budget	
1.2.1b Update Asset Management Plan	Activity	Deliver	Review	Review	Review	AMP was updated in FY18/19, minor updates will occur through following years in wake of updated LTFP, valuation data and associated adjustments.
	Key Parties	CEO, FM	FM, ARC	FM, ARC	FM, ARC	
	Financial	Operating budget, \$2,000 (GL0502)	Operating budget	Operating budget	Operating budget	
1.2.1c Maintain and Implement Internal Audit Plan	Activity	Deliver	Deliver	Deliver	Review	3-year Plan adopted in FY18/19; updated annually. Now an operational item.
	Key Parties	CEO, GO, ARC	CEO, GO, ARC	CEO, GO, ARC	CEO, GO, ARC	
	Financial	Operating budget	Operating budget	Operating budget	Operating budget	
1.2.2a Engage with public on review of road construction and maintenance plan	Activity	Deliver		Deliver		Occurs on ad hoc basis between Works Manager and landowners in areas near works.
	Key Parties	CEO, CDO, WS, Community		CEO, CDO, WS, Community		
	Financial	Operating budget		Operating budget		
	Activity	Plan	Plan	Deliver	Plan	Survey delivered in FY21/22.
	Key Parties	CDO	CDO	CDO	CDO	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
1.2.2b Conduct community satisfaction survey/s	Financial	Operating Budget	Operating Budget	Operating Budget; project allocation required - \$10,000	Operating Budget	
1.2.2c Manage the recovery process following Tropical Cyclone Seroja	Activity			Manage	Manage	New project for FY21/22. Project is shifting from infrastructure works to psychosocial and environmental recovery.
	Key Parties			CEO, Recovery Committee, Emergency and Support Services, Community	CEO, Recovery Committee, Emergency and Support Services, Community	
	Financial			Municipal Funds; external funds	Municipal Funds; external funds	
1.2.3e Partnership with LGIS to receive Regional Risk Coordinator and OSH support	Activity	Maintain	Maintain	Maintain	Maintain	Ongoing. Operating item. Additional resources added to provide part-time WHS officer capability from early 2022.
	Key Parties	CEO, GO, WS, LGIS	CEO, GO, WM, LGIS	CEO, GO, WM, LGIS	CEO, GO, WM, LGIS	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
1.2.3f Update Shire Local Laws	Activity			Review	Hold – pending LG Act reform	This item will likely change in scope following reform of the Local Government Act. Proposed it be on hold until that time.
	Key Parties			GO, CEO	GO, CEO	
	Financial			Operating Budget; gazettal fees	Operating Budget; gazettal fees	
1.3.2b Road Safety Audits on emerging key transport routes	Activity	Plan	Plan	Plan	Deliver	Yandanooka NE Road RSA to be updated in FY22/23 to support introduction of that road on MRWA2040 list
	Key Parties	WS, Engineering consultant	WS, Engineering consultant	WS, Engineering consultant	WS, Engineering consultant, MRWA	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
1.3.2c Upgrade of Mingenew Fire Shed	Activity		Plan/Fund	Fund/Deliver	Fund/Deliver	Funding application submitted in FY21/22 for replacement Fire Shed after previous
	Key Parties		DFES, CDO, Brigades	DFES, CDO, Brigades	DFES, CDO, Brigades	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
	Financial		DFES Funding (if successful)	DFES Funding (if successful)	DFES Funding (if successful)	applications were not successful. No Shire co-contribution is required.
1.3.2d Mingenew Addressing Rationalisation	Activity			Plan	Plan/Deliver	Initial data for project has been gathered, but delivery will depend upon internal resources.
	Key Parties			CEO, Main Roads, DPLH, Emergency Services, Utilities, Community	CEO, Main Roads, DPLH, Emergency Services, Utilities, Community	
	Financial			Municipal Funds	Municipal Funds	
1.4.2b Removal of asbestos from Mingenew Common	Activity	Plan		Plan	Plan	New asbestos management plan being developed in FY21/22, will assist to inform this process.
	Key Parties	CDO, Asbestos Waste Handler, EHO		CDO, Asbestos Waste Handler EHO	CDO, Asbestos Waste Handler EHO	
	Financial	Operating Budget		Operating Budget	Operating Budget	
2.1.1a Installation of exercise equipment at Autumn Centre	Activity	Deliver	Plan	Postpone	Postpone	Demand is not clear. Postpone item until we are able to conduct consultation around the use of a suitable building (which currently does not exist)
	Key Parties	CDO, Physiotherapist	CDO, Physiotherapist			
	Financial	Operating Budget	Operating Budget	Pending alternate venue	Pending alternate venue	
2.1.1b Ongoing lobbying of WACHS for installation of telehealth services in Mingenew	Activity	Lobby	Deliver	Deliver	Deliver	Awaiting delivery by WACHS; progress was made on this item in 21/22 which should see delivery take place. COVID has slowed this process significantly.
	Key Parties	CEO, Council, State Politicians, Community Groups	WACHS	WACHS	WACHS	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
	Activity	Lobby	Lobby	Lobby	Lobby	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
2.1.2b Continue to engage with WACHS, Silver Chain, Mid West Aero Medical and other health providers to support the delivery of quality medical services in the Shire	Key Parties	CEO, CDO, Council, State Politicians, Community Groups	CEO, CDO, Council, State Politicians, Community Groups	CEO, CDO, Council, State Politicians, Community Groups	CEO, CDO, Council, State Politicians, Community Groups	Housing for Silver Chain provided, with new nurse anticipated to move in. Focus of WACHS remains COVID-19.
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
2.2.1a Continue to support REED in ongoing improvement of local childcare service delivery	Activity	Support	Support	Support	Support	Shire has endorsed LRCI funding for the renovation of the Child Care centre into a larger facility.
	Key Parties	CDO, CRC	CDO, CRC	CDO, CRC	CDO, CRC, REED	
	Financial	Operating Budget	Drought Communities Program (\$150,000)	Drought Communities Program (\$150,000)	LRCI P3 (\$150,000)	
2.3.1c Engage with arts and cultural organisations to attract regional events held in Geraldton to hold satellite events in Mingenew	Activity	Plan	Plan	Plan	Engage	Ongoing; with CRC partnering with North Midlands Project
	Key Parties	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
2.3.1d Engage with arts and cultural organisations, such as the North Midlands Project, to encourage establishment	Activity	Plan	Plan/Deliver/Support	Support	Support	The Exchange Mingenew opened in late FY21/22. Engagement to continue.
	Key Parties	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	CEO, CDO, Community Groups, Cultural Organisations	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
of cultural hub in Mingenew	Financial	Operating Budget	Operating Budget; LRCI for bank building facelift (\$5,000)	Operating Budget, project allocation potentially required	Operating Budget	
2.3.2a Continue to support Tourism and Promotions Committee in delivery of tourist information services	Activity	Support	Support	Support	Support	CRC to manage visitor services in FY22/23 from The Exchange
	Key Parties	CDO, T&P Committee	CDO, T&P Committee	CDO, T&P Committee	CDO, CRC	
	Financial	Operating Budget	Operating Budget; DCP (\$4,000)	Operating Budget	Operating Budget (\$20,000)	
2.3.2b Engage in Wildflower Country projects designed to enhance regional tourism infrastructure	Activity	Plan	Deliver	Plan	Plan	WFC delivering Regional Trails Master Plan, to be completed in late FY21/22; Shire can look at developing projects with it from there.
	Key Parties	CEO, Wildflower Country Inc.	CEO, Wildflower Country Inc.	CEO, Wildflower Country Inc.	CEO, Wildflower Country Inc.	
	Financial	Operating Budget,	External Funding (to be sourced), \$5,000 (project contribution)	Operating Budget, project allocation potentially required	Operating Budget, project allocation potentially required and external funding can be sourced	
2.3.2c Engage with tourism industry to support and encourage development of new local tourism products	Activity	Lobby	Lobby/Deliver	Lobby/Deliver	Lobby/Deliver	Astrotourism events being delivered through FY21/22 utilising BBRF funds and in partnership with Astrotourism WA.
	Key Parties	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	CEO, Council, Regional Tourism Organisations, Tourism WA, Local tourism businesses	
	Financial	Operating Budget	Operating Budget; DCP (\$7,500) for remote cameras	Operating Budget; DCP (\$7,500) for remote cameras	Operating Budget, BBRF	
	Activity	Deliver	Deliver	Deliver	Deliver	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
2.4.1a Annual roll-out of Community Assistance Scheme to support community projects	Key Parties	CEO, CDO, Council	CEO, CDO, Council	CEO, CDO, Council	CEO, CDO, Council	Ongoing; delivery methodology to move to a rolling grants program rather than discrete rounds in FY22/23
	Financial	1.5% of Rates Income	1.5% of Rates Income	1.5% of Rates Income	1.5% of Rates Income	
2.4.1b Provision of grant writing training to assist community groups to source External Funding	Activity	Deliver		Deliver		No action required for FY22/23
	Key Parties	CDO, Community Groups		CDO, Community Groups		
	Financial	Operating budget		Operating Budget, project allocation potentially required		
2.4.2a Upgrade of garden beds with low maintenance plants, in accordance with expert advice	Activity	Plan	Deliver	Deliver	Deliver	Entry statements have been improved; garden bed at museum replaced with static display. Further mulching and irrigation works taking place as part of operational works.
	Key Parties	Parks, Gardens & Facilities Crew, Horticulturalist	Parks, Gardens & Facilities Crew, Horticulturalist	Parks, Gardens & Facilities Crew	Parks, Gardens & Facilities Crew	
	Financial	Operating Budget	Operating Budget,	Operating Budget, project allocation potentially required	Operating Budget, project allocation potentially required	
2.4.2b Audit and upgrade of footpaths	Activity	Plan	Plan / Fund	Plan / Fund	Deliver	Delivery of 10 year path plan to commence in FY22/23
	Key Parties	WS, Infrastructure consultant	WM	WM	Roadworks Crew, footpath contractor	
	Financial	Operating Budget	Capital works budget, potential to seek External Funding	Capital works budget, potential to seek External Funding	Capital works budget and/or External Funding	
2.4.2c Upgrade of walking trails on Mingenew Hill	Activity	Fund	Deliver	Deliver	Plan/Deliver	Land tenure matters progressing; project to be
	Key Parties	CEO, CDO, Funding bodies	CEO, Construction contractor	CEO, Construction contractor	Parks, Gardens & Facilities Crew	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
	Financial	Project funding to be sought	LRCI (\$32,000)	LRCI (\$32,000)	DCP, BBRF, Co-contribution (\$20,000) Operating budget	progressed with BBRF/DCP in FY22/23
2.4.2d Investigate and support consolidation of recreational facilities	Activity	Plan		Plan	Plan	Further planning works can take place in FY22/23, noting that the building market will remain challenging
	Key Parties	CEO, Council, Sporting Groups		CEO, Council, Sporting Groups	CEO, Council, Sporting Groups	
	Financial	Operating Budget		Operating Budget; Engineering Report: \$6,000	Operating Budget, External Funds	
2.4.2e Upgrade Playgrounds, including Shenton Street Skate Park	Activity	Plan	Fund/Deliver	Maintain	Maintain	Maintenance works and safety audits only.
	Key Parties	CEO, CDO, Landscape architect	CEO, CDO, funding bodies, Construction contractor	Parks, Gardens & Facilities Crew	Parks, Gardens & Facilities Crew	
	Financial	Operating Budget; \$20,000 (GL2642)	LRCI (\$50,000), DCP (\$150,000)	Operating budget	Operating budget	
2.4.2f Mingenew Spring Improvements	Activity			Plan	Fund/Deliver	New project for FY21/22 designed to upgrade amenity of Mingenew Spring area; to progress in FY22/23
	Key Parties			CEO, CDO, Relevant consultants, Community	CEO, CDO, Relevant consultants, Community	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
	Financial			Municipal Funds (\$10k)	External funding	
2.4.2g Tennis Facilities Upgrade	Activity			Plan/fund	Complete delivery	New project for FY 21/22 to replace clubhouse and associated infrastructure at Mingenew Tennis Club
	Key Parties			Mingenew Tennis Club, CEO, Funding bodies	Mingenew Tennis Club, CEO, Funding bodies, builders	
	Financial			\$50,000 LRCI (one-third contribution)	\$50,000 LRCI, Tennis Club contribution, CSRFF, DRFA	
3.1.1a Audit of local land holdings to determine current supply	Activity	Deliver		Review		Survey completed.
	Key Parties	CEO		CEO		
	Financial	Operating Budget		Operating Budget		
3.1.1b Investigation of promotional opportunities for local land	Activity	Plan	Deliver		Deliver	Future housing development planning taking place which will feed into this.
	Key Parties	CEO	CEO		CEO	
	Financial	Operating Budget	Operating Budget; project allocation potentially required for market research and strategy development		Operating Budget; project allocation potentially required	
	Activity			Plan	Plan/Deliver	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
3.1.1c Investigation of rural residential land development around Mingenew Hill	Key Parties			CEO, Council, DPLH, Adjoining landowners	CEO, Council, DPLH, Adjoining landowners	Land purchase scheduled to take place in FY22/23, further planning works and potential agreement with current lessee to retain access will be required.
	Financial			Municipal funds \$5,000	Municipal funds	
3.1.2a Engage with stakeholders, including Department of Housing, to support development of local housing market	Activity	Lobby	Lobby	Lobby	Lobby	Ongoing; operational item. Continues to be high focus following Recovery Planning session in April 2022.
	Key Parties	CEO, Council, Department of Housing, State & Federal Govt	CEO, Council, Department of Housing, State & Federal Govt	CEO, Council, Department of Housing, State & Federal Govt	CEO, Council, Department of Housing, State & Federal Govt	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
3.1.2b Conduct audit of available housing in Shire	Activity	Deliver			Review	Review, as part of broader housing planning activities
	Key Parties	CEO, CDO, Community			CEO, CDO, Community	
	Financial	Operating Budget			Operating Budget	
3.2.2a Revise and seek to implement (with appropriate External Funding) existing project plan for light industrial incubator project	Activity	Plan	Plan	Plan	Plan	Planning ongoing; still awaiting feedback from State Government about potential sale of Eleanor Street land
	Key Parties	CEO, State Govt	CEO, State Govt	CEO, State Govt	CEO, State Govt	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
3.2.6a Continue to engage with State and Federal	Activity	Lobby	Lobby	Business Case Development	Fund Business Case Projects	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
governments and existing operators to improve infrastructure at Yarragadee site	Key Parties	CEO, MWDC, State & Federal Govt, Space Precinct Users	CEO, MWDC, State & Federal Govt, Space Precinct Users	CEO, MWDC, State & Federal Govt, Space Precinct Users	CEO, MWDC, State & Federal Govt, Space Precinct Users	Review business case outcomes and seek next steps to try to deliver upon them
	Financial	Operating Budget	Operating Budget	Operating Budget; Leverage Fund (\$80,000)	Operating Budget; External Funding	
4.3.1a Maintain funding and support for See You In Mingenew campaign	Activity	Deliver	Deliver	Deliver	Deliver	Continue to promote the Shire of Mingenew to intra- and inter-State markets. Use campaign to support local business and liveability, including attraction of new business and investment.
	Key Parties	CEO, CDO, Marketing Consultant	CEO, CDO, Marketing Consultant	CEO, CDO, Marketing Consultant	CEO, CDO, Marketing Consultant	
	Financial	Operating Budget, (GL3912)	Operating Budget, project allocation required	Operating Budget, project allocation required	Operating Budget, project allocation required	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
4.3.1b Actively seek for local business and relevant community groups to contribute to and share in campaign	Activity	Lobby	Lobby; seek to reconstitute local Business Alliance	Lobby	Lobby	CRC has taken on Business Alliance in FY20/21
	Key Parties	CEO, CDO, Local Businesses, Community Groups	CEO, CDO, Local Businesses, Community Groups	CEO, CDO, Local Businesses, Community Groups	CEO, CDO, Local Businesses, Community Groups	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
4.3.2b Support community groups in endeavours to improve existing, or create new, tourist attractions	Activity	Support	Support	Support	Support	Ongoing; supported by CAS program.
	Key Parties	CDO, Community Groups	CDO, Community Groups	CDO, Community Groups	CDO, Community Groups	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
4.3.3b Maintain relationship with Astrotourism WA to assist to grow market in Mingenew	Activity	Support	Support	Support	Support	Ongoing.
	Key Parties	CDO, Astrotourism WA	CDO, Astrotourism WA	CDO, Astrotourism WA	CDO, Astrotourism WA	
	Financial	Operating Budget (GL3912)	Operating Budget (GL3912); DCP project (\$18,000)	Operating Budget (GL3912)	Operating Budget (GL3912)	
5.1.1a Plan, fund and install public Wi-Fi in Mingenew town centre	Activity	Plan/ Fund	Investigate/ Review	Install		Completed in FY21/22
	Key Parties	CEO	CEO, ICT Contractor	CEO, ICT Contractor		
	Financial	Operating Budget, \$10,000 (GL3864)	Operating Budget	LRCI-E funding: \$15,000		

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
5.1.2a Continue to engage with, and support, Digital Farms project rollout	Activity	Support	Deliver	Support	Support	Support, in a lobbying capacity
	Key Parties	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	
	Financial	Operating Budget	Operating Budget; Drought Communities Program (\$15,000)	Operating Budget; Insurance claim: \$20,000 Funding to be sought: \$60,000	Operating Budget	
5.1.3b Continue to lobby for improved mobile telephone coverage throughout the Shire	Activity	Lobby	Lobby	Lobby	Lobby	Ongoing;
	Key Parties	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	CEO, Council, MWDC, Telecommunications Contractor	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
5.2.2a Continue to engage with MWCCI and RSM Business Local to draw services into Mingenew	Activity	Lobby	Lobby	Lobby/Support	Lobby/Support	Ongoing; CRC actively engaged in this space.
	Key Parties	CEO, Local Business Support Agencies	CEO, Local Business Support Agencies	CEO, Local Business Support Agencies, CRC	CEO, Local Business Support Agencies, CRC	
	Financial	Operating Budget	Operating Budget	Operating Budget	Operating Budget	
5.2.2b Support efforts to establish small business incubator or shared	Activity	Plan	Fund/Plan	Deliver	Support	Establishment works completed in FY 21/22; activation to take place in 22/23.
	Key Parties	CEO, Local Business Support Agencies	CEO, Local Business Support Agencies, Funding Bodies	CEO, Local Business Support Agencies, Funding Bodies	CDO, Local Business Support Agencies	

Project	Resourcing	19/20	20/21	21/22	22/23	Comments (June 2022)
working space in Mingenew	Financial	Operating Budget	DCP (\$10,000)	DCP (\$10,000)	Operating Budget	
5.2.2c Conduct audit of local home-based/micro-businesses	Activity			Audit	Audit	Not completed in FY21/22; can occur as part of activation of 5.2.2b
	Key Parties			CDO, Local micro-businesses	CDO, Local micro-businesses	
	Financial			Operating budget	Operating budget	
5.2.2d Support local small businesses to enable ongoing delivery of key services	Activity				Support	New activity for FY22/23 to encompass work undertaken to try to secure ongoing operations of local supermarket and, where possible, assist with sale of other local businesses
	Key Parties				CEO, local businesses	
	Financial				Operating budget	
5.2.3a Conduct audit of available light industrial land, with view to identifying areas for expansion	Activity		Deliver		Review	Completed in FY19/20; limited land currently available.
	Key Parties		CEO, State Govt			
	Financial		Operating Budget			

6. LINKS TO OTHER PLANS

WORKFORCE PLAN

The Shire of Mingenew adopted a new Workforce Plan (2021-2025) in 2021, focusing on four core areas:

Attraction and Retention – to attract and retain the right people that are passionate about living and working in Mingenew

Culture and Performance – cultivating a positive workplace culture that is drive by our values and community aspirations

Key Projects and Managing Change – support the community to grow and prosper by effectively responding to change and emerging needs

Learning and Development – developing our people capabilities to be passionate and innovative contributors to the success of our organisation

The Corporate Business Plan links into the strategies and principles outlined in the Workforce Plan, as noted in Section 3.

LONG TERM FINANCIAL PLAN

The Shire of Mingenew's Long-Term Financial Plan (2012-2022) was last reviewed in May 2017. A subsequent review was held off pending completion of the Strategic Community Plan and Corporate Business Plan.

A new LTFP (2023-2032) is scheduled for adoption shortly after the adoption of the FY22/23 budget.

ASSET MANAGEMENT PLAN

The Shire of Mingenew's Asset Management Plan was updated in April 2019. The update significantly modernised the previous version (adopted February 2012) but contains figures and assumptions from the 2013-17 Corporate Business Plan and 2012-2022 Long Term Financial Plan.

The 2019 Review of the AMP ensures that the Shire possesses a compliant document to guide future Asset Management activities, and to chart a path forward for improvement in this area. The 2022/23 review of the AMP will incorporate updated data from both this CBP and the next iteration of the LTFP, bringing this document into better alignment with the Shire's Integrated Planning Framework.

7. RISK MANAGEMENT

The Shire of Mingenew maintains a Risk Management Register as part of its Enterprise Risk Management system. This Register captures and tracks a range of operational and strategic risks, their treatments, and the Shire's progress in addressing areas of significant residual risk. This document is reviewed regularly by both Shire staff and Council's Audit and Risk Committee.

Our operational risks are broken down across the following areas:

Risk Area	Consequence Categories	Residual Risk Rating	Control Measures
Asset Management	Financial / Property	High	Adequate
IT & Communications	Service Interruption / Financial	Moderate	Effective
Project/ Change Management	Financial / Service Interruption / Reputation	Moderate	Effective
Safety & Security	Health / Financial / Service Interruption / Compliance	High	Adequate
Business Disruption	Service Interruption / Reputation / Financial	Moderate	Adequate
Community Engagement	Reputation / Compliance	Moderate	Effective
Document Management	Compliance / Service Interruption / Financial	Moderate	Adequate
Employment Practices	Compliance / Service Interruption	Moderate	Adequate
Environment	Financial / Reputation	Moderate	Adequate
Facilities, Venues & Events	Financial / Reputation	Moderate	Adequate
Governance & Compliance	Compliance / Reputation / Financial	Moderate	Effective
Misconduct	Financial / Reputation	Moderate	Effective
Procurement & Contracting	Compliance / Financial	Moderate	Adequate
External Theft & Fraud	Service Interruption / Financial / Reputation	Moderate	Adequate
Errors, Omissions & Delays	Reputation	Low	Adequate

We also have several key strategic risks which some of the projects listed in this Plan will seek to address:

Risk Category	Risk Description	Trend
Governance	Failure to govern effectively, transparently and in compliance with legislation	Stable
Workforce	Failure to meet organisational objectives through effective/efficient use of human resources and effective workforce planning.	Stable
Asset Management	Ineffective asset management of Shire owned assets and facilities- risk for long term sustainability if the Shire fails to adequately plan for funding of major projects and asset management replacement	Increased
IT	Ineffective Information Security Systems resulting in malicious or accidental loss or manipulation of data	Decreased
Social & Financial	Inability to manage community expectations and increasing demands of community groups	Stable
Legal	Increased exposure to litigation	Increased
Social & Financial	Ineffective strategies to optimise economic development of the Shire	Decreased
Financial	Reduction in funding available for local government	Stable
Emergency Management	Failure to plan for Disaster Recovery	Stable
IT	Inefficient operations as a result of sub-standard ICT environment	Stable
Workforce	Organisational Culture	Stable
Governance	Council - Organisation Culture impacting on organisational reputation, effective decision making and staff well being	Stable

8. MEASURING OUR PERFORMANCE

As with any plan, it is important that we track the progress and measure the effectiveness of this document to ensure that we are working towards our strategic and operational goals. In addition to delivering the various projects and initiatives listed in Section 5, which will be reviewed and reported on annually, we have a number of ongoing and stretch goals that we are seeking to achieve through this Plan.

Strategy	Goal	Due Date	Comment
Leading Mingenew	Community satisfaction with Council communication > 90% approval, to be measured by survey	Biennially	Survey to take place June 2022
	Downward trending staff turnover rate to <10% by 2023	Every year	Turnover grew in FY21/22 to 63.64%; with the review of this document in 22/23, it is suggested that this KPI be reviewed as it may be unrealistically low in the current labour market environment.
	Financial ratios within recommended industry guidelines	Every year	We continue to meet benchmark levels for ratios, with the exception of the Operating Surplus Ratio – which we consistently fall outside of due to our high reliance on external funding. The ratio framework is currently under review.
	Unqualified audit results	Every year	Unqualified audit again delivered for FY20/21
Love Living in Mingenew	Full day 5 day a week childcare service operating by 2023	December 2023	Ongoing; in 21/22 day care centre management changes from CRC to REED
	Active and well used public open spaces developed and maintained	Ongoing; measure in survey	
	Achievement of DAIP outcomes within times allocated to support an accessible community	Ongoing; managed through DAIP	Annual Progress Reports to Department of Communities outlining achievements.
	Effective community volunteering model developed as a pilot by 2021	December 2021	Not yet achieved, but work continues to try to address this issue
Growing Mingenew	4 x new businesses attracted to set up in Mingenew	1 in 20/21, 1 in 21/22, 2 in 22/23 –	The Hinterland Collective and Wildside Coffee were both established, but closed.
	20 x Houses built (different configurations)	5 in the life of this plan	In FY21/22 the Shire sold 8 vacant lots with provision for residential building to occur within 2 years. TC Seroja has slowed this process, but building approvals have been given for 3 new houses in town in FY 21/22

	1 x Community Hub developed or redeveloped	By December 2022 –	On track. Railway Station renovations to be completed mid-2022. The Exchange Mingenew to be established by end of FY21/22
	3 x Value adding Agricultural businesses established from Mingenew	1 each in 20/21, 21/22, 22/23	No progress made.
We'll See you in Mingenew	Increase in level of activity for visitors to Mingenew, extend their stays and increase out of season tourism	Commence measurement in 19/20,	Anecdotally visitation is strong with some measurement completed in FY21/22. More to occur in FY22/23 as CRC take on visitor centre management in old Bank building
	1 x Railway precinct development and exchange, hub, arts space development	December 2022	Railway Station renovations to be completed mid-2022. The Exchange Mingenew to be established by end of FY21/22
	20 new residents move to Mingenew by 2023	June 2023 – Census data to be reviewed in 21/22	Census data not yet available
	Increase visitation and overnight stays by 2021	By June 2021	Anecdotally, this has taken place based on feedback from local accommodation providers. The proportion of contractors versus tourists is however unknown
Making Business Easy in Mingenew	Enterprise grade internet services delivered to shire and farms by 2022	December 2022;	Available following rebuild of telecommunications mast following TC Seroja
	Community continues to have access to banking facilities and services	Ongoing;	Available through Mingenew Post Office
	Local businesses sustain current employment numbers in short term, grow by 15% in medium term	Ongoing; 5% growth by end of this Plan – review Census data in 2021/22	Census data not yet released. Anecdotally however employment numbers have fallen and local businesses are struggling to attract and retain staff due to tight labour market conditions

9. COMPLETED ITEMS

The following project items have been completed:

Project	Year Completed	Notes
1.1.1a 5-year road maintenance/construction program	19/20	Subject to annual review
1.1.1b Coalseam Bridge upgrade	21/22	
1.1.1d Phillip Street Parking upgrade	21/22	
1.1.1e Completion of town street sealing		
1.1.2c Audit and reseal of town carparks	21/22	
1.1.2d Installation of Solar Power system at Shire Office and Rec Centre	20/21	
1.1.2f Upgrade of Shire depot shedding	21/22	
1.1.2e Upgrade of water infrastructure at Rec Centre	20/21	
1.2.1d Review Rural Rating Methodology	20/21	Will need to be reviewed periodically
1.2.3a Update and implement Workforce Plan	20/21	Will undergo biennial review
1.2.3b Build HR policy and procedure framework	20/21	Will undergoing regular review
1.2.3c Continue to remunerate staff competitively	20/21	Will form part of Workforce Plan implementation and review process
1.2.3d Investigate corporate membership of LG Professionals to allow reduced cost access to training and networking opportunities for staff	20/21	Implemented; operating item
1.2.4b Review and upgrade ICT environment	21/22	Moved to cloud environment; operation item to be reviewed periodically
1.4.2a Transition from landfill to transfer station	21/22	Operating item
1.4.2c Implementation of Container Deposit Scheme	21/22	Taken on by community groups; can also be incorporated to transfer station operations
5.1.1a Plan, fund and install Wi-Fi in Mingenew town centre	21/22	Operating item



Shire of Mingenew Register of Delegated Authority (NCR221944)

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Version	Author	Version Description	Date Completed
1.0	GO & CEO	Draft Approved by CEO	05/06/2018
1.0	COUNCIL	Adopted by Council	20/06/2018
1.1	COUNCIL	CD12 altered – CGG Building Officers removed	18/07/2018
1.2	COUNCIL	CD13 altered – s18(5) added to delegation	19/09/2018
1.3	COUNCIL	Updated Council Delegations to Committees & Task Specific Delegations (NLM19931)	19/12/2018
1.4	COUNCIL	Annual Review by Council – see changes as per April 2019 Minutes	17/05/2019
1.5	GO & CEO	Updated CEO to Staff Delegations & CEO Authorisations (Parts 5 & 6)	26/06/2019
1.6	COUNCIL	Annual Review by Council – see changes as per May 2020 Minutes	20/05/2020
1.7	COUNCIL	Annual Review by Council – see changes as per June 2021 Minutes	16/06/2021
1.8	COUNCIL	Annual Review by Council – see changes as per June 2022 Minutes	15/06/2022

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The Purpose of Delegating Authority

The aim of delegated authority is to assist with improving the time taken to make decisions within the constraints allowed by the relevant legislation. This is consistent with the Shire of Mingenew's (the Shire) commitment to a strong customer service focus. The register details the related document(s) where the power to delegate is derived from. This enables easier cross-referencing. This delegated authority register will be reviewed in accordance with the Local Government Act 1995 (the Act) on an annual basis.

Council's Understanding

It is the understanding of Council that by delegating its authority it is granting sufficient power to enable the Shire's responsibilities to be fulfilled in a timely, open and accountable manner.

It is the expectation of Council that the Chief Executive Officer and other officers will use the delegated authority conferred on them in a manner that aligns with Council's values and objectives, and they will demonstrate appropriate judgment and accountability in regard to the circumstances and extent of the use of that power.

Legislation

The Local Government Act 1995 allows for a local government to delegate to the Chief Executive Officer (CEO) the exercise of any of its powers or the discharge of any of its duties under the Act except those listed in section 5.43. All delegations made by the Council must be by absolute majority decision [s5.42 (1)].

Associated Legislation

Legislation other than the Local Government Act 1995, its regulations and the local government's local laws created under the Act where delegations or authorisations may occur are as follows: -

- Building Act 2011
- Road Traffic Act 1974
- Public Health Act 2016
- Road Traffic (Vehicles) Act 2012
- Caravan Parks and Camping Grounds Act 1955
- Bush Fires Act 1954
- Planning and Development Act 2005
- Shire of Mingenew Local Planning Scheme No. 4
- Food Act 2008
- Dog Act 1976
- Cat Act 2011

Delegation by the Chief Executive Officer

The Act allows for the CEO to delegate any of the powers to another employee [s5.44 (1)]. This must be done in writing [s5.44 (2)]. The Act allows for the CEO to place conditions on any delegations [s 5.44 (4)].

A register of delegations relevant to the CEO and other employees is to be kept and reviewed at least once every financial year [s.5.46(1) and (2)]. If a person is exercising a power or duty that they have been delegated, the Act requires that records be kept whenever the delegated authority is used {[s 5.46 (3)]}.


The record is to contain the following information:

- how the person exercised the power or discharged the duty;
- when the person exercised the power or discharged the duty; and
- the persons or classes of persons, other than council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge of the duty {Local Government (Administration) Regulations 1996 Regulation 19.

A person to whom a power is delegated under the Act is considered to be a 'designated employee' under s5.74(b) of the Act and is required to complete a primary and annual return each year

Title:	SD01 Instruction of Authorisation – Sign Development Applications for Crown Land as Owner		
Delegation No:	SD01		
Delegation from:	State Government	Delegation to:	Chief Executive Officer

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated :	<p style="text-align: center;">DoL FILE 1738/2002v8; 858/2001v9</p> <p style="text-align: center;"><i>PLANNING AND DEVELOPMENT ACT 2005</i></p> <p style="text-align: center;">INSTRUMENT OF AUTHORISATION</p> <p>I, Donald Terrence Redman MLA, Minister for Lands, a body corporate continued by section 7(1) of the <i>Land Administration Act 1997</i>, under section 267A of the <i>Planning and Development Act 2005</i>, HEREBY authorise, in respect of each local government established under the <i>Local Government Act 1995</i> and listed in Column 2 of the Schedule, the person from time to time holding or acting in the position of Chief Executive Officer of the relevant local government, to perform the powers described in Column 1 of the Schedule subject to the conditions listed in Column 3 of the Schedule.</p> <p>Dated the <i>2nd</i> day of <i>June</i> 2016</p> <p style="text-align: center;"></p> <p>HON DONALD TERRENCE REDMAN MLA MINISTER FOR LANDS</p>
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SCHEDULE

This is the Schedule referred to in an Instrument of Authorisation relating to Development Applications under the *Planning and Development Act 2005*

Column 1

The power to sign as owner in respect of Crown land that is:

- a reserve managed by the local government pursuant to section 46 of the *Land Administration Act 1997* and the development is consistent with the reserve purpose and the development is not for a commercial purpose; or
- the land is a road of which the local government has the care, control and management under section 55(2) of the *Land Administration Act 1997* and where there is no balcony or other structure proposed to be constructed over that road unless that structure comes within the definition of a "minor encroachment" in the Building Regulations 2012 (Regulation 45A), or is an "awning, verandah or thing" (Regulation 45B), or is a ground anchor, and where the development is consistent with the use of the land as a road,

in respect of development applications being made under or referred to in:

- (i) section 99(2) of the *Planning and Development Act 2005* in respect of development for which approval is required under a regional interim development order (as that term is defined in that Act);
- (ii) section 103(2) of the *Planning and Development Act 2005* in respect of development for which approval is required under a local interim development order (as that term is defined in that Act);
- (iii) section 115 of the *Planning and Development Act 2005* in respect of development within a planning control area (as that term is defined in that Act);
- (iv) section 122A of the *Planning and Development Act 2005* in respect of which approval is required under an improvement scheme (as that term is defined in that Act);
- (v) section 162 of the *Planning and Development Act 2005* in respect of developments for which approval is required under a planning scheme or interim development order (as those terms are defined in that Act);
- (vi) section 163 of the *Planning and Development Act 2005* in respect of development on land which is comprised within a place entered in the Register maintained by the Heritage Council under the *Heritage of Western Australia Act 1990*, or of which such a place forms part;
- (vii) section 171A of the *Planning and Development Act 2005* in respect of a prescribed development application (as that term is defined in that section of that Act).

Column 2

City of Albany
City of Amadale
Shire of Ashburton
Shire of Augusta-Margaret River
Town of Bassendean
City of Bayswater
City of Belmont
Shire of Beverley
Shire of Boddington
Shire of Boyup Brook
Shire of Bridgetown-Greenbushes
Shire of Brookton
Shire of Broome
Shire of Broomehill-Tambellup
Shire of Bruce Rock
City of Bunbury
Shire of Busselton
Town of Cambridge
City of Canning
Shire of Capel
Shire of Carnamah
Shire of Carnarvon
Shire of Chapman Valley
Shire of Chitterling
Shire of Christmas Island
Town of Claremont
City of Cockburn
Shire of Cocos (Keeling) Islands
Shire of Collie
Shire of Coolgardie
Shire of Coorow
Shire of Corrigin
Town of Cottesloe
Shire of Cranbrook
Shire of Cuballing
Shire of Cue
Shire of Cunderdin
Shire of Dalwallinu
Shire of Dandaragan
Shire of Dardanup
Shire of Denmark
Shire of Derby/West Kimberley
Shire of Dornbrook-Balingup
Shire of Dowerbin
Shire of Dumbleyung
Shire of Dundas
Town of East Fremantle
Shire of East Pilbara
Shire of Esperance
Shire of Exmouth
City of Fremantle
City of Greater Geraldton

Column 3

In accordance with and subject to approved Government Land policies

Any signature subject to the following endorsement:
Signed only as acknowledgement that a development application is being made in respect of a proposal that includes Crown land, Crown reserves under management for the purpose, or a road and to permit this application to be assessed under the appropriate provision of the *Planning and Development Act 2005* (including any planning scheme). The signature does not represent approval or consent for planning purposes. Further, in the event that development approval is granted for the proposal, the above signature should not be taken as an acknowledgement of or consent to the commencement or carrying out of the proposed development or to any modification of the tenure or reservation classification of the Crown land component.

Shire of Nannup
 Shire of Narembean
 Shire of Narrogin
 Town of Narrogin
 City of Nedlands
 Shire of Nganyatjaraku
 Shire of Northam
 Shire of Northampton
 Shire of Nungarin
 Shire of Peppermint Grove
 Shire of Perenjori
 City of Perth
 Shire of Pingelly
 Shire of Plantagenet
 Town of Port Hedland
 Shire of Qualtrading
 Shire of Ravensthorpe
 City of Rockingham
 Shire of Roebourne
 Shire of Sandstone
 Shire of Serpentine Jarrahdale
 Shire of Shark Bay
 City of South Perth
 City of Stirling
 City of Subiaco
 City of Swan

Shire of Tannin
 Shire of Threes Springs
 Shire of Toodyay
 Shire of Trayning
 Shire of Upper Gascoyne
 Town of Victoria Park
 Shire of Victoria Plains
 Town of Vincent
 Shire of Wagin
 Shire of Wandering
 City of Wanneroo
 Shire of Waroona
 Shire of West Arthur
 Shire of Westonia
 Shire of Wilkepin
 Shire of Williams
 Shire of Wiluna
 Shire of Wongan-Ballidu
 Shire of Woodanilling
 Shire of Wyalkatchem
 Shire of Wyndham-East Kimberley
 Shire of Yalgoo
 Shire of Yalgam
 Shire of York



HON DONALD TERRENCE REDMAN MLA
 MINISTER FOR LANDS

2nd day of June 2016

Title:	SD02 WA Planning Commission – Powers of Local Governments - s.15 of the Strata Titles Act		
Delegation No:	SD02		
Delegation from:	State Government	Delegation to:	Local Government

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated:	822	GOVERNMENT GAZETTE, WA	27 March 2020
	<p>PL402</p> <p>PLANNING AND DEVELOPMENT ACT 2005</p> <p>INSTRUMENT OF DELEGATION</p> <p>Del 2020/01 Powers of Local Governments</p> <p>Delegation to local governments of certain powers and functions of the Western Australian Planning Commission relating to the issuing of certificates of approval under section 15 of the <i>Strata Titles Act 1985</i>.</p> <p>Preamble</p> <p>Under section 16 of the <i>Planning and Development Act 2005</i> (the Act) the Western Australian Planning Commission (the WAPC) may, by resolution published in the <i>Government Gazette</i>, delegate any function under the Act or any other written law to a local government, a committee established under the <i>Local Government Act 1995</i> or an employee of a local government.</p> <p>In accordance with section 16(4) of the Act, a reference in this instrument to a function or a power of the WAPC includes and extends to, without limitation or restriction, any of the powers, privileges, authorities, discretions, duties and responsibilities vested in or imposed on the WAPC by the Act or any other written law as the case requires.</p> <p>Resolution under section 16 of the Act (delegation)</p> <p>On 19 March 2020, pursuant to section 16 of the Act, the WAPC RESOLVED—</p> <p>A. To delegate to local governments, and to members and officers of those local governments, its powers and functions under section 15 of the <i>Strata Titles Act 1985</i> as set out in clause 1 of Schedule 1, within their respective districts, subject to the conditions set out in clause 2 of Schedule 1;</p> <p>B. To declare that this instrument recording its resolution is to take effect upon the proclamation of the <i>Strata Titles Amendment Act 2018</i>.</p> <p style="text-align: right;">SAM FAGAN, Secretary, Western Australian Planning Commission.</p> <p style="text-align: center;">—————</p> <p style="text-align: center;">Schedule 1</p> <p>1. Applications made under section 15 of the <i>Strata Titles Act 1985</i></p> <p>Power to determine applications for the issuing of a certificate of approval under section 15 of the <i>Strata Titles Act 1985</i>, except those applications that—</p> <p>(a) propose the creation of a vacant lot;</p> <p>(b) propose vacant air stratas in multi-tiered strata scheme developments;</p> <p>(c) propose the creation or postponement of a leasehold scheme;</p> <p>(d) in the opinion of the WAPC as notified to the relevant local government in writing, or in the opinion of the relevant local government as notified to the WAPC in writing, relate to—</p> <p>i. a type of development; and/or</p> <p>ii. land within an area,</p> <p>which is of state or regional significance, or in respect of which the WAPC has determined is otherwise in the public interest for the WAPC to determine the application.</p> <p>2. Reporting requirements</p> <p>A local government that exercises the power referred to in clause 1 is to provide WAPC with data on all applications determined under this Instrument of Delegation at the conclusion of each financial year in the format prescribed by the WAPC.</p>		

Title:	SD03 Traffic Management - Events on Roads		
Delegation No:	SD03		
Delegation from:	State Government	Delegation to:	Local Government

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated :	<p style="text-align: center;">WESTERN AUSTRALIA ROAD TRAFFIC CODE 2000 REGULATION 297(2) INSTRUMENT OF AUTHORISATION</p> <p style="text-align: center;">RELATING TO TRAFFIC MANAGEMENT FOR EVENTS</p> <p>Pursuant to Regulation 297(2) of the <i>Road Traffic Code 2000</i> the Commissioner of Main Roads ("the Commissioner") hereby authorises (<u>Insert name of Local Government</u>) (Authorised Body") by itself, its employees, consultants, agents and contractors (together "Representatives") to, from the date indicated below, erect, establish, display, alter or take down such road signs of whatsoever type or class (except for permanent traffic control signals) as may be required for the purpose and duration of any:</p> <ul style="list-style-type: none"> i) "event" subject to an order from the Commissioner of Police pursuant to Part VA of the <i>Road Traffic Act 1974</i>; ii) race meeting or speed test for which the Minister referred to in section 83 of the <i>Road Traffic Act 1974</i> has, under that provision, temporarily suspended the operation of any provisions of the <i>Road Traffic Act 1974</i> or regulations made under that Act; or iii) public meeting or procession the subject of a permit granted by the Commissioner of Police under the <i>Public Order in Streets Act 1984</i>; <p>or as may be required for the purpose of controlling traffic on a road adjacent to, or in the vicinity of, any event or organised activity approved by the Authorised Body under its local laws, on a road (other than a main road or highway) within its jurisdiction, SUBJECT ALWAYS to the following terms and conditions:</p> <ul style="list-style-type: none"> (a) the Authorised Body shall at all times observe, perform and comply with the provisions of the "Traffic Management for Events Code of Practice" (as amended or replaced from time to time in consultation with the Traffic Management for Events Advisory Group) issued by Main Roads Western Australia ("the Code") referring to the version which is current at the time of the event, a copy of which can be obtained from Main Roads Western Australia from www.mainroads.wa.gov.au or by contacting Main Roads by phone; (b) the Authorised Body shall develop and implement procedures that will satisfy the Commissioner that traffic management implemented by the Authorised Body, its employees, agents and contractors will in all respects conform to and comply with the requirements of the Code; and (c) the Authorised Body shall ensure that its Representatives comply with the terms and conditions identified above at paragraphs (a) and (b) as if they were named in those paragraphs in place of the Authorised Body. <p>By executing and returning the acknowledgment at the foot of this authorisation, the Authorised Body agrees to observe, perform and comply with the above terms and conditions.</p> <p>The powers in this Instrument of Authorisation do not change or replace:</p> <ul style="list-style-type: none"> 1) any prior Instrument of Authorisation from the Commissioner of Main Roads for the purposes of undertaking traffic management for works on roads; and 2) any powers and responsibilities of a local government provided in regulation 9 of the <i>Road Traffic (Events on Roads) Regulations 1991</i>. <p style="text-align: right;">Page 1 of 2</p>
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Title:	SD04 Traffic Management – Road Works		
Delegation No:	SD04		
Delegation from:	Main Roads WA	Delegation to:	Local Government

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated:	<p style="text-align: center;">WESTERN AUSTRALIA ROAD TRAFFIC CODE 2000 REGULATION 297(2) INSTRUMENT OF AUTHORISATION</p> <p>Pursuant to Regulation 297(2) of the Road Traffic Code 2000 the Commissioner of Main Roads ("the Commissioner") hereby authorises ("Authorised Body") by itself, its employees, consultants, agents and contractors (together "Representatives") to, from the date indicated below, erect, establish, display, alter or take down such traffic signs and traffic control devices of whatsoever type or class (except for permanent traffic control signals) as may be required for the purpose and duration of any works, survey or inspection, associated with the construction, maintenance or repair on a road (other than a main road or highway), any adjoining land or any portion thereof within its jurisdiction, SUBJECT ALWAYS to the following terms and conditions:</p> <ul style="list-style-type: none"> (a) the Authorised Body shall at all times observe, perform and comply with the provisions of the "Traffic Management for Works on Roads Code of Practice" (as amended or replaced from time to time in consultation with the Traffic Management for Roadworks Advisory Group) issued by Main Roads Western Australia ("the Code") referring to the version which is current at the time of the relevant works, a copy of which can be obtained from Main Roads Western Australia from www.mainroads.wa.gov.au or by contacting Main Roads by phone; (b) the Authorised Body shall develop and implement procedures that will satisfy the Commissioner that traffic management implemented by the Authorised Body, its employees, agents and contractors will in all respects conform to and comply with the requirements of the Code; and (c) the Authorised Body shall ensure that its Representatives comply with the terms and conditions identified above at paragraphs (a) and (b) as if they were named in those paragraphs in place of the Authorised Body. <p>By executing and returning the acknowledgment at the foot of this authorisation, the Authorised Body agrees to observe, perform and comply with the above terms and conditions.</p> <p>This Instrument of Authorisation replaces any prior Instrument of Authorisation under Regulation 297(2) of the Road Traffic Code 2000 between the Commissioner and the Authorised Body. The Commissioner's delegation dated 17 July 1975 to a number of Local Governments outside the Perth metropolitan area, is not affected by this Instrument of Authorisation except that this Instrument of Authorisation prevails wherever roadworks are concerned. That 1975 delegation was made under Regulation 301 of the Road Traffic Code 1975 and related to non-regulatory signage.</p>
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Title:	SD05 Approval for Certain Local Government Vehicles as Special Use		
Delegation No:	SD05		
Delegation from:	State Government	Delegation to:	Local Government

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated:	<div data-bbox="424 472 549 573" data-label="Image"> </div> <div data-bbox="553 483 904 573" data-label="Text"> <p>Government of Western Australia Department of Transport Driver and Vehicle Services</p> </div> <div data-bbox="627 598 1149 633" data-label="Section-Header"> <h3>ROAD TRAFFIC (VEHICLES) ACT 2012</h3> </div> <div data-bbox="679 656 1090 687" data-label="Text"> <p><i>Road Traffic (Vehicles) Regulations 2014</i></p> </div> <div data-bbox="772 703 997 734" data-label="Text"> <p>RTVR-2017-202046</p> </div> <div data-bbox="458 768 1311 826" data-label="Section-Header"> <h4>APPROVAL UNDER REGULATION 327(4)(f) FOR CERTAIN LOCAL GOVERNMENT VEHICLES AS SPECIAL USE VEHICLES</h4> </div> <div data-bbox="418 853 1339 1028" data-label="Text"> <p>Pursuant to the <i>Road Traffic (Vehicles) Regulations 2014</i> (the <i>Regulations</i>), I, Christopher Davers, Assistant Director Strategy and Policy, Driver and Vehicle Services, Department of Transport, and delegate of the Chief Executive Officer of the Department of Transport by way of a delegation instrument dated 7 August 2017, hereby approve vehicles owned by a local government and ordinarily used by persons authorised or appointed by that local government to perform functions on its behalf under:</p> </div> <div data-bbox="529 1039 1332 1290" data-label="List-Group"> <ul style="list-style-type: none"> (a) the <i>Local Government Act 1995</i>; (b) regulations made under the <i>Local Government Act 1995</i>; (c) a local law; (d) any other legislation empowering a local government to authorise or appoint persons to perform functions on the behalf of the local government (including but not limited to the <i>Dog Act 1976</i>); or (e) any combination of the above paragraphs (a) to (d); </div> <div data-bbox="414 1299 1300 1415" data-label="Text"> <p>as special use vehicles for the purposes of paragraph "f" of the definition of "special use vehicle" in regulation 327(4) of the <i>Regulations</i>, with the effect that those vehicles may be fitted with one or more yellow flashing lights under regulation 327(3)(b) of the <i>Regulations</i>, subject to the following conditions:</p> </div> <div data-bbox="798 1438 960 1467" data-label="Section-Header"> <h4>CONDITIONS</h4> </div> <div data-bbox="454 1487 1343 1964" data-label="List-Group"> <ol style="list-style-type: none"> 1. Those lights must emit rotating, flashing yellow coloured light(s) and must not be a strobe light. 2. At least one flashing light shall be mounted on top of the vehicle and when lit, shall be visible in normal daylight up to a distance of not less than 200 metres to vehicles approaching from any direction. 3. No part of the lens of the flashing lights is visible either directly or indirectly to the driver when seated in the normal driving position. 4. If more than one flashing light is fitted, they must be placed symmetrically about the centre line of the vehicle or combination of vehicles. 5. An on/off switch for the flashing lights must be installed so as to be easily operated from the driver's seat. 6. Any additional equipment fitted to the vehicle must not interfere with the overall safe operation of the vehicle. 7. Any vehicle fitted with flashing lights for the purposes of this approval must: </div>
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Title:	SD52 Noise Control - Environmental Protection Notices [Reg.65(1)]		
Delegation No:	SD52		
Delegation from:	State Government	Delegation to:	Chief Executive Officer

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated:	Published by: Environment	GOVERNMENT GAZETTE Western Australia Previous Close Next	No. 47. 19-Mar-2004 Page: 919 Pdf - 476kb
	<p>EV401</p> <p>ENVIRONMENTAL PROTECTION ACT 1986</p> <p>Section 20</p> <p>Delegation No. 52</p> <p>Pursuant to section 20 of the <i>Environmental Protection Act 1986</i>, the Chief Executive Officer hereby delegates as follows—</p> <p>Powers and duties delegated—</p> <p>All the powers and duties of the Chief Executive Officer, where any noise is being or is likely to be emitted from any premises not being premises licensed under the Act, to serve an environmental protection notice under section 65(1) in respect of those premises, and where an environmental protection notice is so served in such a case, all the powers and duties of the Chief Executive Officer under Part V of the Act in respect of that environmental protection notice.</p> <p>Persons to whom delegation made—</p> <p>This delegation is made to any person for the time being holding or acting in the office of Chief Executive Officer under the <i>Local Government Act 1995</i>.</p> <p>Pursuant to section 59(1)(e) of the <i>Interpretations Act 1984</i>, Delegation No. 32, dated 4 February 2000 is hereby revoked.</p> <p>Dated this 9th day of January 2004.</p> <p>Approved—</p> <p>FERDINAND TROMP, A/Chief Executive Officer.</p> <p>Dr JUDY EDWARDS MLA, Minister for the Environment.</p>		

Title:	SD112 Noise Management Plans – Keeping Logbooks, Noise Control Notices, Calibration and Approval of Non-Complying Events		
Delegation No:	SD112		
Delegation from:	State Government	Delegation to:	Chief Executive Officer

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated :	<p>Published by: GOVERNMENT GAZETTE No. 232. 20-Dec-2013 Environment Western Australia Page: 6282 Pdf - 3Mb Previous Close Next</p>		
	<p>EV402</p> <p>ENVIRONMENTAL PROTECTION ACT 1986</p> <p>Delegation No. 112</p> <p>I, Jason Banks, in my capacity as Acting Chief Executive Officer of the Department of Environment Regulation responsible for the administration of the <i>Environmental Protection Act 1986</i> ("the Act"), and pursuant to section 20 of the Act, hereby delegate to any person for the time being holding or acting in the office of a Chief Executive Officer under the <i>Local Government Act 1995</i>, my powers and duties under the <i>Environmental Protection (Noise) Regulations 1997</i>, other than this power of delegation, in relation to--</p> <ul style="list-style-type: none"> (a) waste collection and other works--noise management plans relating to specified works under regulation 14A or 14B; (b) bellringing or amplified calls to worship--the keeping of a log of bellringing or amplified calls to worship requested under regulation 15(3)(c)(vi); (c) community activities--noise control notices in respect of community noise under regulation 16; (d) motor sport venues--noise management plans in relation to motor sport venues under Part 2 Division 3; (e) shooting venues--noise management plans in relation to shooting venues under Part 2 Division 4; (f) calibration results--requesting, under regulation 23(b), details of calibration results undertaken and obtained under Schedule 4; (g) sporting, cultural and entertainment events--approval of events or venues for sporting, cultural and entertainment purposes under Part 2 Division 7, subject to the following limitation-- <ul style="list-style-type: none"> (i) Subregulation 18(13)(b) is not delegated. <p>Under section 59(1)(e) of the <i>Interpretation Act 1984</i>, Delegation No. 68, gazetted 22 June 2007 is hereby revoked.</p> <p>Dated the 12th day of December 2013.</p> <p style="text-align: right;">JASON BANKS, Acting Chief Executive Officer.</p> <p>Approved by--</p> <p style="text-align: right;">JOHN DAY, Acting Minister for Environment, Heritage.</p>		

Title:	SD119 Noise Management Plans - Construction Sites		
Delegation No:	SD119		
Delegation from:	State Government	Delegation to:	Chief Executive Officer

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power Delegated:	<p>Published by: GOVERNMENT GAZETTE No. 71. 16-May-2014 Environment Western Australia Page: 1548 Pdf - 2Mb Previous Close Next</p>		
	<p>EV405</p> <p>ENVIRONMENTAL PROTECTION ACT 1986</p> <p>Delegation No. 119</p> <p>I, Jason Banks, in my capacity as the Acting Chief Executive Officer of the Department responsible for the administration of the <i>Environmental Protection Act 1986</i> ("the Act"), and pursuant to section 20 of the Act, hereby delegate to the holder for the time being of the offices of:-</p> <p>(a) Chief Executive Officer under the <i>Local Government Act 1995</i>; and</p> <p>(b) to any employee of the local government under the <i>Local Government Act 1995</i> who is appointed as an Authorised Person under section 87 of the Act,</p> <p>all my powers and duties in relation to noise management plans under regulation 13 of the <i>Environmental Protection (Noise) Regulations 1997</i>, other than this power of delegation.</p> <p>Under section 59(1)(e) of the <i>Interpretation Act 1984</i>, Delegation No. 111, gazetted 20 December 2013, is hereby revoked.</p> <p>Dated the 1st day of May 2014.</p> <p>JASON BANKS, Acting Chief Executive Officer.</p>		

Title:	CDC01 Chief Executive Officer's Performance Appraisal		
Delegation No:	CDC01		
Delegation from:	Council	Delegation to:	Executive Management Committee
Date Adopted:	19 December 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.16 - Delegation of some powers and duties to certain committees
Statutory Power Delegated:	<i>Local Government Act 1995</i> Section 5.38- Annual review of certain employee's performances
Function Delegated:	Authority to: 1. Review the performance of the Chief Executive Officer at least once in relation to every year of employment
Conditions	1. Authority is subject to the Local Government Act 1995 and its associated Regulations. 2. The review and report are to be presented to Council for acceptance [of the review], with or without modification, or to reject the review
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Local Government Act 1995</i> s5.17 - may not delegate powers/duties requiring absolute majority

Title:	CDC02 Behaviour Complaints Committee		
Delegation No:	CDC02		
Delegation from:	Council	Delegation to:	Behaviour Complaints Committee
Date Adopted:	19 May 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.16 - Delegation of some powers and duties to certain committees
Statutory Power Delegated:	<i>Local Government (Model Code of Conduct) Regulations 2021</i> Clause 12 Dealing with a complaint Clause 13 Dismissal of a complaint
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to make a finding as to whether an alleged breach the subject of a complaint has or has not occurred, based upon evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur [MCC.cl.12(1) and (3)]. In making any finding the Committee must also determine reasons for the finding [MCC.cl.12(7)]. 2. Where a finding is made that a breach has occurred, authority to: <ol style="list-style-type: none"> a. take no further action [MCC.cl.12(4)(a)]; or b. prepare and implement a plan to address the behaviour of the person to whom the complaint relates [MCC.cl.12(4)(b), (5) and (6)]. 3. Authority to dismiss a complaint and if dismissed, the Committee must also determine reasons for the dismissal [MCC.cl.13(1) and (2)].
Conditions	<ol style="list-style-type: none"> a. The Committee will make decisions in accordance with the principles and specified requirements established in Council Policy 1.1.8 Code of Conduct Behaviour Complaints Management. b. That part of a Committee meeting which deals with a Complaint will be held behind closed doors in accordance with s.5.23(2)(b) of the Act. c. The Committee is prohibited from exercising this Delegation where a Committee Member in attendance at a Committee meeting is either the Complainant or Respondent to the Complaint subject of a Committee agenda item. d. In the event of (c) above, the Committee may resolve to defer consideration to a future meeting at which the conflicted Committee Member is absent, and a Deputy Committee Member is in attendance. <p><u>NOTE TO CONDITIONS (C) AND (D):</u> The purpose of this Condition is to require that a Committee Member who is identified as either the Complainant or Respondent is required to recuse themselves by notifying the Presiding Member of their intention to be an apology for the meeting at which the Complaint is an agenda item.</p>
Cross References (if any)	
Policy:	Nil.

Procedure:	Nil.
Other Statutory:	Code of Conduct for Council Members, Committee Members and Candidates Code of Conduct Behaviour Complaints Management Policy

Title:	CD01 Payments from Municipal or Trust Funds		
Delegation No:	CD01		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government (Financial Management) Regulations 1996</i> r.12(1)(a) Payments from municipal fund or trust fund, restrictions on making.
Function Delegated:	Authority to: 1. Make payments from the municipal fund or trust fund [r12(1)(a)]
Conditions	1. Authority is subject to the Local Government Act 1995 and its associated Regulations. 2. The purchase of freehold land and real estate are to be by Council Resolution. 3. Authority to make payments is subject to annual budget limitations. 4. Verification of a payment and authorisation of the same payment cannot be undertaken by the same person. 5. Subject to the following expenditure documentation requirements as prescribed within Council's Purchasing Policy. 6. Procedures are to be administratively reviewed by the CEO for continuing compliance and confirmed as 'fit for purpose' in accordance with [r5(2)(c)] and [r5(1)] of the <i>Local Government (Financial Management) Regulations 1996</i> .

Cross References (if any)

Policy:	1.3.1 Purchasing Policy
Procedure:	Nil.
Other Statutory:	<i>Local Government Act 1995</i> <i>Local Government (Financial Management) Regulations 1996</i> Regulation 13 - Payments from municipal fund or trust fund by CEO, CEO's duties as to etc. <i>Local Government (Financial Management) Regulations 1996</i> refer specifically r.13 Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

Title:	CD02 Debts, Waivers, Concessions, Write Offs and Recovery		
Delegation No:	CD02		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	15 April 2020	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.42 - Delegation of some powers or duties to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> Section 6.12(1)(b) and (c) and (3) - Power to defer, grant discounts, waive or write off debts. Section 6.56- Rate or service charges recoverable in court
Function Delegated:	Authority to: <ol style="list-style-type: none"> 1. Waive a debt which is owed to the Shire of Mingenew [s6.12(1)(b)]. 2. Grant a concession in relation to money which is owed to the Shire of Mingenew [s6.12(3)]. 3. Write off an amount of money which is owed to the Shire of Mingenew [s6.12(1)(c)] 4. Recover debts
Conditions	<ol style="list-style-type: none"> 1. Debts for rates and service charges may be written off up to the value of \$30 in accordance with s6.12(1)(c) and applicable Council Policies and procedures. 2. The power to waive a debt or grant a concession does not apply to debts which are prescribed as debts, that are taken to be a rate or service charge. 3. A debt may only be waived where: <ol style="list-style-type: none"> a) in accordance with the Supporting the Community Policy, a local club and/or not for profit organisation submit in writing, an application to conduct activities that support the Shire's Community Strategic Plan; and b) Does not exceed the value of \$1,000 per application and is subject to the confinements of the budgetary allocation as set by Council. 4. A concession may only be granted where: <ol style="list-style-type: none"> a) In accordance with the Supporting the Community Policy a local club and/or not for profit organisation submit in writing, an application to conduct activities that support the Shire's Community Strategic Plan; and b) Does not exceed the value of \$1,000 per application and is subject to the confinements of the budgetary allocation as set by Council. 5. A debt may only be written off where all necessary measures have been taken to locate / contact the debtor and where costs associated with continued action to recover the debt will outweigh the net value of the debt if recovered by the Shire of Mingenew. 6. Limited to individual debts valued below \$100 or cumulative debts of a debtor valued below \$100. Write off of debts greater than these values must be referred for Council decision.

	<p>7. Debt recovery is to be in accordance with the Shire's Internal Debt Recovery Policy and Procedures and subject to the provisions of the Local Government Act 1995.</p> <p>8. Subject to the reporting of the exercise of this delegation to the Concept Forum each month.</p> <p>9. * During a State-declared emergency, the CEO may waive, grant a concession or write off individual debts valued below \$500 or cumulative debts of a debtor valued below \$500 (excluding rates and rate interest), and, in the case of outstanding rates, write off up to the value of the total interest on rates incurred in the current year, provided the applicant satisfies the definition of financial hardship in accordance with Council's Financial Hardship Policy. Debts greater than these values must be referred for Council decision.</p>
Cross References (if any)	
Policy:	1.3.9 Debt Collection Policy
Procedure:	Nil.
Other Statutory:	<p><i>Local Government Act 1995</i> Section 6.12 - Power to defer, grant discounts, waive or write off debts <i>Local Government (Financial Management) Regulations 1996</i> Regulation 26 - Discount, incentive, concession, waiver</p>

Title:	CD03 Rates Recovery		
Delegation No:	CD03		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.42 - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> Section 6.49 - Agreement as to payment of rates and service charges Section 6.50 - Rates or service charges due and payable Section 6.56 - Rate or service charges recoverable in court Section 6.60 - Local Government may require lessee to pay rent Section 6.76 - Grounds of objection
Function Delegated:	Authority to: <ol style="list-style-type: none"> 1. Make an agreement with a person for the payment of rates or service charges [s6.49]. 2. Authority to determine the date on which rates or service charges become due and payable to the Shire of Mingenew [s.6.50]. 3. Authority to recover rates or service charges, as well as costs of proceedings for the recovery, in a court of competent jurisdiction [s.6.56(1)]. 4. Give notice to a lessee of land in respect of which there is an unpaid rate or service charge, requiring the lessee to pay its rent to the Shire of Mingenew [s6.60(2)]. 5. Recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with a notice [s6.60(4)]. 6. Extend the time for a person to make an objection to a rate record [s6.76(4)]. 7. Consider an objection to a rate record and either allow it or disallow it, wholly or in part, providing the decision and reasons for the decision in a notice promptly served upon the person who made the objection [s6.76(5)].
Conditions	<ol style="list-style-type: none"> 1. Agreements relating to s6.49 must be in writing and must ensure acquittal of the rates or service charge debt before the next annual rates or service charges are levied, otherwise to be referred to Council for decision. 2. A delegate who has participated in any matter contributing to a decision related to the rate record, which is the subject of a Rates Record Objection, must not be party to any determination under this delegation. 3. Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	1.3.9 Debt Collection Policy 1.3.10 Financial Hardship Policy
Procedure:	1.3.9 Debt Collection Procedure

Other Statutory:	Nil.
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Title:	<i>CD04 Expressions of Interest, Tenders and Tender Exempt Procurement</i>		
Delegation No:	CD04		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Revoked	19/05/2021
Reason for revocation:	CD04 covered a number of tender functions, and it was considered appropriate to separate those to individual delegations. Delegations CD24 – CD28 replace the requirement for this delegation.		

Title:	CD05 Disposal of Land (including Buildings) via Lease or License		
Delegation No:	CD05		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.42 - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> Section 3.58(2) and (3) - Disposing of property
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to dispose of property to: <ol style="list-style-type: none"> a) to the highest bidder at public auction [s.3.58(2)(a)]. b) to the person who at public tender called by the local government makes what is considered by the delegate to be, the most acceptable tender, whether or not it is the highest tenders [s3.58(2)(b)] 2. Authority to dispose of property by private treaty only in accordance with section 3.58(3) and prior to the disposal, to consider any submissions received following the giving of public notice [s3.58(3)]
Conditions	<ol style="list-style-type: none"> a) Disposal of land and/or property [exclusive of plant and equipment- see delegation CD11] other than by lease or license requires a Council resolution. b) All new leases for commercial organisations require a Council resolution [excludes renewal]. c) Renewals of commercial organisations leases are limited to a maximum term of five years. d) Subject to the requirements of section 3.58 of the Local Government Act 1995. e) In the event an objecting submission is received this delegation does not apply and the proposal is to be presented to Council for consideration. f) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Nil.

Title:	CD06 Authorised Persons for the Purposes of the Local Government Act		
Delegation No:	CD05		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.42 - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> Section 3.24 - Authorising persons under this subdivision (Part 3, Division 3, Subdivision 2- Certain provisions about land) Section 3.39 - Power to remove and impound Section 9.10 - Appointment of authorised persons
Function Delegated:	Authority to: <ol style="list-style-type: none"> 1. Appoint persons or classes of persons as authorised persons for the purpose of fulfilling Part 3 Division 3 Subdivision 2 of the Local Government Act 1995 [s3.24]; 2. Authorise an employee in accordance with Section 3.39 to remove and impound any goods that are involved in a contravention that can lead to impounding; 3. Appoint persons or classes of persons to be authorised to perform certain functions under Part 9 Division 2 and issue them with a certificate stating they are authorised [s9.10]; 4. Appoint and authorise persons to exercise the powers and duties of an authorised person under the Shire's local laws [s9.10].
Conditions	a) Only persons who are appropriately qualified and trained may be appointed as Authorised persons. b) Subject to the reporting of the exercise of this delegation to the Concept Forum each month. <u>Recordkeeping.</u> <ol style="list-style-type: none"> 1. Instruments or Certificates of Authorisation – Copies are to be retained on the Authorised Person's personnel file. 2. A record of each Authorisation is to be retained in the Authorised Persons Register, retained as a Local Government Record.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Register of Authorised Persons

Title:	CD07 Reserves under Control of Local Government		
Delegation No:	CD07		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.53(3) Control of certain unvested facilities s.3.54(1) Reserves under control of a local government
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to agree the method for control and management of an unvested facility [thoroughfare, bridge, jetty, drain or watercourse belonging to the Crown] which is partially within 2 or more local government districts. [s.3.53(3)]. 2. Authority to do anything for the purposes of controlling and management land that is vested in or under the management of the Shire, that the Shire could do under s.5 of the Parks and Reserves Act 1895. [s.3.54(1)].
Conditions	<ol style="list-style-type: none"> a) Limited to matters where the financial implications do not exceed a relevant and current budget allocation, and which do not create a financial liability in future budgets. b) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Nil.

Title:	CD08 Thoroughfares		
Delegation No:	CD08		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government (Uniform Provisions) Regulations 1996</i> Regulation 5(2) - Interfering with, or taking from, local government land Regulation 6 - Obstruction of public thoroughfare by things placed and left — Sch. 9.1 cl. 3(1)(a) [of the LGA]. Regulation 7A - Obstruction of public thoroughfare by fallen things – Sch.9.1 cl.3(1)(b) [of the LGA]. Regulation 7 - Encroaching on public thoroughfare – Sch.9.1. cl.3(2) [of the LGA]. Regulation 9 - Permission to have gate across public thoroughfare — Sch.9.1 cl. 5(1) [of the LGA]. Regulation 11(1), (4), (6), (8) - Dangerous excavation in or near public thoroughfare — Sch. 9.1 cl. 6 [of the LGA].
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to determine, by written notice served on a person who is carrying out plastering, painting or decorating operations (the work) over or near a footpath on land that is local government property, to require the person to cover the footpath during the period specified in the notice so as to: <ol style="list-style-type: none"> a. prevent damage to the footpath; or b. prevent inconvenience to the public or danger from falling materials [ULP r.5(2)]. 2. Authority to provide permission including imposing appropriate conditions or to refuse to provide permission, for a person to place on a specified part of a public thoroughfare one or more specified things that may obstruct the public thoroughfare. [ULP r.6(2) and (4)]. 3. Authority to renew permission to obstruct a thoroughfare and to vary any condition imposed on the permission effective at the time written notice is given to the person to whom permission is granted [ULP r.6(6)]. 4. Authority to require an owner or occupier of land to remove any thing that has fallen from the land or from anything on the land, which is obstructing a public thoroughfare [ULP r.7A]. 5. Authority to require an owner occupier of land to remove any part of a structure, tree or plant that is encroaching, without lawful authority on a public thoroughfare [ULP r.7]Grant permission, including imposing appropriate conditions, or to refuse to provide permission to place on a specified part of public thoroughfare one or more specified things that may obstruct the public thoroughfare [r6.4(2) and (4)]

	<ol style="list-style-type: none"> 6. Grant permission, including imposing appropriate conditions, or to refuse to provide permission for the placement and maintenance of a gate or other device across a public thoroughfare under control of the local government [r9(1) & (4)]. 7. Authority to require an applicant to publish a notice of the application in a manner thought fit for the purpose of informing persons who may be affected by the proposed gate or device [r.9(2)]. 8. Authority to renew permission, or at any other time vary any condition, effective upon written notice to the person to whom permission was granted [r9(5)]. 9. Authority to cancel permission by written notice and request the person to whom permission was granted to remove the gate or device within a specified time [ULP r.9(6)]. 10. Authority to determine if an excavation in or on land adjoining a public thoroughfare is dangerous and take action to fill it in or fence it or request the owner / occupier in writing to fill in or securely fence the excavation [r.11(1)]. 11. Grant permission to make or make and leave an excavation of specified dimensions and in a specified way in a specified part of a public thoroughfare or on a specified part of land adjoining a public thoroughfare [r11(4)]. 13. Authority to grant permission or refuse permission to construct a specified thing on, over, or under a specified public thoroughfare or public place that is local government property [r17(3)]. 14. Authority to impose conditions on permission including those prescribed in r.17(5) and (6) [r17(5)(6)].
Conditions	<ol style="list-style-type: none"> a) Subject to the Local Government Act 1995 and its Regulations. b) Subject to the reporting of the exercise of this delegation to the Concept Forum each month. c) Actions under this Delegation must comply with procedural requirements detailed in the Local Government (Uniform Local Provisions) Regulations 1996. d) Permission may only be granted where, the proponent has: <ol style="list-style-type: none"> i. Where appropriate, obtained written permission from each owner of adjoining or adjacent property which may be impacted by the proposed obstruction. ii. Provided a bond, sufficient to the value of works that may be required if the proponent does not satisfactorily make good public assets damaged by the obstruction at the completion of works. iii. Provided evidence of sufficient Public Liability Insurance. iv. Provided pedestrian and traffic management plans which are sufficient for the protection of public safety and amenity.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Nil.

Title:	CD09 Closing of Thoroughfares		
Delegation No:	CD09		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.50- Closing certain thoroughfares to vehicles s.3.50A- Partial closure of thoroughfares for repairs or maintenance s.3.51- Affected owners to be notified of certain proposals (fixing or altering of levels or alignment, or draining water)
Function Delegated:	Authority to: 1. Close a thoroughfare managed by the Shire (wholly or partially) for a period of less than four weeks [s3.50(1)]. 2. Determine to close a thoroughfare for a period exceeding 4-weeks and before doing so, to: a) give; public notice, written notice to the Commissioner of Main Roads and written notice to prescribed persons and persons that own prescribed land; and b) consider submissions relevant to the road closure/s proposed [s.3.50(1a), (2) and (4)]. 3. Revoke an order to close a thoroughfare [s.3.50(6)]. 4. Authority to partially and temporarily close a thoroughfare without public notice for repairs or maintenance, where it is unlikely to have significant adverse effect on users of the thoroughfare [s.3.50A] 5. Before doing anything to which section 3.51 applies, take action to notify affected owners and give public notice that allows reasonable time for submissions to be made and consider any submissions made before determining to fix or alter the level or alignment of a thoroughfare or draining water from a thoroughfare to private land [s3.51].
Conditions	a) If, under s.3.50(1), a thoroughfare is closed without giving local public notice, local public notice is to be given as soon as practicable after the thoroughfare is closed [s.3.50(8)]. b) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	1.5.2 Road Closure Policy
Procedure:	Nil.
Other Statutory:	Road Traffic Act 1974 s81C. Order for road closure for event, making s81D. Road closure, how effected by local government

Title:	CD10 Powers of Entry		
Delegation No:	CD10		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.28 - When this Subdivision applies s.3.32 - Notice of Entry s.3.33 - Entry under Warrant s.3.34 - Entry in an Emergency s.3.36 - Opening Fences
Function Delegated:	Authority to: 1. Authority to exercise powers of enter to enter onto land to perform any of the local Government functions under this Act, other than entry under a Local Law [s.3.28]. 2. Give a notice of entry [s.3.32] 3. Authority to seek and execute an entry under warrant [s.3.33]. 4. Execute entry in an emergency, using such force as is reasonable [s.3.34(1) and (3)]. 5. Give notice and effect entry by opening a fence onto private land. [s.3.36]
Conditions	a) Delegated authority under s3.34(1) and (3) may only be used, where there is imminent or substantial risk to public safety or property. b) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Local Government (Miscellaneous Provisions) Act 1960 Any applicable Local Laws

Title:	CD11 Remove, Impound and Dispose of Uncollected Goods or Animals		
Delegation No:	CD11		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.40A - Abandoned vehicle wreck may be taken s.3.40A(4) – Abandoned vehicle wreck may be taken s.3.46 - Goods may be within until costs paid s.3.47 - Confiscated or uncollected goods, disposal of s.3.47A- Sick or injured animals, disposal of s.3.48 - Impounding expenses, recovery of s.3.58 - Disposing of property
Function Delegated:	Authority to: 1. Declare that an impounded vehicle is an abandoned vehicle wreck [s.3.40A(4)] 2. Authorise an abandoned wreck to be impounded [s.3.40A]. 3. Refuse to allow goods impounded under s.3.39 or 3.40A to be collected until the costs of removing, impounding and keeping them have been paid to the local government. [s.3.46] 4. Sell or otherwise dispose of confiscated or uncollected goods or vehicles that have been ordered to be confiscated under s.3.43 [s.3.47]. 5. Determine when an impounded animal is ill or injured, that treating it is not practical, and to humanely destroy the animal and dispose of the carcass [s.3.47A(1)]. 6. Recover expenses incurred for removing, impounding, and disposing of confiscated or uncollected goods [s.3.48]. 7. Authority to determine when an impounded animal is ill or injured, that treating it is not practicable, and to humanely destroy the animal and dispose of the carcass [s.3.47A]. 8. Dispose of plant, equipment and material [3.58].
Conditions	a) Exercising of this delegation under s3.47A is only to be used where reasonable efforts have been made to identify and contact an owner have failed. b) Disposal of confiscated or uncollected goods, including abandoned vehicles, with a market value less than \$20,000 may, in accordance with Functions and General Regulation 30, be disposed of by any means considered to provide best value, provided the process is transparent and accountable. c) Disposal of goods, plant and equipment with a market value of less than \$20,000, may in accordance with r30(3) of <i>Local Government (Functions and General) Regulations 1996</i> , be disposed of by any means considered to provide best value, provided the process is transparent and accountable. Examples include-

	<ul style="list-style-type: none"> i. Advertised for sale in a local newspaper; or ii. Donated to suitable not for profit community groups or schools. iii. Sold by public auction iv. Offered for sale by public tender [r30] <p>d) Notwithstanding CD04 Expressions of Interest, Tenders and Tender Exempt Procurement, the CEO is authorised to call and except tenders to accommodate the disposal of goods under this delegation provided the total estimated value is below \$20,000.</p>
Cross References (if any)	
Policy:	1.3.1 Purchasing Policy
Procedure:	Nil.
Other Statutory:	Local Laws (as applicable)

Title:	CD12 Building and Demolition Permits		
Delegation No:	CD12		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	18 July 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> s.127 - Delegation: special permit authorities and local governments
Statutory Power Delegated:	<i>Building Act 2011</i> s.18 - Further information s.20 - Grant of building permit s.21 - Grant of demolition permit s.22 - Refusal of Permits s.27(1)(3) - Conditions imposed by permit authority <i>Building Regulations 2012</i> r.23 - Application to extend time during which the permit has effect (s32) r.24 - Extension of time during which permit has effect (s32) r.26 - Approval of new responsible person (35)
Function Delegated:	<ol style="list-style-type: none"> 1. Appoint authorised persons: <ol style="list-style-type: none"> a) To administer the Building Act 2011 (the Building Act) and sign the certificate of appointment. b) Conduct duties as an authorised person pursuant to s96 of the Building Act: 2. Serve Notices: <ol style="list-style-type: none"> a) To stop unlawful work in accordance with s191 of the Building Act; b) Where a building is deemed to be in a dangerous state, cause it to be shored up or otherwise secured and a proper hoarding or fence to be put up for the protection of the public from danger, and shall cause written notice to be served on the owner or occupier, under s192 of the Building Act; c) On the owner or occupier of a neglected and/or dangerous building, to compel removal in accordance with the Building Act, [s192 & s193] d) On the owner or occupier of a dilapidated building, to compel renovation in accordance with s194 of the Building Act; e) On the owner or occupier of an uncompleted building, in accordance with s195 of the Building Act. 3. Permits: <ol style="list-style-type: none"> a) Authority to require an applicant to provide any documentation or information required to determine a building or demolition permit application [s.18(1)] b) Authority to grant or refuse to grant a Building Permit [s20] c) Approve or refuse a Demolition Permit on the basis that all s.21(1) requirements have been satisfied [s.20(1) & (2) and s.22]; d) Impose, vary or revoke conditions on a building or demolition permit [s27(1) and (3)] e) Extend the time during which a building or demolition permit has effect [s32(3), r24]

	<ul style="list-style-type: none"> i. Subject to being satisfied that work for which the building permit was granted has not been completed OR the extension is necessary to allow rectification of defects of works for which the permit was granted [r.24(1)] ii. Authority to impose any condition on the building permit extension that could have been imposed under s.27 [r.24(2)]. f) Approve, modify or refuse to approve applications for Granting of an Occupancy Permit and Building Approval Certificate [s58]. g) Approve, modify or refuse to approve applications for an extension of period of duration for an Occupancy Permit and Building Approval Certificate [s65] 4. The authority to issue or revoke building orders under section 110 and 117 of the Building Act 2011. 5. Authority to determine an application from an interested person to inspect and copy a building record [s.131(2)].
Conditions	<ul style="list-style-type: none"> a) Authorisation (1): Authorised Persons: <ul style="list-style-type: none"> i. Subject to person being employed by the authorising Local Government under s 5.36 of the LGA 1995 or appointed under contract or other agreement to the Shire of Mingenew. ii. Appointed authorised person must hold a current authority card. iii. An authorised person, shall on demand by the builder, owner or person apparently in charge thereof, produce his authority to so enter to the person demanding it. b) Authorisation (2): Serve Notices <ul style="list-style-type: none"> i. A notice under subsection (3)(III) must inform the person of the person's right of review under section 119. c) Authorisation (3): Permits are subject to: <ul style="list-style-type: none"> i. The provisions of the Building Act 2011 and Building Regulations 2012; ii. Outbuildings not exceeding 75m² in area or 3m in height. iii. Applicant being advised of objection and/or appeal rights. d) In undertaking the functions of these delegations, Building Surveyors must: <ul style="list-style-type: none"> i. Be employed by the Shire in accordance with s5.36 of the Local Government Act 1995 or appointed under contract or other agreement to the Shire of Mingenew. ii. Hold the appropriate qualifications as set out under r.6 of the Building Services (Registration) Regulations 2011. e) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Building Act 2011 Section 17- Uncertified application to be considered by building surveyor Section 23 - Time for deciding application for building or demolition permit Section 119 - Building and demolition permits- application review by SAT Section 59 - Time for granting occupancy permit or building approval certificate Section 60 - . Notice of decision not to grant occupancy permit or grant building approval certificate Building Regulations 2012 Building Code of Australia

Title:	<i>CD13 Bush Fires Act 1954</i>		
Delegation No:	CD13		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 July 2018	Revoked:	16/06/2021
Reason for revocation:	CD13 covered a number of functions under the Bush Fires Act 1954, and it was considered appropriate to separate those to individual delegations. Delegations CD37 – CD42 replace the requirement for this delegation.		

Title:	CD14 Dealing with and Approving Development Applications		
Delegation No:	CD14		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Planning and Development (Local Planning Schemes) Regulations 2015</i> Schedule 2 Part 10 cl.82 - Delegations by local government Schedule 2 Part 10 cl.83 - Local government CEO may delegate powers <i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO															
Statutory Power Delegated:	<i>Planning and Development (Local Planning Schemes) Regulations 2015</i> Schedule 2 Part 10 cl.83 Regulation 64 - Advertisement of approved amendment to local planning scheme															
Function Delegated:	Authority to: <div><div>1.</div><div>Approve certain development applications in accordance with the conditions below.</div></div> <div><div>2.</div><div>Refer any development application for Council decision where the application may be contentious, or refusal of the application is recommended.</div></div> <div><div>3.</div><div>Give notice with regard to local planning scheme amendments [r.64]</div></div>															
Conditions	<div><div>1.</div><div>All development applications may be dealt with by the CEO if they satisfy the following land uses and development classes as defined under the Local Planning Scheme No.4 Zoning Table [pg. 12]:<table><tr><th>Type</th><th>Description</th><th>Meaning</th></tr><tr><td>"P"</td><td>Permitted</td><td>means that the use is permitted if it complies with all relevant development standards and requirements of the Scheme</td></tr><tr><td>"I"</td><td>Incidental</td><td>means that the use is permitted if it is consequent on, or naturally attaching, appertaining or relating to the predominant use of the land and it complies with all relevant development standards and requirements of the Scheme</td></tr><tr><td>"D"</td><td>Discretionary</td><td>means that the use is not permitted unless the local government has exercised its discretion by granting development approval;</td></tr><tr><td>"A"</td><td>Advertising</td><td>means that the use is not permitted unless the local government has exercised its discretion by granting development approval after giving notice in accordance with clause 64 of the deemed provisions;</td></tr></table></div><div><div>* approvals may be granted only where a sound assessment of the application has been undertaken to determine if legislative and Scheme requirements have been met.</div></div></div> <div><div>2.</div><div>The delegation does not extend to "X" (Not permitted), or unidentifiable land</div></div>	Type	Description	Meaning	"P"	Permitted	means that the use is permitted if it complies with all relevant development standards and requirements of the Scheme	"I"	Incidental	means that the use is permitted if it is consequent on, or naturally attaching, appertaining or relating to the predominant use of the land and it complies with all relevant development standards and requirements of the Scheme	"D"	Discretionary	means that the use is not permitted unless the local government has exercised its discretion by granting development approval;	"A"	Advertising	means that the use is not permitted unless the local government has exercised its discretion by granting development approval after giving notice in accordance with clause 64 of the deemed provisions;
Type	Description	Meaning														
"P"	Permitted	means that the use is permitted if it complies with all relevant development standards and requirements of the Scheme														
"I"	Incidental	means that the use is permitted if it is consequent on, or naturally attaching, appertaining or relating to the predominant use of the land and it complies with all relevant development standards and requirements of the Scheme														
"D"	Discretionary	means that the use is not permitted unless the local government has exercised its discretion by granting development approval;														
"A"	Advertising	means that the use is not permitted unless the local government has exercised its discretion by granting development approval after giving notice in accordance with clause 64 of the deemed provisions;														

	uses, and development classes as defined under the Local Planning Scheme No.4 Zoning Table, and are to be referred to Council; 3. Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Shire of Mingenew Local Planning Scheme No. 4 Residential Design Codes of Western Australia Shire of Mingenew Local Planning Strategy Shire of Mingenew Townsite Local Planning Strategy Local Planning Policies

Title:	CD15 Designated Authorised Officers - Public Health Act 2016		
Delegation No:	CD15		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Public Health Act 2016</i> s.21- Enforcement agency may delegate
Statutory Power Delegated:	<i>Public Health Act 2016</i> s.24(1) and (3) - Designation of authorised officers s.25 – Appropriate qualifications s.26 – Power to revoke
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to designate a person or class of persons as authorised officers for the purposes of: <ol style="list-style-type: none"> i. The Public Health Act 2016 or other specified Act ii. Specified provisions of the Public Health Act 2016 or other specified Act iii. Provisions of the Public Health Act 2016 or another specified Act, other than the specified provisions of that Act. Including: <ol style="list-style-type: none"> a. an environmental health officer or environmental health officers as a class; OR b. a person who is not an environmental health officer or a class of persons who are not environmental health officers, OR c. a mixture of the two. [s.24(1) and (3)]. 2. Revoke a designation made to any person under the <i>Public Health Act 2016</i> or another specified Act [s26]
Conditions	<ol style="list-style-type: none"> a) Subject to the CEO being satisfied that a person or class of persons is adequately qualified and evidence of which is recorded and verified, in accordance with s25. b) All designations and revocations are to be made in writing, in accordance with s26(2) of the <i>Public Health Act 2016</i>. c) A Register (list) of authorised officers is to be maintained in accordance with s.27.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Public Health Act 2016</i> s.20 Conditions on performance of functions by enforcement agencies. s.25 Certain authorised officers required to have qualifications and experience. s.26 Further provisions relating to designations s.27 Lists of authorised officers to be maintained s.28 When designation as authorised officer ceases s.29 Chief Health Officer may issue guidelines about qualifications and experience of authorised officers s.30 Certificates of authority

	<p>s.31 Issuing and production of certificate of authority for purposes of other written laws</p> <p>s.32 Certificate of authority to be returned.</p> <p>s.136 Authorised officer to produce evidence of authority</p> <p>Criminal Investigation Act 2006, Parts 6 and 13 – refer s.245 of the Public Health Act 2016</p> <p>The Criminal Code, Chapter XXVI – refer s.252 of the Public Health Act 2016</p>
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Title:	CD16 Perform Certain Duties under the - Food Act		
Delegation No:	CD16		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Food Act 2008</i> s.118 Functions of enforcement agencies and delegation (2)(b) Enforcement agency may delegate a function conferred on it (3) Delegation subject to conditions [s.119] and guidelines adopted [s.120] (4) Sub-delegation permissible only if expressly provided in regulations
Statutory Power Delegated:	<i>Food Act 2008</i> s.65(1) - Prohibition Order s.66 - Certificate of Clearance s.67(4) - Request for re-inspection s.110(1) and (5) - Registration of food business s.112 - Variation of conditions or cancellation of registration of food businesses. s.122(1) - Appointment of authorised officers s.123 - Certificates of authority s.126(6), (7) and (13) Infringement Officers <i>Food Regulations 2009</i> r.51 – Enforcement agency may make list of food businesses publicly available
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to serve a prohibition order on the proprietor of a food business in accordance with s.65 of the Food Act 2008 [s.65(1)]. 2. Authority to give a certificate of clearance, where inspection demonstrates compliance with a prohibition order and any relevant improvement notices [s.66]. 3. Authority to give written notice to proprietor of a food business on whom a prohibition order has been served of the decision not to give a certificate of clearance after an inspection [s.67(4)]. 4. Authority to consider applications and determine registration of a food business and grant the application with or without conditions or refuse the registration [s.110(1) and (5)]. 5. Authority to vary the conditions or cancel the registration of a food business [s.112]. 6. Authority to appoint a person to be an authorised officer for the purposes of the Food Act 2008 [s.122(2)]. 7. Authority to appoint an Authorised Officer appointed under s.122(2) of this Act or the s.24(1) of the Public Health Act 2016, to be a Designated Officer for the purposes of issuing Infringement Notices under the Food Act 2008 [s.126(13)]. 8. Authority to appoint an Authorised Officer to be a Designated Officer (who is prohibited by s.126(13) from also being a Designated Officer for the purpose of issuing infringements), for the purpose of extending the time for payment of modified penalties [s.126(6)] and determining withdrawal of an infringement notice [s.126(7)].

Conditions	<p>1. In accordance with s.118(3)(b), delegations regarding prohibition orders are subject to relevant Department of Health CEO Guidelines, as amended from time to time.</p> <p>2. In accordance with s.118(3)(b), delegations relating to food business registrations are subject to relevant Department of Health CEO Guidelines, as amended from time to time, including but not limited to:</p> <ul style="list-style-type: none"> • Food Act 2008 Regulatory Guideline No.1 Introduction of Regulatory Food Safety Auditing in WA • Food Unit Fact Sheet 8 – Guide to Regulatory Guideline No.1 • WA Priority Classification System • Verification of Food Safety Program Guideline <p>c) In accordance with s.118(3)(b), the delegation relating to authorised persons is subject to relevant Department of Health CEO Guidelines, as amended from time to time, including but not limited to:</p> <ul style="list-style-type: none"> • Appointment of Authorised Officers as Meat Inspectors • Appointment of Authorised Officers • Appointment of Authorised Officers – Designated Officers only • Appointment of Authorised Officers – Appointment of persons to assist with the discharge of duties of an Authorised Officer <p>d) All authorised officers appointed must hold a Certificate of Authority [s.123(1)]</p> <p>e) A list of appointed persons must be maintained in a register</p>
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<p><i>Food Act 2008</i> Section 122(3) required the Enforcement Agency to maintain a list of authorised officers appointed by the agency. Section 123(1) requires the Enforcement Agency to provide each authorised officer with a certificate of authority as an authorised officer.</p> <p><i>Food Regulations 2009</i> Dept of Health: Guideline on the Appointment of Authorised Officers as Meat Inspectors Dept of Health: Guideline on the Appointment of Authorised Officers Dept of Health: Guideline on the Appointment of Authorised Officers - Designated Officers only (section 126) Dept of Health: Guideline on the Appointment of Authorised Officers – Appointment of persons to assist with the discharge of duties of an authorised officer Department of Health: Food Act 2008 Regulatory Guideline No.1: Introduction of Regulatory Food Safety Auditing in WA Department of Health: Food Unit Fact Sheet 8: Guide to Regulatory Guideline No.1 Department of Health: WA Priority Classification System Department of Health: Food Act 2008 Verification of Food Safety Program Guideline</p>

Title:	CD17 Authorised Persons- Caravan Parks and Camping Grounds Act 1995 (Revoked 17/04/2020)		
Delegation No:	CD17		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Revoked:	17/04/2019
Reason for revocation:	Revoked as a delegation and created as an authorisation (power for CEO to perform duties and appoint authorised person already provided for within the <i>Caravan Parks and Camping Grounds Act 1995</i>)		

Title:	CD18 Certain Duties under the Dog Act 1976		
Delegation No:	CD18		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Dog Act 1976</i> s.10AA - Delegation of local government powers and duties s.10AB – Register of, and review of, delegations
Statutory Power Delegated:	<i>Dog Act 1976</i> s.11(1) - Staff and services s.15(2) and (4A) – Registration period and fees s.16(3) - Registration procedure s.17A(2) - If no application for registration made s.17(4) and (6) Refusal or cancellation of registration s.29 - Power to seize dogs s.33F(6) Owners to be notified of making of declaration s.33G(4) Seizure and destruction s.33H(1), (2) and (5) Local government may revoke declaration or proposal to destroy Section 33M(1)(a) – Local government expenses to be recoverable
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to determine to refuse a dog registration and refund the fee, if any [s.16(2)]. 2. Authority to direct the registration officer to refuse to effect or renew or to cancel the registration of a dog, and to give notice of such decisions, where: <ol style="list-style-type: none"> i. the applicant, owner or registered owner has been convicted of an offence or paid a modified penalty within the past 3-years in respect of 2 or more offences against this Act, the Cat Act 2011 or the Animal Welfare Act 2002; or ii. the dog is determined to be destructive, unduly mischievous or to be suffering from a contagious or infectious disease or iii. the delegate is not satisfied that the dog is or will be effectively confined in or at premises where the dog is ordinarily kept iv. the dog is required to be microchipped but is not microchipped; or v. the dog is a dangerous dog [s.16(3) and s.17A(2)]. 3. Authority to discount or waive a registration fee, including a concessional fee, for any individual dog or any class of dogs within the Shire's District [s15(4A)]. 4. Authority to apply to a Justice of the Peace for an order to seize a dog where, following a decision to refuse or cancel a registration and the applicant / owner has not applied to the State Administration Tribunal for the decision to be reviewed. [s.17(4)]. <ol style="list-style-type: none"> i. Authority, following seizure, to determine to cause the dog to be detained or destroyed or otherwise disposed of as though it had been found in contravention of section 31, 32 or 33A and had not been claimed [s.17(6)] 5. Authority to grant, refuse to grant or cancel a kennel licence [s.27(4) and (6)].

	<ol style="list-style-type: none"> 6. Authority to recover moneys, in a court of competent jurisdiction, due in relation to a dog for which the owner is liable [s.29(5)]. 7. Authority to declare an individual dog to be a dangerous dog [s.33E(1)]. 8. Authority to consider and determine to either dismiss or uphold an objection to the declaration of a dangerous dog [s.33F(6)]. 9. Authority to consider and determine to either dismiss or uphold an objection to seizure of a dangerous dog [s.33G(4)]. 10. Authority to revoke a declaration of a dangerous dog or revoke notice proposing to cause a dog to be destroyed, only where satisfied that the dog can be kept without likelihood of any contravention of this Act [s.33H(1)] <ol style="list-style-type: none"> i. Authority to, before dealing with an application to revoke a declaration or notice, require the owner of the dog to attend with the dog a course in behaviour and training or otherwise demonstrate a change in the behaviour of the dog [s.33H(2)]. 11. Authority to consider and determine to either dismiss or uphold an objection to a decision to revoke [s.33H(5)]: <ol style="list-style-type: none"> (a) a notice declaring a dog to be dangerous; or (b) a notice proposing to cause a dog to be destroyed. 12. Authority to determine the reasonable charge to be paid by an owner at the time of payment of the registration fee under s.15, up to the maximum amount prescribed, having regard to expenses incurred by the Local Government in making inquiries, investigations and inspections concerning the behaviour of a dog declared to be dangerous [s.33H(5)].
Conditions	<ol style="list-style-type: none"> 1. The Chief Executive Officer permitted to sub-delegate to employees [s.10AA(3)]. 2. Any discount or waiver of a registration fee is authorised in writing
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<p><i>Dog Act 1976</i></p> <p>s.10AA(3) Delegation of local government powers and duties (NOTE – sub-delegation only permitted where delegation to the CEO expressly authorises sub-delegation)</p> <p>s.17A If no application for registration made – procedure for giving notice of decision under s.16(3)</p> <p>Note – Decisions under this delegation may be referred for review by the State Administration Tribunal – s.16A, s.17(4) and (6)</p>

Title:	CD19 Certain duties under the Cat Act 2011		
Delegation No:	CD19		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Cat Act 2011</i> s.44 - Delegation by local government s.45 – Delegation by the CEO of local government s.46 – Other matters relevant to delegations under this Division
Statutory Power Delegated:	<i>Cat Act 2011</i> s. 9 - Registration s.10 - Cancellation of registration s.11 - Registration numbers, certificates and tags s.12 - Register of cats s.26 - Cat control notice may be given to cat owner s.34 – Dealing with unidentified and unclaimed cats s.37 - Approval to breed cats s.38 - Cancellation of approval to breed cats s.39 - Certificate to be given to approved cat breeder <i>Cat (Uniform Local Provisions) Regulations 2013:</i> r.8 - Application to keep additional number of cats r. 9 - Grant of approval to keep additional number of cats
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to grant, or refuse to grant, a cat registration or renewal of a cat registration [s.9(1)]. 2. Authority to refuse to consider an application for registration or renewal where an applicant does not comply with a requirement to give any document or information required to determine the application [s.9(6)]. 3. Authority to cancel a cat registration [s.10]. 4. authority to give the cat owner a new registration certificate or tag, if satisfied that the original has been stolen, lost, damaged or destroyed [s.11(2)]. 5. Authority to reduce or waive a registration or approval to breed fee, in respect of any individual cat or any class of cats within the Mingenew's District [Regs. Sch. 3 cl.1(4)]. 6. Authority to give a cat control notice to a person who is the owner of a cat ordinarily kept within the Shire's District [s.26]. 7. Authority to recover the amount of the costs associated with the destruction and the disposal of a cat [s.49(3)]. 8. Authority to grant or refuse approval for additional number of cats specified in an application to be kept at the prescribed premises and to determine any condition reasonably necessary to ensure premises are suitable for the additional number of cats [r.9]. 9. Authority to grant or refuse to grant approval or renew an approval to breed cats [s.37(1) and (2)]. 10. Authority to refuse to consider an application for registration or renewal where an applicant does not comply with a requirement to give any document or information required to determine the application [s.37(4)].

	<p>11. Authority to cancel an approval to breed cats [s.38].</p> <p>12. Authority to give an approved breeder a new certificate or tag, if satisfied that the original has been stolen, lost, damaged or destroyed [s.39(2)].</p>
Conditions	<p>a) Notices of decisions must include advice as to Objection and Review rights in accordance with Part 4, Division 5 of the Cat Act 2011.</p> <p>b) For applications to keep additional cats, notices of decisions must include advice as to Review rights in accordance with r.11 of the <i>Cat (Uniform Local Provisions) Regulations 2013</i>.</p>
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<p><i>Cat Regulations 2012</i></p> <p>r.11 Application for registration (s.8(2)), prescribes the Form of applications for registration.</p> <p>r.12 Period of registration (s.9(7))</p> <p>r.11 Changes in registration</p> <p>r.14 Registration certificate (s.11(1)(b))</p> <p>r.15 Registration tags (s.76(2))</p> <p>r.21 Application for approval to breed cats (s.36(2))</p> <p>r.22 Other circumstances leading to refusal of approval to breed cats (s.37(2)(f))</p> <p>r.23 Person who not be refused approval to breed cats (s.37(5))</p> <p>r.24 Duration of approval to breed cats (s.37(6))</p> <p>r.25 Certificate given to approved cat breeder (s.39(1))</p> <p>Decisions are subject to Objection and Review by the State Administration Tribunal rights – refer Part 4, Division 5 of the Cat Act 2011.</p>

Title:	CD20 Planning and Development Act – Illegal Development		
Delegation No:	CD20		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	17 April 2019	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

power, inclusive of conditions (refer below).	
Statutory Power to Delegate:	Local Government Act 1995: Section 5.42(b) - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	Planning and Development Act 2005: Section 214 – Illegal development, responsible authority's power as to
Function Delegated:	Authority to: <div>1. Give a written direction to the owner or any other person undertaking an unauthorised development to stop, and not recommence, the development or that part of the development that is undertaken in contravention of the planning scheme, interim development order or planning control area requirements;</div> <div>2. Give a written direction to the owner or any other person who undertook an unauthorised development:<div>a) to remove, pull down, take up, or alter the development; and</div><div>b) to restore the land as nearly as practicable to its condition immediately before the development started, to the satisfaction of the responsible authority.</div></div> <div>3. Give a written direction to the person whose duty it is to execute work to execute that work where it appears that delay in the execution of the work to be executed under a planning scheme or interim development order would prejudice the effective operation of the planning scheme or interim development order.</div>
Conditions	Subject to the reporting of the exercise of this delegation to the next practical Concept Forum.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Shire of Mingenew Local Planning Scheme No. 4

Title:	CD21 Road Traffic Code 2000 (Revoked 17/04/2020)		
Delegation No:	CD21		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 June 2018	Last Revoked:	17/04/2019
Reason for revocation:	Revoked as this is a State Government delegation - Instrument of Authorisation from the Commissioner of Main Roads exists (See SD03 Road Traffic Code 2000 – Events)		

Title:	CD22 Power to invest and manage investments		
Delegation No:	CD22		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	17 April 2019	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995:</i> s.5.42(b) - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995:</i> s.6.14 - Power to invest <i>Local Government (Financial Management) Regulations 1996:</i> r.19 - Investments, control procedures for
Function Delegated:	Authority to: 1. Invest money held in the municipal fund or trust fund that is not, for the time being, required for any other purpose [s.6.14(1)]. 2. Establish and document internal control procedures to be followed in the investment and management of investments [FM r.19].
Conditions	a) All investment activity must comply with the Financial Management Regulation 19C and Council Policy 1.3.3 Investment of Surplus Funds and 1.3.3 Investment of Surplus Funds Management Procedure. b) Procedures are to be administratively reviewed for continuing compliance and confirmed as 'fit for purpose' and subsequently considered by the Audit and Risk Committee at least once each financial year. [Audit r.17] c) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	1.3.1 Investment of Surplus Funds
Procedure:	1.3.1 Investment of Surplus Funds Management Procedure
Other Statutory:	Nil.

Title:	CD23 Subdivision Applications		
Delegation No:	CD23		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 May 2020	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995:</i> s.5.42(b) - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995:</i> s.6.14 - Power to invest <i>Planning and Development Act 2005:</i> r.19 - Investments, control procedures for
Function Delegated:	<p>Authority to:</p> <ol style="list-style-type: none"> 1. Give advice to the Western Australian Planning Commission with regards to applications referred to the Shire, subject to the application being consistent with the Shire of Mingenew Local Planning Scheme No. 4, the Residential Design Codes of Western Australia, the Shire of Mingenew Local Planning Strategy, the Shire of Mingenew Townsite Local Planning Strategy, and adopted Local Planning Policies and any other strategies or policies adopted by Council in respect of the affected land and only in the circumstances set out below: <ol style="list-style-type: none"> a) Applications proposing the amalgamation of existing lots without any other changes to the boundaries of any of the lots affected by the application. b) Applications affecting 'Residential' zoned land. c) Applications for boundary adjustments on other than 'Residential' zoned land where the total number of lots within the area affected by the application will not increase, the size of the smallest lot within the application area will not decrease by greater than 10%, there will be no increase in the number of lots below 100 hectares in size and the proposal represents a rationalisation of boundaries to ensure greater consistency with physical and/or cadastral boundaries. d) Applications consistent with an endorsed Subdivision Guide Plan or Structure Plan. e) Applications involving the creation of lots for the purposes of public or servicing authorities, where the application does not involve the creation of any new roads. f) Amended plans for applications that have been considered by Council within the last two years and the amendments are of a minor nature. g) Applications previously determined by Council where the Western Australian Planning Commission period of approval has expired (or will imminently expire) and a new application has been required to be lodged. 2. Give advice to the Western Australian Planning Commission with regards to the clearance of conditions determined by the Commission and for which the local government is nominated as a clearance agency, subject to the

	<p>application being consistent with the Shire of Mingenew Local Planning Scheme No. 4, the Residential Design Codes of Western Australia, the Shire of Mingenew Local Planning Strategy, the Shire of Mingenew Townsite Local Planning Strategy, and adopted Local Planning Policies and any other strategies or policies adopted by Council in respect of the affected land and only in the circumstances set out below:</p> <ul style="list-style-type: none"> a) Where the Western Australian Planning Commission has not been advised in respect of any particular application pursuant to the delegations outlined in Clause 1.1 above, Council may, when giving consideration to the application identify any of the recommended conditions as being conditions that need to be referred to Council for consideration prior to clearing. b) Where clearance of conditions is to be determined pursuant to this clause and the applicant feels aggrieved by any decision of the delegated officer, the applicant may require that the matter be referred to Council for reconsideration. In such cases the applicant shall provide a written statement outlining the basis of their request for reconsideration. Unless otherwise agreed to by the delegated officer, such written statement shall be provided a minimum of 10 working days prior to the meeting at which the applicant wishes the matter to be reconsidered. <p>3. Notwithstanding the above, any matter may be referred to Council for consideration where, in the opinion of the delegated officer, it is considered appropriate.</p> <p>4. A summary of decisions made pursuant to Clauses 1 & 2 shall be reported at a Council Forum. For each decision made during the preceding calendar month/s, the summary shall identify; the WAPC reference number, the name/s of the proponents and owners, the particulars of the affected property, a short description of the proposal, the date of determination, whether the decision was made pursuant to Clause 1 or 2 and if the decision was made under a sub-delegation.</p>
Conditions	<ul style="list-style-type: none"> a) All subdivision applications referred by the Western Australian Planning Commission that are not consistent with the Shire of Mingenew Local Planning Scheme No. 4, the Residential Design Codes of Western Australia, the Shire of Mingenew Local Planning Strategy, the Shire of Mingenew Townsite Local Planning Strategy, and adopted Local Planning Policies and any other strategies or policies adopted by Council in respect of the affected land and/or refusal of the application is recommended, shall be referred to Council for consideration. b) Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<p>Shire of Mingenew Local Planning Scheme No. 4 Residential Design Codes of Western Australia Shire of Mingenew Local Planning Strategy Shire of Mingenew Townsite Local Planning Strategy Local Planning Policies</p>

Title:	CD24 Tenders for Goods and Services – Call for Tenders		
Delegation No:	CD24		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	19 May 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.57 - Tenders for providing goods or services <i>Local Government (Functions & General) Regulations 1996</i> r.11 - When tenders have to be publicly invited r.13 - Requirements when local government invites tenders though not required to do so. r.14 - Publicly inviting tenders r.18 - Rejecting and accepting tenders
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to call tenders [F&G r11(1)]. 2. Authority to invite tenders although not required to do so [F&G r13]. 3. Authority to determine in writing, before tenders are called, the criteria for acceptance of tenders [F&G r14(2a)]. 4. Authority to determine the information that is to be disclosed to those interested in submitting a tender [F&G r14(4)(a)]. 5. Authority to vary tender information after public notice of invitation to tender and before the close of tenders, taking reasonable steps to ensure each person who has sought copies of the tender information is provided notice of the variation [F&G r.14(5)].
Conditions	<ol style="list-style-type: none"> a. Tenders may only be called where there is an adopted budget for the proposed procurement, with the exception being in the period immediately prior to the adoption of a new annual budget where the: <ol style="list-style-type: none"> i. Proposed goods or services are required to fulfil a routine contract related to the day the day operations of the Shire; ii. current supply contract expiry is imminent; iii. the value of the proposed contract has been included in the draft Annual Budget proposed for adoption; and iv. the tender specification includes a provision that the contract will be awarded subject to the budget adoption by Council. b. This delegation is to be carried out in accordance with Council's Purchasing Policy and internal Purchasing Procedures. c. The exercise of this delegation is to be reported to the next Concept Forum.

Sub-Delegate/s: Appointed by CEO	Nil
CEO Conditions on this Sub-Delegation: Conditions on the original delegation	<ol style="list-style-type: none"> a. Each sub-delegate may only use the sub-delegation in regard to contracts that are within the scope of the incumbent's position role and responsibilities.

also apply to the sub-delegations	
Compliance Links:	Delegates are designated employees under s.5.74 and are required to provide Primary and Annual Returns. Council Policy - 1.3.1 Purchasing Policy

Version Control:	
2021.1	Separated from CD04 Expressions of Interest, Tenders and Tender Exempt Procurement delegation (repealed) as recommended by WALGA.

Title:	CD25 Tenders for Goods and Services – Accepting and Rejecting Tenders; Varying Contracts; Exercising Contract Extension Options		
Delegation No:	CD25		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	19 May 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.42 - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.57 - Tenders for providing goods or services <i>Local Government (Functions & General) Regulations 1996</i> r.11 - When tenders have to be publicly invited r.18 - Rejecting and accepting tenders r.20 - Variation of requirements before entry into contract r.21A – Varying a contract for the supply of goods or services r.21 - Limiting who can tender, procedure for
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to determine whether or not to reject tenders that do not comply with requirements as specified in the invitation to tender [F&G.r.18(2)]. 2. Authority to seek clarification from tenderers in relation to information contained in their tender submission [F&G r.18(4a)]. 3. Authority to assess, by written evaluation, tenders that have not been rejected, to determine: <ol style="list-style-type: none"> i. The extent to which each tender satisfies the criteria for deciding which tender to accept; and ii. To accept the tender that is most advantageous within the \$<<value>> detailed as a condition on this Delegation [F&G r.18(4)]. 4. Authority to decline to accept any tender [F&G r.18(5)]. 5. Authority to accept the next most advantageous tender if, within 6-months of accepting a tender, a contract has not been entered into OR the local government and the successful tenderer agree to terminate the contract [F&G r.18(6) & (7)]. 6. Authority to determine whether variations in goods and services required are minor variations, and to negotiate with the successful tenderer to make minor variations before entering into a contract [F&G r.20(1) and (3)]. 7. Authority to choose the next most advantageous tender to accept, if the chosen tenderer is unable or unwilling to form a contract to supply the varied requirement OR the minor variation cannot be agreed with the successful tenderer, so that the tenderer ceases to be the chosen tenderer [F&G r.20(2)]. 8. Authority to vary a tendered contract, after it has been entered into, provided the variation/s are necessary for the goods and services to be supplied, and do not change the scope of the original contract or increase the contract value beyond 10% or to a maximum of \$25,000

	<p>whichever is the lesser value [F&G r.21A(a)].</p> <p>9. Authority to exercise a contract extension option that was included in the original tender specification and contract in accordance with r.11(2)(j).</p>
Conditions	<p>a. Exercise of authority under F&G.r.18(2) requires consideration of whether or not the requirements as specified in the invitation to tender have been expressed as mandatory and if so, discretion may not be capable of being exercised – consider process contract implications.</p> <p>b. In accordance with s.5.43(b), tenders may only be accepted under this delegation, where:</p> <ol style="list-style-type: none"> The total consideration under the resulting contract is \$250,000 or less; The expense is included in the adopted Annual Budget; and The tenderer has complied with requirements under F&G r.18(2) and (4). <p>c. A decision to vary a tendered contract before entry into the contract [F&G r.20(1) and (3)] must include evidence that the variation is minor in comparison to the total goods or services that tenderers were invited to supply.</p> <p>d. A decision to vary a tendered contract after entry into the contract [F&G r.21A(a)] must comply with the adopted Council policies and must include evidence that the variation is necessary and does not change the scope of the contract.</p> <p>e. A decision to renew or extend the contract must only occur where the original contract contained the option to renew or extend its term as per r.11(2)(j) and that the contractor's performance has been reviewed and the review evidences the rationale for entering into the extended term.</p> <p>f. This delegation is to be carried out in accordance with Council's Purchasing Policy and internal Purchasing Procedures.</p> <p>g. The exercise of this delegation is to be reported to the next Concept Forum.</p>

Sub-Delegate/s: Appointed by CEO	Nil
CEO Conditions on this Sub-Delegation: Conditions on the original delegation also apply to the sub-delegations	b. Each sub-delegate may only use the sub-delegation in regard to contracts that are within the scope of the incumbent's position role and responsibilities.
Compliance Links:	<p>Delegates are designated employees under s.5.74 and are required to provide Primary and Annual Returns.</p> <p>Council Policy - 1.3.1 Purchasing Policy</p>

Version Control:	
2021.1	Separated from CD04 Expressions of Interest, Tenders and Tender Exempt Procurement delegation (repealed) as recommended by WALGA.

Title:	CD26 Tenders for Goods and Services – Exempt Procurement		
Delegation No:	CD26		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	19 May 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

power, inclusive of conditions refer below.

Statutory Power to Delegate:	Local Government Act 1995 s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO														
Statutory Power Delegated:	Local Government Act 1995 s.3.57 - Tenders for providing goods or services Local Government (Functions & General) Regulations 1996 r.11 - When tenders have to be publicly invited														
Function Delegated:	10. Authority to undertake tender exempt procurement, in accordance with the Purchasing Policy requirements, where the total consideration under the resulting contract is expected to be included in the adopted Annual Budget [F&G.r.11(2)]. 11. Authority to, because of the unique nature of the goods or services or for any other reason it is unlikely that there is more than one supplier, determine to contract directly with a suitable supplier [F&G r.11(2)(f)].														
Conditions	<div>h. Tender exempt procurement under F&G.r.11(2) may only be approved where the total consideration under the resulting contract is expected to be less than the maximum \$value specified for the following categories:</div> <table><tr><th>Category</th><th>Maximum Value for individual contracts</th></tr><tr><td>WALGA Preferred Supplier Program [F&G.r.11(2)(b)]</td><td><\$250,000</td></tr><tr><td>Goods or services obtained through the Government of the State or Commonwealth or any of its agencies, or by a local government or regional local government [F&G.r.11(2)(e)]</td><td><\$250,000</td></tr><tr><td>Goods or services that are determined to be unique so that it is unlikely that there is more than one supplier in accordance with delegation condition (b.) specified below [F&G.r.(2)(f)]</td><td><\$250,000</td></tr><tr><td>Supply of petrol, oil or any other liquid or gas used for internal combustion engines [F&G.r.11(2)(g)]</td><td><\$250,000</td></tr><tr><td>Goods or services supplied by a person registered on the Aboriginal Business Directory WA <u>OR</u> Indigenous Minority Supplier Office Limited (T/as Supply Nation) <u>AND</u> where satisfied that the contract represents value for money. [F&G.r.11(2)(h)]</td><td><\$250,000* <i>*as specified in F&G.r.11(2)(h)(ii)</i></td></tr><tr><td>Goods or services supplied by an Australian Disability Enterprise [F&G.r.11(2)(i)]</td><td><\$250,000</td></tr></table>	Category	Maximum Value for individual contracts	WALGA Preferred Supplier Program [F&G.r.11(2)(b)]	<\$250,000	Goods or services obtained through the Government of the State or Commonwealth or any of its agencies, or by a local government or regional local government [F&G.r.11(2)(e)]	<\$250,000	Goods or services that are determined to be unique so that it is unlikely that there is more than one supplier in accordance with delegation condition (b.) specified below [F&G.r.(2)(f)]	<\$250,000	Supply of petrol, oil or any other liquid or gas used for internal combustion engines [F&G.r.11(2)(g)]	<\$250,000	Goods or services supplied by a person registered on the Aboriginal Business Directory WA <u>OR</u> Indigenous Minority Supplier Office Limited (T/as Supply Nation) <u>AND</u> where satisfied that the contract represents value for money. [F&G.r.11(2)(h)]	<\$250,000* <i>*as specified in F&G.r.11(2)(h)(ii)</i>	Goods or services supplied by an Australian Disability Enterprise [F&G.r.11(2)(i)]	<\$250,000
Category	Maximum Value for individual contracts														
WALGA Preferred Supplier Program [F&G.r.11(2)(b)]	<\$250,000														
Goods or services obtained through the Government of the State or Commonwealth or any of its agencies, or by a local government or regional local government [F&G.r.11(2)(e)]	<\$250,000														
Goods or services that are determined to be unique so that it is unlikely that there is more than one supplier in accordance with delegation condition (b.) specified below [F&G.r.(2)(f)]	<\$250,000														
Supply of petrol, oil or any other liquid or gas used for internal combustion engines [F&G.r.11(2)(g)]	<\$250,000														
Goods or services supplied by a person registered on the Aboriginal Business Directory WA <u>OR</u> Indigenous Minority Supplier Office Limited (T/as Supply Nation) <u>AND</u> where satisfied that the contract represents value for money. [F&G.r.11(2)(h)]	<\$250,000* <i>*as specified in F&G.r.11(2)(h)(ii)</i>														
Goods or services supplied by an Australian Disability Enterprise [F&G.r.11(2)(i)]	<\$250,000														

	<ul style="list-style-type: none"> i. Tender exempt procurement under F&G r.11(2)(f) may only be approved where a record is retained that evidences: <ul style="list-style-type: none"> i. A detailed specification; ii. The outcomes of market testing of the specification; iii. The reasons why market testing has not met the requirements of the specification; iv. Rationale for why the supply is unique and cannot be sourced through other suppliers; and v. The expense is included in the adopted Annual Budget. j. Where the total consideration of a Tender Exempt procurement contract exceeds the \$value delegated above, the decision is to be referred to Council. k. This delegation is to be carried out in accordance with Council's Purchasing Policy and internal Purchasing Procedures. l. The exercise of this delegation is to be reported to the next Concept Forum.
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Sub-Delegate/s: Appointed by CEO	Nil
CEO Conditions on this Sub-Delegation: Conditions on the original delegation also apply to the sub-delegations	c. Each sub-delegate may only use the sub-delegation in regard to contracts that are within the scope of the incumbent's position role and responsibilities.
Compliance Links:	Delegates are designated employees under s.5.74 and are required to provide Primary and Annual Returns. Council Policy - 1.3.1 Purchasing Policy
Record Keeping	

Version Control:	
2021.1	Separated from CD04 Expressions of Interest, Tenders and Tender Exempt Procurement delegation (repealed) as recommended by WALGA.

Title:	CD27 Panels of Pre-Qualified Suppliers for Goods and Services		
Delegation No:	CD27		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	19 May 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government (Functions & General) Regulations 1996</i> r.24AB Local government may establish panels of pre-qualified suppliers r.24AC(1)(b) Requirements before establishing panels of pre-qualified suppliers r.24AD(3) & (6) Requirements when inviting persons to apply to join panel of pre-qualified suppliers r.24AH(2), (3), (4) and (5) Rejecting and accepting applications to join panel of pre-qualified suppliers
Function Delegated:	12. Authority to determine that there is a continuing need for the goods or services proposed to be provided by a panel of pre-qualified suppliers [F&G r.24AC(1)(b)]. 13. Authority to, before inviting submissions, determine the written criteria for deciding which application should be for inclusion in a panel of pre-qualified suppliers should be accepted [F&G r.24AD(3)]. 14. Authority to vary panel of pre-qualified supplier information after public notice inviting submissions has been given, taking reasonable steps to each person who has enquired or submitted an application is provided notice of the variation [F&G r.24AD(6)]. 15. Authority to reject an application without considering its merits, where it was submitted at a place and within the time specified but fails to comply with any other requirement specified in the invitation [F&G r.24AH(2)]. 16. Authority to assess applications, by written evaluation of the extent to which the submission satisfies the criteria for deciding which applicants to accept and decide which applications to accept as most advantageous [F&G r.24AH(3)]. 17. Authority to request clarification of information provided in a submission by an applicant [F&G r.24AH(4)]. 18. Authority to decline to accept any application [F&G r.24AH(5)]. 19. Authority to enter into contract, or contracts, for the supply of goods or services with a pre-qualified supplier, as part of a panel of pre-qualified suppliers for those particular goods or services [F&G r.24AJ(1)].
Conditions	m. In accordance with s.5.43, panels of pre-qualified suppliers may only be established, where the total consideration under the resulting contract is \$10,000 or less and the expense is included in the adopted Annual Budget. n. This delegation is to be carried out in accordance with Council's Purchasing Policy and Pre-Qualified Supplier Panels Policy and Procedures. o. The exercise of this delegation is to be reported to the next Concept Forum.

Sub-Delegate/s: Appointed by CEO	Finance and Administration Manager Works Manager
CEO Conditions on this Sub-Delegation: Conditions on the original delegation also apply to the sub-delegations	d. Each sub-delegate may only use the sub-delegation in regard to contracts that are within the scope of the incumbent's position role and responsibilities.
Compliance Links:	Delegates are designated employees under s.5.74 and are required to provide Primary and Annual Returns. Council Policy 1.3.1 Purchasing Policy Council Policy and Procedures 1.2.9 Pre-Qualified Supplier Panels

Version Control:	
2021.1	New delegation

Title:	CD28 Expressions of Interest for Goods and Services		
Delegation No:	CD28		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	19 May 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> s.5.42 - Delegation of some powers or duties to the CEO s.5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government Act 1995</i> s.3.57 - Tenders for providing goods or services <i>Local Government (Functions & General) Regulations 1996</i> r.21 - Limiting who can tender, procedure for r.23 - Rejecting and accepting expressions of interest to be an acceptable tenderer
Function Delegated:	20. Authority to determine when to seek Expressions of Interest and to invite Expressions of Interest for the supply of goods or services [F&G r21]. 21. Authority to consider Expressions of Interest which have not been rejected and determine those which are capable of satisfactorily providing the goods or services, for listing as acceptable tenderers [F&G r23].
Conditions	a. Expressions of Interest or Tenders may only be called where there is an adopted budget for the proposed goods or services b. This delegation is to be carried out in accordance with Council's Purchasing Policy and internal Purchasing Procedures. c. The exercise of this delegation is to be reported to the next Concept Forum.

Sub-Delegate/s: Appointed by CEO	Nil
CEO Conditions on this Sub-Delegation: Conditions on the original delegation also apply to the sub-delegations	e. Each sub-delegate may only use the sub-delegation in regard to contracts that are within the scope of the incumbent's position role and responsibilities.
Compliance Links:	Delegates are designated employees under s.5.74 and are required to provide Primary and Annual Returns. Council Policy - 1.3.7 Regional Price Preference

Version Control:	
2021.1	Separated from CD04 Expressions of Interest, Tenders and Tender Exempt Procurement delegation (repealed) as recommended by WALGA.

Title:	CD29 Application of Regional Price Preference Policy		
Delegation No:	CD29		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995</i> Section 5.42 - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO Section 5.44 – CEO may delegate some powers and duties to other employees
Statutory Power Delegated:	<i>Local Government (Functions & General) Regulations 1996</i> r.24G Adopted regional price preference policy, effect of
Function Delegated:	22. <i>Authority to decide when not to apply the regional price preference policy to a particular future tender [F&G r.24G].</i>
Conditions	<p>p. This delegation is to be carried out in accordance with Council's Regional Price Preference Policy and Purchasing Policy and Procedures.</p> <p>q. This delegation may only be enacted where the CEO has reason to believe applying a regional price preference would limit the number or quality of tenders to the Shire's disadvantage.</p> <p>r. A decision not to apply the Regional Price Preference must be outlined in any public notice and tender documentation related to the tender.</p> <p>s. The exercise of this delegation is to be reported to the next Concept Forum.</p>

Sub-Delegate/s: Appointed by CEO	Nil
CEO Conditions on this Sub-Delegation: Conditions on the original delegation also apply to the sub-delegations	f. Each sub-delegate may only use the sub-delegation in regard to contracts that are within the scope of the incumbent's position role and responsibilities.
Compliance Links:	Delegates are designated employees under s.5.74 and are required to provide Primary and Annual Returns. Council Policy - 1.3.7 Regional Price Preference
Record Keeping	

Version Control:	
2021.1	NEW

Title:	CD30 Crossing – Construction, Repair and Removal		
Delegation No:	CD30		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Local Government Act 1995:</i> Section 5.42(b) - Delegation of some powers or duties to the CEO Section 5.43 - Limitations on delegations to the CEO
Statutory Power Delegated:	<i>Local Government (Uniform Local Provisions) Regulations 1996</i> r.12(1) Crossing from public thoroughfare to private land or private thoroughfare – Sch.9.1 cl.7(2) r.13(1) Requirement to construct or repair crossing – Sch.9.1 cl.7(3)
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to approve or refuse to approve, applications for the construction of a crossing giving access from a public thoroughfare to land or private thoroughfare serving land [ULP r.12(1)]. 2. Authority to determine the specifications for construction of crossings to the satisfaction of the Local Government [ULP r.12(1)(a)]. 3. Authority to give notice to an owner or occupier of land requiring the person to construct or repair a crossing [ULP r.13(1)]. 4. Authority to initiate works to construct a crossing where the person fails to comply with a notice requiring them to construct or repair the crossing and recover 50% of the cost of doing so as a debt due from the person [ULP r.13(2)].
Conditions	<ol style="list-style-type: none"> 1. Actions under this Delegation must comply with procedural requirements detailed in the Local Government (Uniform Local Provisions) Regulations 1996. 2. Subject to the reporting of the exercise of this delegation to the Concept Forum each month.
Cross References (if any)	
Policy:	1.5.3 Crossovers Policy
Procedure:	Crossovers Specifications
Other Statutory:	Local Government (Uniform Local Provisions) Regulations 1996 – prescribe applicable statutory procedures Penalties under the Uniform Local Provisions Regulations are administered in accordance with Part 9, Division 2 of the Local Government Act 1995

Title:	CD31 Occupancy Permits and Building Approval Certificates		
Delegation No:	CD32		
Delegation from:	Council (Permit Authority)	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> Section 127(1) & (3) - Delegation: special permit authorities and local government
Statutory Power Delegated:	<i>Building Act 2011</i> s.55 Further information s.58 Grant of occupancy permit, building approval certificate s.62(1) and (3) Conditions imposed by permit authority s.65(4) Extension of period of duration <i>Building Regulations 2012</i> r.40 Extension of period of duration of time limited occupancy permit or building approval certificate (s.65)
Function Delegated:	1. Authority to require an applicant to provide any documentation or information required in order to determine an application [s.55]. 2. Authority to grant, refuse to grant or to modify an occupancy permit or building approval certificate [s.58]. 3. Authority to impose, add, vary or revoke conditions on an occupancy permit [s.62(1) and (3)]. 4. Authority to extend, or refuse to extend, the period in which an occupancy permit or modification or building approval certificate has effect [s.65(4) and r.40].
Conditions	1. Subject to function 2-4 being reported to the next Concept Forum.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Building Act 2011 s.59 time for granting occupancy permit or building approval certificate s.60 Notice of decision not to grant occupancy permit or grant building approval certificate s.121 Occupancy permits and building approval certificates – application for review by SAT Building Services (Complaint Resolution and Administration) Act 2011 – Part 7, Division 2 Building and Construction Industry Training Levy Act 1990

Title:	CD32 Designate Employees as Authorised Persons		
Delegation No:	CD32		
Delegation from:	Council (Permit Authority)	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> Section 127(1) & (3) - Delegation: special permit authorities and local government
Statutory Power Delegated:	<i>Building Act 2011</i> s.96(3) authorised persons s.99(3) Limitation on powers of authorised person
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to designate an employee as an authorised person [s.96(3)]. 2. Authority to revoke or vary a condition of designation as an authorised person or give written notice to an authorised person limiting powers that may be exercised by that person [s.99(3)]. <p>NOTE: An authorised person for the purposes of sections 96(3) and 99(3) is not an approved officer or authorised officer for the purposes of Building Reg. 70.</p>
Conditions	<ol style="list-style-type: none"> 1. Decisions under this delegation authority are to be in accordance with r.5 of the Building Regulations 2012. 2. Subject to authorised persons being issued with an identity card in accordance with s.97 of the Building Act 2011. 3. A register being maintained of all authorised persons.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Building Act 2011 s.97 each designated authorised person must have an identity card. r.5A Authorised persons (s.3) – definition

Title:	CD33 Building Orders		
Delegation No:	CD33		
Delegation from:	Council (Permit Authority)	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> Section 127(1) & (3) - Delegation: special permit authorities and local government
Statutory Power Delegated:	<i>Building Act 2011</i> s.110(1) A permit authority may make a building order s.111(1) Notice of proposed building order other than building order (emergency) s.117(1) and (2) A permit authority may revoke a building order or notify that it remains in effect s.118(2) and (3) Permit authority may give effect to building order if non-compliance s.133(1) A permit authority may commence a prosecution for an offence against this Act
Function Delegated:	<ol style="list-style-type: none"> Authority to make Building Orders in relation to: <ol style="list-style-type: none"> Building work Demolition work An existing building or incidental structure [s.110(1)]. Authority to give notice of a proposed building order and consider submissions received in response and determine actions [s.111(1)(c)]. Authority to revoke a building order [s.117]. If there is non-compliance with a building order, authority to cause an authorised person to: <ol style="list-style-type: none"> take any action specified in the order ; or commence or complete any work specified in the order; or if any specified action was required by the order to cease, to take such steps as are reasonable to cause the action to cease [s.118(2)]. Authority to take court action to recover as a debt, reasonable costs and expense incurred in doing anything in regard to non-compliance with a building order [s.118(3)]. Authority to initiate a prosecution pursuant to section 133(1) for non-compliance with a building order made pursuant to section 110 of the Building Act 2011.
Conditions	<ol style="list-style-type: none"> Subject to the reporting of the exercise of this delegation to the next Concept Forum.
Cross References (if any)	
Policy:	Nil.

Procedure:	Nil.
Other Statutory:	Building Act 2011 Section 111 Notice of proposed building order other than building order (emergency) Section 112 Content of building order Section 113 Limitation on effect of building order Section 114 Service of building order Part 9 Review - s.122 Building orders – application for review by SAT

Title:	CD34 Inspection and Copies of Building Records		
Delegation No:	CD34		
Delegation from:	Council (Permit Authority)	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> Section 127(1) & (3) - Delegation: special permit authorities and local government
Statutory Power Delegated:	<i>Building Act 2011</i> s.131(2) Inspection, copies of building records <i>Building Regulations 2012</i> r.13 Inspection, copies of building records (s.131)
Function Delegated:	1. Authority to determine an application from a n interested person to inspect and copy a building record [s.131(2)].
Conditions	Nil.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Building Act 2011 s.146 Confidentiality

Title:	CD35 Referrals and Issuing Certificates		
Delegation No:	CD35		
Delegation from:	Council (Permit Authority)	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> Section 127(1) & (3) - Delegation: special permit authorities and local government
Statutory Power Delegated:	<i>Building Act 2011</i> s.145A Local Government functions
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to refer uncertified applications under s.17(1) to a building surveyor who is not employed by the local government [s.145A(1)]. 2. Authority to issue a certificate for Design Compliance, Construction Compliance or Building Compliance whether or not the land subject of the application is located in the Shire of Mingenew [s.145A(2)].
Conditions	Subject to all records pertaining to the exercising of this delegation being maintained within the Shire's records management system.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Building Act 2011 s.146 Confidentiality

Title:	CD36 Smoke Alarms – Alternative Solutions		
Delegation No:	CD36		
Delegation from:	Council (Permit Authority)	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Building Act 2011</i> Section 127(1) & (3) - Delegation: special permit authorities and local government
Statutory Power Delegated:	<i>Building Regulations 2012:</i> r.55 Terms Used (alternative building solution approval) r.61 Local Government approval of battery powered smoke alarms
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to approve alternative building solutions which meet the performance requirement of the Building Code relating to fire detection and early warning [r.55]. 2. Authority to approve or refuse to approve a battery powered smoke alarm and to determine the form of an application for such approval [r.61].
Conditions	<ol style="list-style-type: none"> 1. Subject to written advice being received and considered from a suitably qualified person (building surveyor, local government officer from another local government with building-related qualifications or experience).
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	Building Act 2011 s.146 Confidentiality

Title:	CD37 Make Request to FES Commissioner – Control of Fire		
Delegation No:	CD37		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 July 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> Section 48 - Delegation by local governments
Statutory Power Delegated:	<i>Bush Fires Act 1954:</i> s.13(4) Duties and powers of bush fire liaison officers
Function Delegated:	1. Authority to request on behalf of the Shire of Mingenew that the FES Commissioner authorise the Bush Fire Liaison Officer or another person to take control of fire operations [s.13(4)].
Conditions	a) Subject to liaison with the Chief Bush Fire Control Officer and/or Deputy Bush Fire Control Officer and at least one Bushfire Captain.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Bush Fires Act 1954</i>

Title:	CD38 Prohibited Burning Times – Control Activities		
Delegation No:	CD38		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 July 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> Section 48 - Delegation by local governments
Statutory Power Delegated:	<i>Bush Fires Act 1954:</i> s.27(2) and (3) Prohibition on use of tractors or engines except under certain conditions s.28(4) and (5) Occupier of land to extinguish bush fire occurring on own land <i>Bush Fire Regulations 1954:</i> r.15 Permit to burn (Act s.18), form of and apply for after refusal etc. r.38C Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times r.39B Crop dusters etc., use of in restricted or prohibited burning times
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to prohibit the use of tractors, engines or self-propelled harvester, during a Prohibited Burning Times, and to give permission for use of same during the Restricted Burning Time subject to compliance with requirements specified in a notice [s.27(2) and (3)]. 2. Authority to recover the cost of measures taken by the Shire of Mingenew or Bush Fire Control Officer, to extinguish a fire burning during Prohibited Burning Times, where the occupier of the land has failed to comply with requirements under s.28(1) to take all possible measures to extinguish a fire the land they occupy [s.28(4)], including authority to recover expenses in any court of competent jurisdiction [s.28(5)].
Conditions	b) Subject to the reporting of the exercise of function 2 to the next Concept Forum.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Bush Fires Act 1954</i>

Title:	CD39 Restricted Burning Times – Vary and Control Activities		
Delegation No:	CD39		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	20 July 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> Section 48 - Delegation by local governments
Statutory Power Delegated:	<i>Bush Fires Act 1954:</i> s.18(5), (11) Restricted burning times may be declared by FES Commissioner s.22(6) and (7) Burning on exempt land and land adjoining exempt land s.27(2) and (3) Prohibition on use of tractors or engines except under certain conditions s.28(4) and (5) Occupier of land to extinguish bush fire occurring on own land <i>Bush Fire Regulations 1954:</i> r.15 Permit to burn (Act s.18), form of and apply for after refusal etc. r.15C Local Government may prohibit burning on certain days r.38C Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times r.39B Crop dusters etc., use of in restricted or prohibited burning times
Function Delegated:	<ol style="list-style-type: none"> 1. Authority, where seasonal conditions warrant it and after consultation with an authorised CALM Act officer, to determine to vary the restricted burning times in respect of that year [s.18(5)]. 2. Authority, where a permitted burn fire escapes or is out of control in the opinion of the Bush Fire Control Officer or an officer of the Bush Fire Brigade, to determine to recoup bush fire brigade expenses arising from preventing extension of or extinguishing an out of control permitted burn [s.18(11)]. 3. Authority to arrange with the occupier of exempt land, the occupier of land adjoining it and the Bush Fire Brigade to cooperate in burning fire-breaks and require the occupier of adjoining land to provide by the date of the burning, ploughed or cleared fire-breaks parallel to the common boundary [s.22(6) and (7)]. 4. Authority to prohibit the use of tractors, engines or self-propelled harvester, during a Restricted Burning Times, and to give permission for use of same during the Restricted Burning Time subject to compliance with requirements specified in a notice [s.27(2) and (3)]. 5. Authority to recover the cost of measures taken by the Shire of Mingenew or Bush Fire Control Officer, to extinguish a fire burning during Restricted Burning Times, where the occupier of the land has failed to comply with requirements under s.28(1) to take all possible measures to extinguish a fire the land they occupy [s.28(4)], including authority to recover expenses in any court of competent jurisdiction [s.28(5)].
Conditions	c) Subject to the reporting of the exercise of function 5 to the next Concept Forum.

Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Bush Fires Act 1954</i>

Title:	CD40 Burning Garden Refuse / Open Air Fires		
Delegation No:	CD40		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> Section 48 - Delegation by local governments
Statutory Power Delegated:	<i>Bush Fires Act 1954:</i> <i>s.24F Burning garden refuse during limited burning times</i> <i>s.24G Minister or local government may further restrict burning of garden refuse</i> <i>s.25 No fire to be lit in open air unless certain precautions taken</i> <i>s.25A Power of Minister to exempt from provisions of section 25</i> <i>Bush Fires Regulations 1954:</i> <i>r.27(3) Permit, issue of</i>
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to give written permission, during prohibited times and restricted times, for an incinerator located within 2m of a building or fence, only where satisfied it is not likely to create a fire hazard [s.24F(2)(b)(ii) and (4)]. 2. Authority to prohibit or impose restrictions on the burning of garden refuse that is otherwise permitted under s.24F [s.24G(2)]. <ol style="list-style-type: none"> a. Authority to issue directions to an authorised officer as to the manner in which or the conditions under which permits to burn plants or plant refuse shall be issued in the District [r.27(3) and r.33(5)]. b. Authority to prohibit (object to) the issuing of a permit for the burning of a proclaimed plan growing upon any land within the District [r.34]. 3. Authority to provide written approval, during prohibited times and restricted times, for fires to be lit for the purposes of: <ol style="list-style-type: none"> a. camping or cooking [s.25(1)(a)]. b. conversion of bush into charcoal or for the production of lime, in consultation with an authorised CALM Act officer [s.25(1)(b)]. 4. Authority to prohibit the lighting of fires in the open are for the purposes of camping or cooking for such period during the prohibited burning times as specified in a note published in the Gazette and newspaper circulating in the District and authority to vary such notice [s.25(1a) and (1b)]. 5. Authority to serve written notice on a person to whom an exemption has been given under s.25 for lighting a fire in open air, prohibiting that person from lighting a fire and to determine conditions on the notice [s.25A(5)].
Conditions	d) Subject to the reporting of the exercise of this delegation to the next Concept Forum.
Cross References (if any)	
Policy:	Nil.

Procedure:	Nil.
Other Statutory:	<i>Bush Fires Act 1954</i>

Title:	CD41 Firebreaks		
Delegation No:	CD41		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> Section 48 - Delegation by local governments
Statutory Power Delegated:	<i>Bush Fires Act 1954</i> s.33 Local government may require occupier of land to plough or clear fire-breaks
Function Delegated:	<ol style="list-style-type: none"> 1. Authority to give written notice to an owner or occupier of land or all owners or occupiers of land within the District, requiring, to the satisfaction of the Shire of Mingenew: <ol style="list-style-type: none"> a. clearing of firebreaks as determined necessary and specified in the notice; and b. act in respect to anything which is on the land and is or is likely to be conducive to the outbreak of a bush fire or the spread or extension of a bush fire; and c. as a separate or coordinated action with any other person carry out similar actions [s.33(1)]. 2. Authority to direct a Bush Fire Control Officer or any other employee to enter onto the land of an owner or occupier to carry out the requisitions of the notice which have not been complied with [s.33(4)]. <ol style="list-style-type: none"> a. Authority to recover any costs and expenses incurred in doing the acts, matters or things required to carry out the requisitions of the notice [s.33(5)].
Conditions	e) Subject to the reporting of the exercise of this delegation to the next Concept Forum.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Bush Fires Act 1954</i>

Title:	CD42 Recovery of Expenses Incurred through Contraventions of the Bush Fires Act		
Delegation No:	CD42		
Delegation from:	Council	Delegation to:	Chief Executive Officer
Date Adopted:	16 June 2021	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> Section 48 - Delegation by local governments
Statutory Power Delegated:	<i>Bush Fires Act 1954</i> s.58 General penalty and recovery of expenses incurred
Function Delegated:	1. Authority to recover expenses incurred as a result of an offence against the Bush Fires Act, being expenses incurred through the fulfilment of a duty or doing anything for which the Act empowered or required the Shire or those on behalf of the Shire to do [s.58].
Conditions	f) Subject to the reporting of the exercise of this delegation to the next Concept Forum.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	<i>Bush Fires Act 1954</i>

Title:	CA1 Authorised Persons under the Caravan Parks and Camping Grounds Act 1995		
Authority No:	CA1		
Appointment from:	Council Chief Executive Officer	Authorisation to:	Chief Executive Officer Environmental Health Officer
Date Adopted:	17 April 2019	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to appoint authorised persons:	<i>Caravan Parks and Camping Grounds Act 1995</i> Section 17 - Appointment of authorised persons
Statutory Power for authorisation:	<i>Caravan Parks and Camping Grounds Act 1995</i> Section 23 – Infringement Notices
Authority:	Undertake the powers of an 'authorised person' as prescribed in the <i>Caravan Parks and Camping Grounds Act 1995</i> and the <i>Caravan Parks and Camping Grounds Regulations 1997</i> ;
Conditions:	<ol style="list-style-type: none"> 1. In the context of s23 the Environmental Health Officer is authorised to issue infringements under s23(2) only, as per s23(11) of the <i>Caravan Parks and Camping Grounds Act 1995</i>. 2. In the context of s23, the CEO is authorised to modify or withdraw infringements in accordance with all other subsections of s23. 3. An identity card be issued to each authorised person in accordance with s17.
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Evidence:	Identity Card [s17]

Title:	CA2 Prohibited Burning Times - Vary		
Delegation No:	CA2		
Delegation from:	Council	Delegation to:	Shire President and Chief Bush Fire Control Officer (jointly)
Date Adopted:	20 July 2018	Last Reviewed:	15/06/2022 (no change)

This detail is provided as a reference only. Delegates shall only act in full understanding of the delegated legislative power, inclusive of conditions [refer below].

Statutory Power to Delegate:	<i>Bush Fires Act 1954</i> s.48 Delegation by local government s.17(10) Prohibited burning times may be declared by Minister (power of delegation to mayor or president and Chief Bush Fire Control Officer for ONLY powers under s.17(7) and (8))
Statutory Power Delegated:	<i>Bush Fires Act 1954:</i> s.17(7) Prohibited burning times may be declared by Minister <i>Bush Fire Regulations 1954:</i> r.15 Permit to burn (Act s.18), form of and apply for after refusal etc. r.38C Harvesters, power to prohibit use of on certain days in restricted or prohibited burning times r.39B Crop dusters etc., use of in restricted or prohibited burning times
Function Delegated:	1. Authority, where seasonal conditions warrant it, to determine a variation of the prohibited burning times, after consultation with an authorised CALM Act officer [s.17(7)].
Conditions	a. Decisions under s,17(7) must be undertake jointly by both the President and the Chief Bush Fire Control Officer and must comply with the procedural requirements of s.17(7B) and (8).
Cross References (if any)	
Policy:	Nil.
Procedure:	Nil.
Other Statutory:	

49178

HOUSING JOINT VENTURE AGREEMENT

Dated 21ST AUGUST 1997

The State Housing Commission

("Homeswest")

and


MINGENEW SHIRE COUNCIL

("the Organisation")

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THIS JOINT VENTURE AGREEMENT dated 21st August 1997

BETWEEN THE STATE HOUSING COMMISSION, a body corporate constituted under the Housing Act 1980, of 99 Plain Street, East Perth in the State of Western Australia ("Homeswest" )

AND MINGENEW SHIRE COUNCIL of POST OFFICE BOX 120 MINGENEW WA 6522 in the said State ("the Organisation")

RECITALS

- A. The Organisation is the registered proprietor of the Land.
- B. Homeswest is empowered pursuant to the Act to provide residential rental accommodation for Eligible Persons.
- C. The Parties have agreed to form the Joint Venture to carry out the Project on the terms and conditions contained in this Agreement.

IT IS AGREED

1. INTERPRETATION

1.1 In this Agreement:

"Act " means the Housing Act 1980.

"Agreement" means this agreement including the schedules as amended from time to time.


"Commencement Date " means the date on which this agreement was stamped by the State Taxation Office.

"Common Areas " means any areas on the land that are not designated for exclusive use by a specific tenant, including parking areas, common lighting, common garden areas and communal laundry facilities.

"Construction Cost" means the cost of construction or modification or renovation of the Units as set out in Item 2 of the Schedule.

"Eligible Persons " means persons who meet the prevailing Homeswest eligibility criteria for public rental housing.

"Financial or Administrative Mismanagement" means gross financial or

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\$ Nil Gross Consdn	\$ Nil Chattels
 Signature	\$ Exempt S119 Duty

administrative mismanagement by the Organisation of the Organisation's obligations under this Agreement as reasonably determined by Homeswest.

"Financial Year" means any period of 12 months ending on 30 June during the Term.

"Force Majeure" means an act of God, strike, lockout, insurrection, civil commotion, lightning, fire, storm, flood, earthquake, inclement weather, explosion, breakage or accident to machinery or lines of pipe, governmental restraint, embargoes, inability to obtain or delay in obtaining equipment or transport, governmental approvals, permits, licences or allocations and other cause, whether of the kind enumerated in this definition or otherwise, which is not reasonably within the control of a Party.

"Guidelines" means the guidelines issued by Homeswest in respect of the Joint Venture Housing Program, including all amendments and additions thereto from time to time, annexed to this Agreement and marked 'A'.

"Joint Venture" means the joint venture between the parties established pursuant to this Agreement, to carry out the Project.

"Joint Venture Property" means the Land, the Units and any other buildings on the Land.

"Land" means that portion only of the land described in Item 1 of the Schedule (together with all buildings and fixtures thereon) that is delineated on the Site Plan which forms Annexure D to this Agreement.

"Land Costs" means the Land Value plus any costs incurred to prepare the Land for construction or modification of the Units, including but not limited to land clearance, demolition of any existing buildings on the Land, land fill and compacting costs, surveying and lot amalgamation or sub-division costs, land servicing costs and the cost of Engineer's Certificates. These costs are listed in Item 2 of the Schedule.

"Land Value" means the value of the Land as provided by a Valuer and agreed between the Parties before construction or purchase begins under the Project.

"Market Rent" is the median rent charged by the private sector in a particular area which takes into account type of dwelling, property age, number of bedrooms and amenity level. As a guide Homeswest produces tables of market rent levels which are regularly updated.

"Parties" means the parties who are for the time being parties subject to this Agreement and **"Party"** shall have a corresponding meaning.

"Project" means the project to provide residential rental accommodation for Eligible Persons to be managed and maintained by the Organisation.

"Service Fees" are fees for additional tenancy management services which are made available by the Organisation to tenants on a user pay basis. Examples include

laundry, linen change, meals and house cleaning services, or furniture or TV/video hire, where these services are contracted or provided directly by the Organisation. These fees must be optional and not included as part of the rent. The level of the fee should not exceed the cost of providing the service.

"Target Group" means any specific categories of Eligible Persons that the Units are to be let to by the Organisation, as identified in Item 1 of the Schedule to this Agreement.

"Tenancy Agreement" means any agreement, express or implied, between the Organisation as landlord and a person or persons which grants that person or persons a right to occupy any Unit, or part thereof, whether exclusively or otherwise, for the purpose of residence.

"Tenant(s) " means a person or persons who occupy the Units under a Tenancy Agreement, who must be Eligible Persons when they are first allocated a Unit.

"Term" means the term of this Agreement being 25 years commencing on the Commencement Date.

"Total Project Cost" means the sum of the Land Costs and the Construction Costs, and is listed in Item 2 of the Schedule.

"Units" means the buildings which are to be purchased, constructed or modified on the Land pursuant to this Agreement to provide residential rental accommodation.

"Valuer " means a person who:

- (a) is licensed under the Land Valuers Licensing Act 1978;
- (b) is a full member of not less than 5 years standing of the Australian Institute of Valuers and Land Economists Inc; and
- (c) has been actively engaged in Western Australia for not less than 5 years in undertaking land valuations.

1.2 Interpretation

In this Agreement headings are for convenience only and do not affect interpretation, and unless the context indicates a contrary intention:

- a) a reference to any Party includes that Party's executors, administrators, successors, substitutes and assigns, including any person taking by way of novation;
- b) a reference to this Agreement or to any other deed, agreement or document includes, respectively, this Agreement or that other deed, agreement or document as amended, novated, supplemented, varied or replaced from time to time;

- c) references to currency are references to Australian currency ;
- d) reference to any legislation or to any section or provision thereof includes any statutory modification or re-enactment or any statutory provision substituted for it, and ordinances, by-laws, regulations, and other statutory instruments issued thereunder;
- e) where the day on which or by which any act, matter or thing is to be done under this Agreement is not a business day, that act, matter or thing will be done on the immediately following business day.

2. JOINT VENTURE

- 2.1 The parties hereby associate themselves in a Joint Venture for the purposes of the Project.
- 2.2 The Joint Venture shall commence on the Commencement Date and shall continue for the Term unless extended pursuant to clause 7.1 (b) of this Agreement where it shall then continue for the extended term.
- 2.3 Each party covenants and agrees with the other Party to be just and faithful in all its activities and dealings with the other Party and otherwise perform its obligations implied as well as expressed under the terms of this Agreement.
- 2.4 Nothing in this Agreement shall be construed so as to make a Party a partner, agent or representative of the other Party or to create any partnership, association or agency for any purpose.
- 2.5 The rights and obligations of the Parties shall be neither joint nor joint and several.
- 2.6 This Agreement shall be interpreted, applied and will take effect as a contract made in Western Australia and is governed and shall be performed according to the laws of Western Australia.
- 2.7 The Parties shall at all times observe, conform and comply with the provisions of all applicable laws, legislation, rules, regulations and by-laws of the Commonwealth of Australia, the State of Western Australia and any local authority, including where applicable, but not limited to, the Equal Opportunity Act 1984, the Housing Act 1980, the Housing Agreement (Commonwealth and State) Act 1990, the Residential Tenancies Act 1987, the Retirement Villages Act 1992 and the provisions of the Code of Practice for Retirement Villages as administered by the Ministry of Fair Trading.
- 2.8 Subject to its provisions, this Agreement will be binding upon and inure to the benefit of the Parties and their respective successors and permitted assigns who become Parties under the terms of this Agreement.

- 2.9 The Organisation declares that in entering into this Agreement it has not relied on any promise, representation, undertaking or warranty given by or on behalf of Homeswest.
- 2.10 Homeswest's participation in the Project shall be recognised in all advertising, promotional and publicity materials, and upon any signage on the Units and the Land.

3. DESCRIPTION OF THE PROJECT

- 3.1 The Project is for the **[purchase, construction, modification]** of Units on the Land, as detailed in the Schedules, to be maintained and managed by the Organisation.

4. DESIGN, CONSTRUCTION, MODIFICATIONS OR PURCHASE

- 4.1 Homeswest shall undertake the construction and/ or modification on the Land of the Units as detailed in the Schedules and as described on the plans and drawings to be approved by the Parties.
- 4.2 Pursuant to Clause 4.1, where architectural services are required then Homeswest shall consult with the Organisation about the development of a Design Brief for the project. Once the Parties agree to the content of the Design Brief :-
- a) Homeswest, at it's expense, shall tender, appoint and supervise an architect who shall prepare the plans and specifications for the Project and prepare the building contract documentation ; **OR**
 - b) the Organisation, at it's own expense, shall tender, appoint and supervise an architect, subject to approval on fee price from Homeswest. This architect shall prepare the plans and specifications for the Project and prepare the building contract documentation.
- 4.3 Prior to Homeswest calling tenders and commencing construction or modification of the Units the Organisation shall, at its own expense (unless otherwise agreed by Homeswest) :-
- a) ensure that the Land is appropriately zoned for the Project, and
 - b) cause the Land to be properly cleared, prepared and adequately serviced for the Project (the satisfaction of which requirements shall be confirmed in writing by an Engineer's Certificate) in accordance with the requirements described in Annexure B.
- 4.4 Homeswest shall, at its own expense, obtain such approvals, consents, permits and licences (other than rezoning) as are required by law for the construction or modification of the Units, together with such renewals and extensions as are necessary from time to time.

- 4.5 Where Homeswest agrees that the Organisation may, at its expense, act as the project manager for the construction or modification of the Units, then the Organisation shall be responsible for obtaining such approvals, permits and licenses as are required by law for the construction or modification of the Units, together with such renewals and extensions as are necessary from time to time, and Clause 4.4 shall not apply. The Organisation also agrees to abide by Homeswest's standard terms and conditions for construction contracts.
- 4.6 Where the project includes the purchase of existing Units Homeswest's policies and procedures on purchasing of properties shall apply.
- 4.7 Pursuant to Clause 4.6 either the purchase price OR the valuation of the purchased Units as provided by a Valuer, **whichever is the lesser sum**, shall be deemed to be the Land Value and shall be included as part of the Land Costs in Item 2 of the Schedule. In the event of a disagreement over the valuation the process for determining a valuation described in Clause 7.4 shall apply.


5. FINANCING & PROJECT EQUITIES

- 5.1 Homeswest shall contribute the sum specified in Item 2b) of the Schedule to the Total Project Cost which sum is apportioned between the Land Costs and the Construction Cost so specified in Item 2b) of the Schedule and represents the percentage of the Total Project Cost specified in Item 3b) of the Schedule.
- 5.2 The Organisation shall contribute the sum specified in Item 2a) of the Schedule to the Total Project Cost which sum is apportioned between the Land Costs and the Construction Cost so specified in Item 2a) of the Schedule and represents the percentage of the Total Project Cost specified in Item 3a) of the Schedule.
- 5.3 Any additional costs beyond those specified in Clauses 5.1 to 5.2 shall be negotiated between the parties.
- 5.4 The percentage equitable Interests of the Parties in the Joint Venture shall be those stated in Items 3a) and 3b) of the Schedule.
- 5.5 In the event of any improvements or additions to the Joint Venture Property subsequently agreed to by the Parties Item 2a) or 2b) of the Schedule shall be amended according to which Party meets these costs, and the respective equitable Interests of the Parties stated in Item 3 of the Schedule shall be amended.
- 5.6 Homeswest shall be entitled to lodge an absolute caveat at the Office of Titles against the Certificate of Title to the Land in order to protect the rights and interests of Homeswest under this Agreement and to protect its equitable Interest in the Joint Venture.

6. TRANSFER, ASSIGNMENT OR SALE OF INTERESTS

- 6.1 The Organisation shall not assign, sell, transfer, lease, let, mortgage, charge, unencumber or otherwise surrender or dispose of its estate or Interest in the Land, any other Joint Venture Property or this Agreement (other than the letting of Units to Eligible Tenants) during the term **EXCEPT** to Homeswest or another association or body approved by Homeswest which is assessed as eligible under the Guidelines to participate in the Project, unless otherwise approved in writing by Homeswest.
- 6.2 The Organisation shall not mortgage, charge, encumber or create any security over its estate or interest in the Land or any other Joint Venture Property without the prior written consent of Homeswest, which consent shall not be unreasonably withheld where the other party or parties to the proposed mortgage, charge, encumbrance or security enter into a Deed of Covenant with Homeswest whereby that party or those parties agree not to exercise any power of sale over the Land or any other Joint Venture Property under the proposed mortgage, charge, encumbrance or security without the prior written consent of Homeswest.

7. EXPIRATION OF THE TERM

- 7.1 At least six months before the expiration of the Term, but not earlier than 18 months before the expiration of the Term, the Parties shall agree to one of the following courses of action:
- 
- a) to enter into a new joint venture agreement between the Parties on new terms and conditions with a view to continuing the Project;
 - b) to extend the Term of the existing Agreement for a further period as agreed between the Parties;
 - c) to assign or transfer the Organisation's Interest in the Joint Venture Property to another organisation or party which agrees to be bound by all the terms and conditions of this agreement for a new term or is willing to negotiate a new Joint Venture agreement with Homeswest ;
 - d) the Organisation to buy out Homeswest's equitable Interest in the Joint Venture at its Current Market Value;
 - e) Homeswest to purchase the Organisation's equitable Interests in the Joint Venture Property at its Current Market Value, and thereby transfer proprietorship of the Land to Homeswest ;
 - f) to sell the Joint Venture Property at its Current Market Value and divide the proceeds of the sale between the Parties based on each Party's percentage equitable Interest in the Joint Venture as identified in Item 3

of the Schedule.

- 7.2 In the event that the Parties agree to renew or extend the Agreement pursuant to clauses 7.1a) & 7.1b), or agree to transfer the Organisation's Interest pursuant to clause 7.1c), then the equitable Interests in the Joint Venture of each Party shall be revalued at their Current Market Values in accordance with the formula stated in Annexure C of this Agreement. The revised project equities shall be entered into Item 5 of the Schedule.
- 7.3 In the event that the Parties agree to pursue the options identified in Clauses 7.1d), 7.1e) or 7.1f), then the percentage equitable Interests in the Joint Venture of each of the Parties shall be as stated in Item 3 of the Schedule.
- 7.4 The Current Market Value of the Land and the other Joint Venture Property shall be determined by a Valuer approved by Homeswest. In the event of a disagreement between the Parties about the valuation, the Current Market Value of the Land and the other Joint Venture Property shall be determined by taking the average of 2 valuations thereof by 2 Valuers, one nominated by Homeswest and the other nominated by the Organisation, and this determination shall be final and binding upon the Parties.

8. RENTAL INCOME, SERVICE FEES AND OPERATIONAL SURPLUSES

- 8.1 The Organisation shall be responsible for collecting in a timely manner all rents and other fees or expenses and collect any outstanding rental arrears or debts from Tenants or former Tenants.
- 8.2 All Rent shall be the property of and be retained by the Organisation, subject to Clause 8.7 and 8.8.
- 8.3 The Organisation may charge the Tenants a rent commensurate with Homeswest rental charges. The Organisation cannot charge a rent level below the levels charged by Homeswest to a Tenant on a comparable income in a similar Unit.
- 8.4 The rental income may be used by the Organisation to meet the expenses incurred in the operation, management and maintenance of the Units, including provision for long term maintenance (see Clause 10.4).
- 8.5 Pursuant to Clause 8.3 the Organisation shall undertake periodic rent reviews to ensure that appropriate rent levels are being maintained.
- 8.6 The Organisation shall be entitled to charge additional service fees to Tenants. The amount and purpose of the service fees shall be subject to prior written approval of Homeswest and should not exceed the cost to the Organisation of the provision of these additional services. Any increase in service fee charges shall be subject to prior written approval of Homeswest. All service fee revenues and costs must be identified in the annual Financial Statements of the Organisation.

- 8.7 Any surplus income accumulated by the Organisation from the management and operation of the Units may be used, subject to the approval of Homeswest, as cash contributions towards further low income rental housing projects, improvements or upgrades to existing Joint Venture Units or other purposes agreed in writing by Homeswest.
- 8.8 Where no agreed purpose can be found for the use of surplus income as referred to in Clause 8.7 or the Guidelines, then such surplus is to be divided proportionately between Homeswest and the Organisation based on each Parties percentage equitable Interest in the Joint Venture as identified in Item 3 of the Schedule.

9. TENANCY MANAGEMENT

- 9.1 The Organisation shall maintain a Wait List of Eligible Persons who are seeking rental accommodation and shall let the Units to persons who are part of the Target Groups and who are also Eligible Persons, subject to Clause 9.6. Upon allocation of a Unit to an Eligible Person the Organisation shall forward to Homeswest the name and date of birth of the new tenant so that it can remove the person from Homeswest's Wait Lists.
- 9.2 Homeswest's written approval is required for any proposed changes to the Organisation's Target Groups at any time during the Term.
- 9.3 Where the Target Groups include people with special needs who require essential support services in order to sustain their tenancy, it is the responsibility of the Organisation to ensure that appropriate support services are available.
- 9.4 The Organisation shall provide Tenants with a Tenancy Agreement that complies with the minimum requirements set out in the Residential Tenancies Act. The Term of any Tenancy Agreement may not extend beyond the Term of this Agreement.
- 9.5 The Organisation shall establish a Tenant Allocations Panel in order to select the initial tenants for the Units and to fill vacancies as they arise. Homeswest Regional Managers shall have the right to have one representative on the Tenant Allocations Panel. Homeswest may refer Eligible Persons to the Organisation to be placed on the Wait List of the Organisation.
- 9.6 Once an Eligible Person has been allocated a Unit, the Organisation will guarantee that person security of tenure (subject to the tenant's continued compliance with their Tenancy Agreement) even if their circumstances change such that they would no longer be deemed to be part of the Target Group or if they would no longer meet Homeswest's eligibility criteria for public rental housing.
- 9.7 The Organisation shall ensure at all times that the Units are kept tenanted and

occupied to the fullest extent possible by Eligible Persons.

- 9.8 The Organisation shall establish a procedure whereby Tenants' grievances in respect of any matter arising out of their tenancy in the Units can be heard and arbitrated, other than any provisions available to tenants under the Residential Tenancies Act. Written details of this grievances procedure must be provided to all Tenants.
- 9.9 The Organisation shall take all reasonable steps to ensure that Tenants and any other persons that come into the Units or onto the Land with the Organisation's or a Tenant's consent do not interfere with the reasonable peace, comfort or privacy of other Tenants or surrounding neighbours.

10. ASSET MANAGEMENT

- 10.1 The Organisation shall be responsible for all repairs and maintenance necessary to ensure that the Units are maintained in a good state of repair and condition, and that the Units comply with any health, safety or building regulations or by-laws, or any other applicable statutory regulations or by-laws, except where such repairs are assessed by the Builder's Registration Board to be the responsibility of the contracted builder.
- 10.2 The Organisation shall be responsible for the repair or replacement of all essential fixtures and fittings to the Units and the maintenance of fences and gates on the Land.
- 10.3 The Organisation shall ensure that the Units are kept free from pests and vermin (including rats, mice, cockroaches, white ants, termites and Singapore ants) and that termite inspections are carried out at least once every year by a registered pest control agency.
- 10.4 The Organisation shall ensure that an amount per unit per year, to be agreed between the parties, is set aside from the annual rental income for the long term maintenance needs of the Joint Venture Property. This amount shall be identified in the Schedule and shall be reviewed every 5 years by Homeswest and the Organisation, or sooner if requested by either Party.
- 10.5 The Organisation shall ensure that the gardens, landscaping and the grounds of the Units and any common areas are maintained to a good standard and are kept neat and tidy.
- 10.6 Any upgrading of the Units and all other improvements on the Land are the responsibility of the Organisation.
- 10.7 Throughout the Term of this Agreement the Organisation as Manager of the Joint Venture Property shall ensure that adequate workers' compensation and common law liability insurance is effected by all contractors engaged on any work in relation to the Joint Venture Property and that such insurance includes a waiver of subrogation

against the Parties.

- 10.8 The Organisation shall undertake a minimum of one comprehensive inspection per year of each Unit and shall fill out a Property Condition Report (PCR) upon the occasion of each inspection.
- 10.9 The Organisation shall ensure that the Units are brought up to a good lettable standard when a Tenant vacates and that an inspection and PCR is undertaken at that time. The Organisation shall ensure that the new ingoing Tenant is provided with a copy of the PCR.
- 10.10 The Organisation is responsible for all rates, taxes, charges and other expenses levied or incurred in respect of the Land and the Joint Venture Property.

11. INSURANCE AND INDEMNITIES

- 11.1 The Organisation must effect and maintain, with insurance companies approved by Homeswest, the following insurance coverage :-
 - a) Building insurance with respect to the Units and all other improvements on the Land, to their full insurable value, against loss or damage by fire, storm, tempest, earthquake and any other applicable risk as Homeswest may reasonably require.
 - b) Public liability insurance with respect to the Units, all other improvements on the Land and the Land, in an amount not less than \$10,000,000 in respect of any one claim or any other reasonable amount as required by Homeswest from time to time. The Interests of Homeswest in the Joint Venture must be noted in such insurance policy.
 - c) Employers indemnity insurance (including workers compensation insurance) in respect of all employees of the Organisation employed in any capacity in relation to the Joint Venture.
- 11.2 The Organisation shall provide a copy to Homeswest of all policies of insurance pursuant to clause 11.1, and shall also provide to Homeswest on an annual basis or at any other time requested by Homeswest copies of current renewal certificates of such insurance policies.
- 11.3 The Organisation shall not do or permit to be done any act, matter or thing upon the Land or the Units, or bring or keep anything on the Land or in the Units, where any policy of insurance taken out with respect to the Land or the Units may be rendered void or voidable.
- 11.4 If the Organisation does or permits to be done any act, matter or thing which has the

effect of voiding any policy of insurance taken out by the Organisation or by Homeswest then (in addition to all other rights of Homeswest) the Organisation shall be responsible for and shall pay and discharge on demand any damage or loss which Homeswest may suffer or incur as a result of the Organisation's act or omission.

- 11.5 If Homeswest does or permits to be done any act, matter or thing which has the effect of voiding any policy of insurance taken out by the Organisation or by Homeswest then (in addition to all other rights of the Organisation) Homeswest shall be responsible for and shall pay and discharge on demand any damage or loss which the Organisation may suffer or incur as a result of Homeswest's act or omission.
- 11.6 The Organisation shall indemnify and keep indemnified Homeswest against all actions, claims, judgments, damages, costs, charges, expenses and losses of any nature which Homeswest may suffer or incur in connection with loss of life, injury to any person or damage to any property arising out of the use of the Joint Venture Property or any part of the Joint Venture Property pursuant to the terms of this Agreement or occasioned either wholly or in part by any act or omission on the part of the Organisation or its tenants, employees, servants, agents, contractors or lawful visitors, except to the extent caused or contributed to by an act or omission by Homeswest or its employees, servants, agents, contractors or lawful visitors.

12. REPORTING AND ACCOUNTABILITY

- 12.1 The Organisation shall at all times keep and maintain proper and accurate accounting records with respect to the Joint Venture Property throughout the Term showing (without limitation) the sources from which, and purposes for which, moneys relating to the Project have been received, and the manner in which those moneys have been disbursed.
- 12.2 The Organisation shall maintain and keep during the Term a Tenancy Register for the Units. The Register shall record for each paying Tenant for each Unit their date of occupancy, their weekly income, the weekly rent & service fees charged to the Tenant by the Organisation, the Target Group category (where applicable) and the vacate date if the Tenancy finishes.
- 12.3 The Organisation shall maintain and keep a Property Register for the Units. The Property Register shall include for each Unit a record of all maintenance work undertaken, the dates of all property inspections, copies of Property Condition Reports and any other information relevant to the care and maintenance of the Units.
- 12.4 The Organisation shall keep all records, accounts, receipts, documents, registers and reports pursuant to Clause 12.1, 12.2 and 12.3 open for inspection or audit at all reasonable times by responsible officers of Homeswest, the Treasury or the Auditor General.
- 12.5 The Organisation shall provide Homeswest with an annual audited financial statement detailing :-

- a) all income and expenditures in relation to the Joint Venture Property;
- b) profit and loss statements for the Organisation; and
- c) balance sheet for the Organisation

within 90 days of the end of each Financial Year. In relation to the Income and Expenditure statements for the Joint Venture Property, itemised expenditures should include maintenance, long term maintenance provision, administration and management costs, staff costs, property costs (eg. rates), insurances and other applicable costs. The statements must identify annual and accumulated surpluses or deficits.

- 12.6 Pursuant to Clause 12.5, where the Organisation operates and manages other Joint Venture Units which have been assisted with funds from Homeswest, the Organisation may provide composite audited financial income and expenditure statements for all of these Units so long as these statements comply with the requirements of this Agreement.
- 12.7 The Organisation shall provide Homeswest with a signed statement within 90 days of the end of each Financial Year from persons with authority to sign legal agreements on behalf of the Organisation **certifying that the Organisation has managed the Units under the terms and conditions of this Agreement.** The statement must also detail the occupancy rate for the Units throughout the preceding Financial Year and should identify any terms or conditions of the Agreement that the Organisation has not been able to comply with throughout the preceding Financial Year.
- 12.8 The Organisation shall upon written request from Homeswest provide such further information to Homeswest with respect to the Project as Homeswest may reasonably require from time to time.
- 12.9 The Organisation shall notify Homeswest if it is experiencing at any time any difficulties in meeting any of it's obligations and responsibilities under this Agreement.
- 12.10 Homeswest will, from time to time throughout the Term, review the Organisation with respect to it's management and maintenance of the Joint Venture Units. The review will include an inspection of the Tenancy and Property Registers kept by the Organisation, a review of the financial management of the Units and negotiation over use of accumulated surplus funds.
- 12.11 Homeswest retains the right to inspect any of the Joint Venture Units subject to sufficient notice by Homeswest to allow the Organisation to provide adequate notification to the Tenant as required under the Residential Tenancies Act. In the event that the Unit is unoccupied, the Organisation may require Homeswest to provide 7 days written notice of inspection.

13. BREACH AND TERMINATION.

13.1 IF the Organisation :-

- a) seriously or persistently, in the opinion of Homeswest, breaches any term of this Agreement;
- b) is guilty of Financial or Administrative Mismanagement of the project
- c) uses the Joint Venture Property for a purpose other than the purpose approved under this Agreement or otherwise approved in writing by Homeswest; or
- d) abandons the Joint Venture Property or persistently under occupies the Units without good reason or the written approval of Homeswest; or
- e) is, in the opinion of Homeswest, unable to continue to meet it's obligations under the terms of this Agreement for any reason other than those reasons set out in Clause 14 ;

AND the Organisation does not within 28 days after service by Homeswest of a written notice specifying the breach or events described in this clause either remedy the breach in a manner acceptable to Homeswest or refer any dispute concerning the breach to arbitration pursuant to clause 15.1 and 15.2

THEN the Organisation must immediately, if requested by Homeswest in writing (and at the Organisation's own cost), transfer the title of the Land to Homeswest.

13.2 IF :

- a) a judgment is obtained against the Organisation in any court of law (and no stay of proceedings relative to that judgment in the court is granted) and the judgment remains unsatisfied or execution is levied or issued against any of the assets or property of the Organisation;
- b) an order is made against the Organisation by a court of law;
- c) a resolution is passed for the dissolution of the Organisation;
- d) a receiver of any part of the revenue, property, assets, or undertaking of the Organisation is appointed;
- e) the Organisation enters into a compromise or arrangement with creditors without the prior written consent of Homeswest ;
- f) the Organisation stops payment of any of its debts or ceases or threatens to cease to manage the Project ; or
- g) the Organisation without the prior written consent of Homeswest makes or attempts to make any alteration to the provisions of its memorandum or articles of association or its constitution which in the opinion of Homeswest might detrimentally affect the Project or the interests of Homeswest under this

Agreement ;

THEN immediately after any of the foregoing events occurs, the Organisation shall meet with Homeswest and enter into discussions with Homeswest about the future ongoing management of the Joint Venture Units. If the Organisation fails to notify Homeswest or fails to enter into discussions with Homeswest, or, if in the opinion of Homeswest the Organisation is no longer able to carry out its obligations under this Agreement in a satisfactory manner, then the Organisation must immediately if requested by Homeswest in writing (and at the Organisation's own cost), transfer the title of the Land to Homeswest.

- 13.3 Pursuant to Clause 13.1 and 13.2, if Homeswest requires the Land to be transferred, the Organisation must immediately deliver up exclusive possession to Homeswest of the Joint Venture Property together with all records, accounts, documents, and registers related to the management and administration of the Joint Venture Property. Any accumulated long term maintenance funds must be transferred to Homeswest, and any accumulated operational surpluses shall be divided between the Parties in accordance with Clause 8.8.
- 13.4 Upon transfer of the Land to Homeswest and delivery of exclusive possession of the Joint Venture Property to Homeswest by the Organisation pursuant to Clause 13.3, Homeswest shall arrange a market valuation of the Joint Venture Property and upon agreement with the Organisation about the valuation Homeswest shall pay to the Organisation the value of its equitable interest in the Joint Venture Property at its Current Market Value based on the Organisation's percentage equitable interest in the Joint Venture as identified in Item 3 of the Schedule. Disagreement over valuations will be dealt with as per Clause 7.4.
- 13.5 Homeswest shall be entitled to deduct from any moneys payable to the Organisation under Clause 13.4 the amount of any moneys due and payable to Homeswest by the Organisation consequent upon any breach or default by the Organisation or the termination of this Agreement.
- 13.6 In cases where the Organisation fails to comply with a notice to remedy a breach within 14 days, and where the nature of the breach is deemed by Homeswest not to be covered by Clause 13.1 or 13.2, Homeswest may refer the matter to arbitration for settlement pursuant to Clause 15.1 and 15.2.
- 13.7 If Homeswest breaches any condition of this Agreement and fails to remedy the breach within 28 days after service by the Organisation of a notice specifying the breach, the Organisation may refer the matter to arbitration pursuant to Clause 15.1 and 15.2.
- 13.8 Any action taken by either Party in accordance with Clause 13 shall not affect any claim by either Party for damages in respect of a breach of a condition of this Agreement.
- 13.9 The Organisation hereby grants, in consideration of this Agreement, to Homeswest,

Power of Attorney to do all things necessary, desirable or convenient to ensure that the requirements of this Clause 13 are fully complied with including but not limited to executing and lodging at the Office of Titles a transfer of the Land from the Organisation to Homeswest, and the Organisation agrees to ratify and confirm all that Homeswest as attorney shall do or cause to be done under or by virtue of this clause and the Organisation shall indemnify Homeswest in respect of any act, matter or thing done pursuant to this Power of Attorney.

14. FORCE MAJEURE

- 14.1 If a Party becomes unable wholly or in part by reason of Force Majeure to carry out any of its duties or obligations under or by virtue of this Agreement:
- a) that Party shall give prompt written notice to the other Party of the Force Majeure with reasonably full particulars thereof and of the probable (as far as is known at the time) extent to which that Party will not be able to perform or be delayed in performing such duties or obligations;
 - b) such duties or obligations so far as they are affected by the Force Majeure shall be suspended during, but no longer than, the continuance of the Force Majeure;
 - c) that Party shall use all possible diligence to overcome or remove the impact or effects of the Force Majeure as soon as possible.
- 14.2 The requirement that any Force Majeure shall be overcome or remedied with all possible diligence shall not oblige a Party to settle any strike or other labour dispute on terms it does not approve of or to contest the validity of any law, regulation or decree by way of legal proceedings.

15. ARBITRATION

- 15.1 Any dispute, difference or disagreement between the Parties arising under or in respect of this Agreement or any term of it other than a breach or default by the Organisation to which Clause 13.2 applies shall be referred to a single arbitrator acceptable to the Parties or, in the absence of agreement between the Parties, to an arbitrator selected by the President of the Law Society of Western Australia.
- 15.2 The arbitrator appointed pursuant to Clause 15.1 shall determine the dispute between the Parties in accordance with the Commercial Arbitration Act 1985.

16. NOTICES

- 16.1 A notice required by one Party to the other under this Agreement shall be in writing and shall be served on the Organisation or Homeswest personally, or sent by prepaid post to address or the last known business address of the Party.
- 16.2 A notice given to a Party in accordance with Clause 16.1 shall be treated as having been given and received if delivered to a Party's address, on the day of delivery if a business day, otherwise on the next following business day; or if sent by prepaid mail, on the third business day after posting.

SCHEDULE - PROJECT A

1. DESCRIPTION OF THE PROJECT

Lot 66 Victoria Street Mingenew on Certificate of Title Volume 2012 Folio 848

If the Project is to be located on a part of a Lot, this part shall be delineated in the Site Plan which is Annexed to this Agreement and marked 'D'.

Units

Type of Unit (eg. 3 bedroom unit)	No.	Construct / purchase or modification?	Target group to be housed
2 bedroom	3	Construction	Aged
1 Bedroom	1	Construction	Aged

2. FINANCIAL CONTRIBUTIONS TO THE JOINT VENTURE

a) Organisation's Contributions to :

Land Costs

- Land Value contribution	\$2,000
- Site Preparation	\$19,956
- Land Servicing	\$990

	\$22,946

Construction Costs

- Additional Amenities	\$26,446
- Landscaping	\$5,385

	\$31,831

Organisation's Total Project Contribution = \$54,777

b) Homeswest's contributions to :

Land Costs

\$0

Construction Costs

- Architectural Fees & Project Management	\$17,784
- Construction of Units	\$284,569

	\$302,353

Homeswest's Total Project Contribution = \$302,353

c) Total Project Cost = \$357,130 _____

3. THE PARTIES PERCENTAGE EQUITABLE INTERESTS IN THE JOINT VENTURE

a)	The Organisation	15.34%
b)	Homeswest	84.66%

4. ADDRESSES OF ALL UNITS COVERED BY THIS SCHEDULE

Lot 66 Victoria St Mingenew

5. LONG TERM MAINTENANCE PROVISION

An amount of \$500 per Unit per year shall be set aside from the annual rental income for the long term maintenance needs of the Joint Venture Property.

6. THE PARTIES REVISED PERCENTAGE EQUITABLE INTERESTS IN THE JOINT VENTURE (Only applicable where the Agreement is to be renewed or extended)

a)	The Organisation	%
b)	Homeswest	%

SCHEDULE – PROJECT A

1. DESCRIPTION OF THE PROJECT

Lot 66 Victoria Street Mingenew on Certificate of Title Volume 2012 Folio 848

Units

Type of Unit (eg. 3 bedroom unit)	No.	Construct / purchase or modification?	Target group to be housed
2 Bedroom	3	Construction	Aged
1 Bedroom	1	Construction	Aged

2. FINANCIAL CONTRIBUTIONS TO THE JOINT VENTURE

a) Organisation's Contributions to :

Land Costs

- Land Value contribution \$ 7,500
- Site Preparation (Clearing, Import clean fill, Compaction, Excavation for sewerage system \$ 20,000
- WAWA, telephone & electricity fees \$ 1,000

\$ 28,500

Construction Costs

- Additional Amenities
 - Air Conditioning \$ 15,500
 - Carports \$ 12,000
- Landscaping \$ 3,636

\$ 30,636

Organisation's Total Project Contribution = \$ 59,136

**b) Homeswest's contributions to :
Land Costs**

\$ 000

Construction Costs

- Architectural Fees	\$ 20,700
- Construction of Units	\$345,000

\$365,700

Homeswest's Total Project Contribution = \$365,700

c) Total Project Cost = \$ 424,836

3. THE PARTIES PERCENTAGE EQUITABLE INTERESTS IN THE JOINT VENTURE

a)	The Organisation	13.92 %
b)	Homeswest	86.08 %

4. ADDRESSES OF ALL UNITS COVERED BY THIS SCHEDULE (PROJECT A)

5. LONG TERM MAINTENANCE PROVISION

An amount of \$500.00 per Unit per year shall be set aside from the annual rental income for the long term maintenance needs of the Joint Venture Property.

6. THE PARTIES REVISED PERCENTAGE EQUITABLE INTERESTS IN THE JOINT VENTURE (Only applicable where the Agreement is to be renewed or extended)

a)	The Organisation	%
b)	Homeswest	%

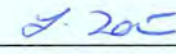
IN WITNESS WHEREOF the Parties hereto have executed this Agreement as a Deed on the date first hereinbefore written.

THE COMMON SEAL OF THE STATE HOUSING COMMISSION was hereunto affixed in the presence of :-






MANAGER
SECURITIES, CONVEYANCING AND
SETTLEMENT SERVICES




EXECUTIVE DIRECTOR

THE COMMON SEAL OF MINGENSHIRE COUNCIL was hereunto affixed in the presence of :



PRESIDENT



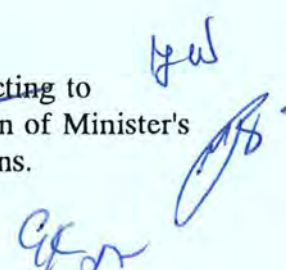
CHIEF EXECUTIVE OFFICER.

ANNEXURE A
[Joint Venture Guidelines]

ANNEXURE B

[Requirements of the Site]

These additional comments explain in further detail what is required of the Organisation in relation to the clearing, preparing and servicing of the Land.

- PROPERLY CLEARED** : This includes the demolition of any unwanted old buildings, old footings and foundations, clearing all debris and all unwanted vegetation.
- PROPERLY PREPARED** : This includes the removal of unsuitable soils, like clay or peat, and filling with suitable fill material, and any rock encountered in the building works.
- ADEQUATELY SERVICED** : This includes the following:
- Electrical incoming cables, sub-stations and contributions.
 - Water incoming mains and contributions.
 - Off-site stormwater disposal to connect to Local Authority drains, or special disposal methods.
 - Sub-soil drainage.
 - Main site sewer, pipe connecting to Minister's sewer, or extension of Minister's sewer to site and contributions.
- 

The Guidelines (Annexure A) provides details of Surveys and Reports required to assess the suitability, services and requirements of the site.

ANNEXURE C

[REVALUATION OF EQUITIES FORMULA]

(Only applicable if the Term of Agreement is extended or a new Agreement is entered into at the expiration of the Term)

Step 1 : Establish Each Parties Respective Equitable Interests In The Land

Use the \$ Values identified in Item 2 of the Schedule.

$$A = HL + OL$$

$$HL\% = \frac{HL}{A} \times 100$$

$$OL\% = \frac{OL}{A} \times 100$$

where A is the Total of the Land Costs established at the commencement of the Term

OL is the total of the Land Costs contributed towards the Joint Venture by the Organisation as identified in Item 2a) of the Schedule

HL is the total of the Land Costs contributed towards the Joint Venture by Homeswest as identified in Item 2b) of the Schedule

HL% and OL% are Homeswest's and the Organisation's respective equitable Interest's in the Land.

Step 2 : Establish Each Parties Respective Equitable Interest's in the Joint Venture Units. (Use the \$ Values identified in Item 2 of the Schedule)

$$B = HU + OU$$

$$HU\% = \frac{HU}{B} \times 100$$

$$OU\% = \frac{OU}{B} \times 100$$

where B is the Total of the Construction Costs and any subsequent agreed improvements, identified in Item 2 of the Schedule.

OU is the amount of the Construction Costs and any subsequent agreed improvements contributed towards the Joint Venture Units by the Organisation, as identified in Item 2a) of the Schedule

HU is the amount of the Construction Costs and any subsequent agreed improvements

contributed towards the Joint Venture Units by Homeswest, as identified in Item 2b) of the Schedule

HU% and OU% are Homeswest's and the Organisation's respective equitable Interest's in the Joint Venture Units.

Step 3 : Revaluation of Each Parties Respective Equitable Interests in the Joint Venture.

Obtain separate Current Market Valuations, expressed in \$, of :-

a) the Land (L)

b) the Units (U)

Calculate the \$ values of the following :-

$C = L \times OL\%$ (Organisation's equitable Interest in the Land)

$D = L \times HL\%$ (Homeswest's equitable Interest in the Land)

$E = U \times OU\%$ (Organisation's equitable Interest in the JV Units)

$F = U \times HU\%$ (Homeswest's equitable Interest in the JV Units)

where :-

C and D are the respective \$ values of the Organisation's and Homeswest's equitable Interests in the Land at Current Market Values ; and

E and F are the respective \$ values of the Organisation's and Homeswest's equitable Interests in the Joint Venture Units at Current Market Values.

Add C + D + E + F to obtain a revised Total Project Value (TPV)

The Organisation's revised equitable Interest in the Joint Venture (ORI%),

$$ORI\% = \frac{C + E}{TPV} \times 100$$

Homeswest's revised equitable Interest in the Joint Venture (HRI%),

$$HRI\% = \frac{D + F}{TPV} \times 100$$

ANNEXURE D

[Plan of the Land]

TERMS OF REFERENCE

Audit and Risk Committee

1.0.1

Title:	1.0.1 – AUDIT AND RISK COMMITTEE TERMS OF REFERENCE
Adopted:	19 December 2018
Last Reviewed:	17 February 2021
Associated Legislation:	Sections 7.1A, of the Local Government Act A1995. Regulations 16 of the Local Government (Audit) Regulations 1996
Associated Documents:	Shire of Mingenew Standing Orders Local Law 2017 1.2.2 Risk Management Policy v1 Risk Management Framework & Procedures v1 Shire of Mingenew Risk Profile 1.2.8 Code of Conduct
Review Responsibility:	Audit & Risk Committee
Delegation:	-

OBJECTIVES

The primary objective of the Audit and Risk Committee “the Committee” is to accept responsibility for the annual external audit and liaise with the local government’s auditor so that Council can be satisfied with the performance of the local government in managing its statutory and fiscal affairs.

Reports from the Committee will assist Council in discharging its legislative responsibilities of controlling the local government’s affairs, determining the local government’s policies and overseeing the allocation of the local government’s finances and resources. The Committee will ensure transparency in the Local Government’s reporting and will liaise with the CEO to ensure the effective and efficient management of the local government’s systems and processes.

The Committee is to facilitate –

- the enhancement of the credibility and objectivity of internal and external financial reporting;
- effective management of financial and other risks and the protection of Council assets;
- compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance;
- the coordination of the internal audit function with the external audit; and
- the provision of an effective means of communication between the external auditor, any internal auditor/s, the CEO and the Council.

POWERS OF THE AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is to report to Council and provide appropriate advice and recommendations on matters relevant to its term of reference. This is in order to facilitate informed decision-making by Council in relation to the legislative functions and duties of the local government that have not been delegated to the CEO.

The Committee is a formally appointed Committee of Council and is responsible to that body. The Committee does not have executive powers or authority to implement actions in areas over which the

CEO has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

MEMBERSHIP

- The Committee will consist of at least four members including one external member, with a recommended four elected members and one external person. All Council-appointed members shall have full voting rights.
- The CEO and employees are not members of the Committee.
- The CEO or his/her nominee is to be available to attend meetings to provide advice and guidance to the Committee.
- The local government shall provide secretarial and administrative support to the Committee.

QUORUM

A quorum shall consist of at least 50% of the number of offices of Committee members, unless a reduction is approved by the local government under s5.15 of the *Local Government Act 1995*.

INDEPENDENT MEMBERS

Appointments of external independent persons will be made following a public advertisement/expressions of interest process or as otherwise determined by Council and be for a maximum term of three years. An independent member is eligible to reapply and be appointed for an additional term but is subject to the requirements of the recruitment / expressions of interest process each term expiry.

The following selection criteria is desirable to assist in appointing an Independent Member to the Committee:

- Financial literacy and, ideally with qualifications or extensive experience in business management and/or accounting;
- Knowledge of local government operations and the environment within which councils operate;
- Strong communication skills;
- High level of personal and professional integrity and ethics; and
- Demonstrated knowledge of risk management principles and practices.

The evaluation of potential members will be administered by the CEO and appointments will be approved by Council.

Council may terminate the appointment of any member prior to the expiry of his/her term, if:

- The Chairperson considers that the member is not making a positive contribution to the Committee; or
- The member is found to be in breach of the Shire of Mingenew Code of Conduct or a serious contravention of the Local Government Act 1995; or
- A member's conduct, action or comments brings the Shire of Mingenew into disrepute.

The terms of the appointment should be arranged to ensure an orderly rotation and continuity of membership, despite changes to Council's elected representatives.

By approval of the CEO and within budgetary constraints, reimbursement of reasonable out of pocket expenses, such as travel costs, will be paid to each external person who is a member of the Committee upon application within the relevant financial year.

CHAIRPERSON

The position of Chairperson shall be appointed by a majority vote of the Committee following a call for nominations for the position at the next meeting following an Ordinary Local Government Election and after which Committee delegates have been formally appointed by Council or following the resignation of the Chairperson. A Chairperson may be reappointed.

MEETINGS

The Committee shall meet as circumstances require in order to meet its internal and external auditing requirements (commonly 3-4 times per year) .

Additional meetings shall be convened at the discretion of the Chairperson or by request from a majority of voting members, in consultation with the CEO to ensure the timely preparation of meeting notices, agendas and any other information required for the meeting.

REPORTING

Reports and recommendations of each Committee meeting shall be presented to the next ordinary meeting of the Council.

DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Committee will be -

- a. Provide guidance and assistance to Council as to carrying out the functions of the local government in relation to audits;
- b. Meet with the auditor once in each year and provide a report to Council on the matters discussed and outcome of those discussions;
- c. Liaise with the CEO to ensure that the local government does everything in its power to –
 - o assist the auditor to conduct the audit and carry out his or her other duties under the *Local Government Act 1995*; and
 - o ensure that audits are conducted successfully and expeditiously;
- d. Examine the reports of the auditor after receiving a report from the CEO on the matters to –
 - o determine if any matters raised require action to be taken by the local government; and
 - o ensure that appropriate action is taken in respect of those matters;
- e. Review the report prepared by the CEO on any actions taken in respect of any matters raised in the report of the auditor and presenting the report to Council for adoption prior to the end of the next financial year or 6 months after the last report prepared by the auditor is received, whichever is the latest in time;
- f. Review the scope of the audit plan and program and its effectiveness;
- g. Review the appropriateness of special internal audit assignments undertaken by an external auditor at the request of Council or Chief Executive Officer;
- h. Review allocation of risk and audit resources in conjunction with the Shire's Risk Profile;
- i. Review the level of resources allocated to internal audit and the scope of its authority;
- j. Review risk management policies, procedures and guidelines;

- k. Review reports of internal audits, external audits and control assurance reviews, monitor the implementation of recommendations made by the audit and review the extent to which Council and management reacts to matters raised;
- l. Facilitate liaison between the internal and external auditor to promote compatibility, to the extent appropriate, between their audit programs;
- m. Review the local government's annual financial report prior to Council receiving the final report for adoption, focusing on –
 - o accounting policies and practices;
 - o changes to accounting policies and practices;
 - o the process used in making significant accounting estimates;
 - o significant adjustments to the financial report (if any) arising from the audit process;
 - o compliance with accounting standards and other reporting requirements; and
 - o significant variances from prior years;
- n. Consider and recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation but before the annual financial report is signed;
- o. Address issues brought to the attention of the Committee, including responding to requests from Council for advice that are within the parameters of the Committee's terms of reference;
- p. Seek information or obtain expert advice through the CEO on matters of concern within the scope of the Committee's terms of reference following authorisation from the Council;
- q. Review the annual Compliance Audit Return and report to Council the results of that review, and
- r. Consider the CEO's reviews of the appropriateness and effectiveness of the local government's systems and procedures in regard to risk management, internal control and legislative compliance, required to be provided to the Committee, and report to Council the results of those reviews.

INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The scope of an internal audit would be determined by the Audit & Risk Committee, with input from the Chief Executive Officer and senior staff, based on the size of the local government's internal operations and the level of compliance to be achieved. The role differs from that of the external auditor who is appointed to report independently on the annual financial statements. The external auditor's primary role is to decide whether the annual financial statements of a local government are free of material misstatement.

There are certain functions of the internal audit that complement the external auditor's role. As the external auditor plans for an effective audit they need to assess and determine whether to include the scope, procedures and outcomes of the internal audit. The CEO must refer all internal audit reports to the Audit & Risk Committee for consideration.

An internal auditor's activities should typically include the following:

- a. review of the internal control structure, monitoring the operations of the information system and internal controls and providing recommendations for improvements;
- b. review relevant internal systems and processes, providing recommendations for efficiency or productivity gains;
- c. a risk assessment with the intention of minimising exposure to all forms of risk on the local government;
- d. examination of financial and operating information that includes detailed testing of transactions, balances and procedures;
- e. a review of the efficiency and effectiveness of operations and services including non-financial controls of a local government;
- f. a review of compliance with management policies and directives and any other internal requirements;
- g. review of the annual Compliance Audit Return;
- h. assist in the CEO's triennial reviews of the appropriateness and effectiveness of the local government's systems and procedures regarding risk management, internal control and legislative compliance; and
- i. specific tasks requested by management.

For local government, an internal auditor should report functionally to the Audit & Risk Committee and administratively to the CEO. It should be remembered that pursuant to section 5.41 of the Act, the CEO is responsible for the day-to-day management of Council activities including the direction of staff and implicitly the internal audit function. The CEO may choose to delegate this responsibility provided always that the delegation does not directly or indirectly interfere with the ability of the Internal Auditor to conduct an internal audit function free from interference.

A clear and properly defined reporting relationship ensures that the internal auditor is empowered to perform their role working with management. The direct reporting line to the Audit & Risk Committee also acts as an adequate safeguard in the event of a serious breakdown in internal controls or internal control culture at senior levels in the organisation.

While it is recognised that smaller Councils may not be able to justify a full-time internal auditor, a small size of operation does not justify forgoing internal audit altogether. If the Audit & Risk Committee or management is of the view that the employment of an independent internal auditor either full-time or part-time is not warranted, it may request the Council to have the internal audit function undertaken as necessary by an external contractor or expand the role of its external auditor.

The internal auditor or his or her professional company should only undertake internal audit functions that complement the internal audit and do not cloud the objectivity and independence of the external audit. An external auditor must not audit information prepared by them or their accounting practice, as this is considered incompatible with the standard of independence.

Local governments that do not establish an internal audit process but require a review of the financial management systems and procedures, may decide to use the services of the external auditor for that purpose. Such reviews are to be undertaken every four years in accordance with regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*.

The review of financial management systems and procedures provides the external auditor with greater assurance of systems and procedures used to prepare the annual financial statements, and whether they provide information free of material misstatement.

TERMS OF REFERENCE

Behaviour Complaints Committee

4.0.1

Title:	5.0.1 – BEHAVIOUR COMPLAINTS COMMITTEE
Adopted:	19 May 2021
Last Reviewed:	-
Associated Legislation:	Local Government Act 1995 Model Code of Conduct Regulations
Associated Documents:	Shire of Mingenew Code of Conduct
Review Responsibility:	Council
Delegation:	Nil.

PURPOSE

To establish Terms of Reference for the Behaviour Complaints Committee of the Shire of Mingenew.

OBJECTIVES

- To promote the interests and welfare of the Shire of Mingenew and broader community
- To promote and advocate for initiatives and ideas that align with community strategic objectives
- To exchange information that may be pertinent to future planning and decision making

ROLES AND RELATIONSHIPS

The Behaviour Complaints Committee is a Committee of Council established in accordance with s.5.8 of the Local Government Act 1995 (the Act) for the purpose of dealing with Behaviour Complaints made under Division 3 of the Shire of Mingenew's Code of Conduct for Council Members, Committee Members and Candidates (Code of Conduct).

The extent of authority provided to the Behaviour Complaints Committee is specified in the relevant Delegated Authority, and includes:

- Dismissing a behaviour complaint in accordance with clause 13 of the Code of Conduct and providing reasons for any such dismissal.
- Making a Finding as to whether an alleged complaint has or has not occurred, based upon evidence from which it may be concluded that it is more likely that the breach occurred than it did not occur [clause 12(3) of the Code of Conduct].
- Determining reasons for such a Finding.
- Where a Finding is made that a breach has occurred, determining:
 - To take no further action; or
 - Prepare and implement a plan to address the behaviour of the person to whom the complaint relates.

The extent of authority of the Behaviour Complaints Committee is limited by Condition of the Delegated Authority.

MEMBERSHIP

The Complaints Committee is a Committee of Council Members only in accordance with s.5.9(2)(a) of the Act.

Membership of the Behaviour Complaints Committee will comprise of [min of 3 members - s.5.8] Council Members, appointed by Council in accordance with s.5.10 of the Act.

In addition, at least 3 Council Members will be appointed as Deputy Committee Members in accordance with s.5.11A of the Act.

The Delegated Authority Condition prescribes that if an appointed Committee Member is identified in the Complaint as either the Complainant or the Respondent, they are to recuse themselves from the Committee's Function by providing an apology. They are to be replaced for the duration of the handling of the subject Complaint by a Deputy Committee Member, selected by the Presiding Member of the Committee.

MEETING SCHEDULE

Meetings are to be scheduled as required by the CEO or Behaviour Complaints Officer in consultation with the Committee Presiding Member.

DELEGATED AUTHORITY

The Behaviour Complaints Committee will act under Delegated Authority in accordance with s.5.16 of the Act. The delegation is recorded in the Shire of Mingenew Register of Delegations.

It is a Condition of Delegated Authority that the Behaviour Complaints Committee will be unable to exercise delegated authority if the Complainant or Respondent attend as a Complaints Committee Member.

COMMITTEE GOVERNANCE

Complaints Behaviour Committee meetings are required to:

- be called and convened by the CEO, as required, in consultation with the Committee's Presiding Member;
- include public question time [Admin.r.5]
- make the Committee Notice Papers and Agenda publicly available [s.5.94(p), s.5.96A(f)], with the exception of agenda content that relates to that part of the meeting which will be closed to members of the public under s.5.23(2) [Admin.r.14]; and
- make Committee minutes publicly available [s.5.94(n), s.5.96A(h)], with the exception of Minutes content that relates to that part of the meeting which was closed to the public or was determined as confidential under s.5.23(2).



Elected Member Prospectus

Becoming a Zone Delegate or State Councillor

About WALGA

WALGA is the Western Australian Local Government Association, formed in 2001 with the merging of the WA Municipal Association, Local Government Association of WA, Country Urban Councils Association, and Country Shire Councils Association.

WALGA is not a government department or agency; WALGA exists to advocate and negotiate on behalf of the WA Local Government sector in the best interests of its Member Councils.

What Does WALGA Do

WALGA aims to provide value to Member Local Governments by:

- Enhancing the capacity of Local Governments to deliver services;
- Building a positive profile for Local Government;
- Providing effective advocacy and leadership on behalf of the sector; and,
- Ensuring representation in the interests of Local Government in WA.

How Does WALGA Work

WALGA employs approximately 100 staff across the areas of:

- Policy portfolios including asset management, community, emergency management, environment, infrastructure, planning, roads and waste;
- Services and advice including governance, industrial relations, procurement, recruitment, supplier panels, tender management, and training for officers and Elected Members; and,
- Operational functions including events, finance, human resources, information technology, marketing and media management.

How is WALGA Funded

A number of components contribute to the WALGA operational budget. As with most member-based organisations, WALGA has an annual Membership fee paid by all Member Councils. To ensure fairness, the annual Membership fee is indexed to the size and capacity of each Local Government. It contributes less than 10 per cent of WALGA total turnover.

WALGA secures additional funding through: charges to State and Federal departments and agencies for the administration of grants; fee-for-services selected for use by Member Local Governments; and returns from supplier contracts as part of group buying arrangements that guarantee lowest market rates for Members.

Role of Zones

State Councillors are elected to State Council from one of 17 Zones, which are groupings of Local Governments convened together on the basis of population, commonalities of interest and geographical alignment.

The relationship between State Council and Zones within the Western Australian Local Government Association is a critical one in the political representation of Local Government at the State and Federal levels.

Zones have an integral role in shaping the political and strategic direction of WALGA. Not only are Zones responsible for bringing relevant local and regional issues to the State decision making table, they are a key player in developing policy and legislative initiatives for Local Government.

WALGA's Constitution outlines that the functions of Zones are to:

- Elect one or more State Councillors;
- Consider the State Council agenda;
- Provide direction and feedback to their State Councillor; and,
- Any other function deemed appropriate by the Zone.

Additional activities undertaken by Zones include:

- Developing and advocating on positions on regional issues affecting Local Government;
- Progressing regional Local Government initiatives;
- Identifying relevant issues for action by WALGA;
- Networking and information sharing; and,
- Contributing to policy development through policy forums and other channels.

Zones provide input into State Council's advocacy agenda in two critical ways: by passing resolutions on items contained in the State Council agenda, and by generating new agenda items for consideration by State Council.

Zone Motions

To generate new agenda items for consideration by State Council, a Zone may pass a resolution requesting that WALGA take action. For example, a Zone motion may request WALGA to investigate an issue, undertake advocacy, or develop policy.

It is best practice that Zone motions are submitted with the backing of a resolution of Council; however, as Zones are self-governing and autonomous, individual Zone delegates may submit motions for the Zone to consider.

It is recommended that the Zone be advised whether a motion to be considered has been endorsed by Council, or has been submitted by an individual Zone delegate.

Role of Zone Delegates

Zone delegates are elected or appointed to represent their Council on the Zone and make decisions on their Council's behalf at the regional level.

In fulfilling their role as Council's delegate, the Zone delegate should give regard to their Council's positions on policy issues.

There is also an expectation that Zone delegates will report back to their Council about decisions made by the Zone.

Role of State Council

WALGA is governed by a President and a 24 member State Council, elected from the Local Government sector.

Each State Councillor represents a WALGA Zone. There are 12 metropolitan zones and 12 regional zones. All 139 WA Local Governments are invited to be Members of WALGA and a zone.

Elected Members are able to nominate to represent their Local Government on their zone and in turn, through the zone election process, to represent the zone on State Council.

State Council's primary role is to govern the successful operation of WALGA and broadly includes:

- i. Strategy formulation and policy making;
- ii. Development, evaluation and succession of the Chief Executive Officer;
- iii. Monitoring financial management and performance, including the annual budget;
- iv. Monitoring and controlling compliance and organisational performance;
- v. Ensuring effective identification, assessment and management of risk;
- vi. Promoting ethical and responsible decision making;

- vii. Ensuring effective communication and liaison with members and stakeholders; and;
- viii. Ensuring an effective governance framework and culture.

Role of State Councillor

State Councillors have ultimate responsibility for the overall successful operations of WALGA.

The principal roles of State Councillors relate to:

- Policy positions and issues;
- The strategic direction of WALGA;
- Financial operations and solvency; and,
- All matters as prescribed by law.

State Councillors, as directors of a board, are required to act consistently in the “best interests of the organisation as a whole”. This effectively means that the duties of a State Councillor are owed to all Member Local Governments.

State Councillors are also expected to be ‘champions’ for WALGA and for the Local Government sector.

Commitment of the Role of State Councillor

State Councillors are expected to attend State Council meetings, of which there are six per year. As State Councillors are elected to State Council by their Zone, State Councillors would also be expected to attend and play a prominent role in Zone meetings, including reporting back to their Zone about WALGA’s activities and advocacy.

State Councillors are also expected to attend WALGA events and functions and play an active role in representing the Local Government sector, and contributing to policy debates and other forums.

State Council operates a number of internal and external committees and policy forums. There is an expectation that State Councillors play a leading role in serving on State Council’s committees on behalf of WALGA and the Local Government sector.

State Councillors are paid a sitting fee of \$3,500 per annum and expenses incurred to attend State Council meetings are reimbursable.

Opportunities for State Councillors

State Councillors, as board members of WALGA, are key leaders in the Local Government sector in Western Australia. Not only do State Councillors represent their community on their Council, they also have the opportunity to represent their region (Zone) and the Local Government sector at the state level.

All State Councillors will be appointed to a Policy Team or the Finance and Services Committee. Policy Teams provide State Councillors with hands-on exposure to development of policy positions and submissions to Government on behalf of the Local Government sector in WA. The Chair of the relevant Policy Team will also have the opportunity to attend meetings with Government Ministers to advocate on behalf of Local Government.

There is also the potential for State Councillors, as Local Government leaders in WA, to play a role in supporting and mentoring other Elected Members, either informally or through WALGA's Member Advisor Program.

Become Involved

We hope that involvement in your Association – by representing your Council on the Zone, or representing your Zone on State Council – will be an enriching and rewarding experience.

Consider nominating for a position on the Zone or State Council and you play a role in shaping policy and advocacy on behalf of Local Government in Western Australia!

Contacts

For more information contact:

Chantelle O'Brien, Governance Support Officer – (Zones)
(08) 9213 2013 cobrien@walga.asn.au

Margaret Degebrodt, Executive Officer Governance – (State Council)
(08) 9213 2036 mdegebrodt@walga.asn.au

Tim Lane, Manager Strategy and Association Governance
(08) 9213 2029 tlane@walga.asn.au

Tony Brown, Executive Manager, Governance and Organisational Services
(08) 9213 2051 tbrown@walga.asn.au

To: All Local Governments **From:** Susie Moir, Resilient Communities Policy Manager

Date: 20 May 2022

Reference: 05-024-02-0059SM **Priority:** High

Subject: Proposed Advocacy Position on Arrangements for Management of Volunteer Bushfire Brigades

Operational Area:	CEO, Emergency Management
Key Issues:	<ul style="list-style-type: none">The Association is consulting the Local Government sector on a proposed Advocacy Position on the arrangements for management of volunteer Bush Fire Brigades.Responses to the proposed Advocacy Position Paper are requested by 8 July 2022.Sector feedback will inform a final position to be considered by WALGA State Council in September 2022.
Action Required:	<ul style="list-style-type: none">Local Governments are encouraged to provide a written response or submit a response through the survey.A formal Council resolution will assist the Association understand the sentiment of the sector.

Background

Western Australian Local Governments have extensive roles and responsibilities embedded in the State Emergency Management Framework across the emergency management spectrum of prevention, preparedness, response, and recovery. Under the *Bush Fires Act 1954*, Local Governments have responsibility for bushfire and the management of volunteer Bush Fire Brigades (BFBs). 111 Local Governments manage 563 BFBs involving approximately 20,000 volunteers.

As part of WALGA's 2021 Emergency Management Survey, Local Governments were asked about their level of satisfaction with current arrangements for managing BFBs. 92 Local Governments (69 of which manage BFBs) provided the following feedback:

- 93% were not wholly satisfied with the current arrangements for the management of BFBs; and
- 51% expressed that their Local Government does not support the requirements for Local Governments to manage BFBs.

The State Government is currently drafting the *Consolidated Emergency Services Act* (CES Act), which consolidates the *Fire Brigades Act 1942*, *Bush Fires Act 1954* and *Fire and Emergency Services Act 1998* into a single piece of legislation, anticipated to be released as a Green Bill for consultation in early 2023.

The introduction of the *Work Health and Safety Act 2020* has also shone a spotlight on Local Government responsibilities for managing volunteer BFBs.

Comment

The development of the CES Act represents a important and timely opportunity for the sector to determine its position on the management of volunteer BFBs. An endorsed advocacy position will guide the Association in its engagement with the State Government on this issue.

WALGA has prepared the attached proposed Advocacy Position for the sector's consideration.

An six week period for sector consultation is designed to enable Local Governments to engage with relevant stakeholders, including volunteers, and for Councils to consider their position. Feedback on the proposed position will be reviewed and inform a final position to be considered by WALGA State Council in September 2022.

Further information

Please contact WALGA's Resilient Communities Policy Manager, Susie Moir smoir@walga.asn.au or 9213 2058.

Arrangements for Management of Volunteer Bush Fire Brigades: Proposed Advocacy Position

May 2022

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Acknowledgement

The WA Local Government Association (WALGA) acknowledges the Traditional Owners of the land and pays respects to Elder's past, and present. WALGA acknowledges the continuing knowledge and cultural practices that they bring to the Local Government and Emergency Management sectors to support resilient and sustainable land management on WA landscapes.

Executive Summary

Western Australian Local Governments have extensive roles and responsibilities prescribed in the State Emergency Management Framework (State Framework) across the emergency management activities of prevention, preparedness, response, and recovery. Relevantly, pursuant to the *Bush Fires Act 1954*, Local Governments have responsibility for bushfire and the management of volunteer Bush Fire Brigades (BFBs).

This Paper proposes a new Advocacy Position on the management of BFBs to guide the Association's emergency management advocacy on behalf of Local Government, and in particular its engagement with the State Government on the development of the *Consolidated Emergency Services Act* which is expected to be released for stakeholder consultation in early 2023.

How to Comment on This Paper

Local Governments are encouraged to provide a written response to this Paper or to complete the [survey](#). Formal Council resolutions will assist the Association understand the sentiment of the sector on this important issue.

The Paper outlines the proposed Advocacy Position, followed by the background and rationale for the new position.

Questions are provided at the end of the Paper to guide feedback.

For further information please contact WALGA's Resilient Communities Policy Manager, Susie Moir via 9213 2058 or smoir@walga.asn.au

Feedback should be provided in response to the questions via email to em@walga.asn.au by **5pm Friday 8 July 2022**.

Introduction

This Paper seeks Local Government's views on a new WALGA Advocacy Position on the management of volunteer bush fire brigades (BFBs).

WALGA Advocacy Positions guide WALGA's policy, advocacy and capacity building activities and support a consistent and whole-of-sector approach.

The introduction of the *Work Health and Safety Act 2020* has shone a spotlight on Local Government responsibilities for managing BFBs. In addition, the State Government is currently drafting the *Consolidated Emergency Services Act*, which consolidates the *Fire Brigades Act 1942*, *Bush Fires Act 1954* and *Fire and Emergency Services Act 1998* into a single piece of legislation, anticipated to be released as a Green Bill in early 2023. Therefore consultation on a new Advocacy Position with respect to management of BFBs is timely.

In 2012, 2019 and 2021, WALGA undertook comprehensive consultation with Local Government in relation to emergency management matters.

In 2021 WALGA undertook a comprehensive [Local Government Emergency Management Survey](#) to ascertain the sector's sentiment with respect to their emergency management responsibilities. 104 Local Governments responded to the Survey. Responses were provided by:

- 36 Chief Executive Officers
- 18 Community Emergency Services Managers
- 50 Local Government officers

As part of the survey Local Governments were asked about their level of satisfaction with current arrangements for managing BFBs. 92 Local Governments (69 of which manage BFBs) provided the following feedback:

- 93% were not wholly satisfied with the current arrangements for the management of BFBs; and
- 51% expressed that their Local Government does not support the requirements for Local Governments to manage BFBs.

These Survey responses reinforce that it is timely to engage with the sector on this issue.

WALGA has been undertaking a process to update our Advocacy Positions, and as a result has prepared eight new Advocacy Position Statements relating to Emergency Management, which will be considered at the July 2022 State Council meeting, as listed in Appendix 1. These new Advocacy Positions are based on previous State Council endorsed submissions, recommendations from significant reviews and inquiries, and information and priorities captured in sector-wide consultations.

A comprehensive Advocacy Position regarding the *Consolidated Emergency Services Act*, is outlined in Appendix 1, Advocacy Position 8.4.

Background

FESA (now the Department of Fire and Emergency Services (DFES)) was established in 1999 for the purpose of improving coordination of the State's emergency services, replacing the Fire Brigades and Bush Fires Boards¹. DFES provides strategic leadership for emergency services across WA. DFES manages the career fire and rescue service, as well as a number of volunteer emergency services: Volunteer Fire and Emergency Services (VFES); Volunteer Fire and Rescue Service (VFRS); State Emergency Services (SES); and Marine Rescue Western Australia.

Around Australia:

- WA is the only State in Australia in which Local Governments manage bushfire volunteers (pursuant to the *Bush Fire Act 1954*).
- In New South Wales, the NSW Rural Fire Service, which makes up the world's largest firefighting volunteer services, is managed by the NSW Government².
- Similarly, the Victorian Government manages the Country Fire Authority which manages regional fire services in Victoria³.
- In South Australia, the *Fire and Emergency Services Act 2005* (SA) provides for the South Australian Country Fire Service (SACFS) being established as a body corporate, currently managing 14,000 volunteers. The SACFS is responsible to the Minister for Emergency Services⁴.
- In Queensland, the *Fire and Emergency Services Act 1990* (Qld) provides for the establishment of rural fire brigades, with the Commissioner responsible for the efficiency of rural fire brigades⁵.
- The Tasmanian Fire Service sits under the State Fire Commission, established under the *Fire Service Act 1979*⁶, with more than 200 fire brigades across Tasmania, 350 career firefighters and 5000 volunteers.
- The ACT Rural Fire Service sits under the ACT Emergency Services Agency⁷ and is responsible for all bush and grass fires in rural ACT areas, through 450 volunteers in eight brigades.
- Bushfires NT is a division of the Department of Environment, Parks and Water Security, which is responsible for administration of the *Bushfires Management Act 2016*⁸. The Minister appoints members of the Bushfires Council and regional bushfires committees.

¹ <https://www.dfes.wa.gov.au/site/about-us/corporate-information/corporate-history/corporate-history.html>

² <https://www.rfs.nsw.gov.au/about-us/history>

³ <https://www.cfa.vic.gov.au/about-us/who-we-are>

⁴ [Part B 2015 South Australian Country Fire Service.pdf \(audit.sa.gov.au\)](#)

⁵ [Fire and Emergency Services Act 1990 \(legislation.qld.gov.au\)](#)

⁶ [TFSAnnualReport2021.pdf \(fire.tas.gov.au\)](#)

⁷ [Emergencies Act 2004 | Acts](#)

⁸ [Legislation Database \(nt.gov.au\)](#)

Current Arrangements in WA

In Western Australia 111 Local Governments manage 563 BFBs involving approximately 20,000 volunteers. The Bush Fire Service is the largest volunteer emergency service by a significant margin:

- Bush Fire Service: 19,639 volunteers
- Fire and Rescue Service: 2,486 volunteers
- State Emergency Services: 2001 volunteers
- Volunteer Fire and Emergency Services: 926 volunteers
- Emergency Services Cadet Corps: 2,261 volunteers
- Marine Rescue Service: 1,559 volunteers⁹.

The number of BFBs managed by Local Governments varies from one up to 20. For example, the Shire of Cranbrook, which has a population of 1000 people, annual revenue of \$8 million and 29 employees manages 11 BFBs. The City of Mandurah, population 88,000, annual revenue of \$116 million and 678 employees, manages one BFB.

DFES also manages some BFBs. This includes seven bushfire brigades within the Kimberley and seven bushfire brigades within the Pilbara regions, under Memorandums of Understanding (MOU) with relevant Local Governments which make DFES responsible for the day-to-day management of the BFB and all response activities, excluding in relation to land tenure managed by the Department of Biodiversity, Conservation and Attractions.

Under this arrangement, Local Governments maintain responsibility for administering the *Bushfires Act* and carry out activities such as inspecting fire breaks and issuing burning permits.

The Local Government Grants Scheme (LGGS) Manual ([Appendix 1](#)) outlines five different 'profiles' for Bush Fire Brigades, as follows:

- Farmer Response Rural Brigades
- Pastoral Emergency Management
- Rural Brigades
- Settlement Brigades (Rural/Semi Rural)
- Urban Brigades (Defensive/Structural/Breathing Apparatus).

Considerations for Future Bush Fire Brigade Management Arrangements

Local Government Views

As part of WALGA's 2021 Emergency Management Survey, Local Governments were asked about their level of satisfaction with current arrangements for managing BFBs. 92 Local Governments (69 of which manage BFBs) provided the following feedback:

- 93% were not wholly satisfied with the current arrangements for the management of BFBs; and
- 51% expressed that their Local Government does not support the requirements for Local Governments to manage BFBs.

⁹ DFES Volunteering, April 2022

Detailed comments provided in the WALGA survey indicated a strong preference for the State Government to be responsible for all emergency management matters in Western Australia, including the management of BFBs.

Recommendations of Previous Reviews

Over the years there have been many calls for transformational change to the State Emergency Management Framework, in particular rural fire management.

The [Ferguson Report](#) on the 2016 Waroona Bushfire recommended that the State Government establish a rural fire service to address perceived issues in rural fire management, including insufficient capacity and unsuitable governance to deliver rural fire services. In 2017 the State Government hosted a bushfire mitigation summit at which a number of options were considered by stakeholders: a rural fire service operated within DFES; a rural fire service operated within DFES with autonomy; and a dedicated rural fire service that operated independently. Options to transfer the management of all BFBs under one umbrella – DFES or other – were also explored.

The 2017 [Economic Regulation Authority Review of the Emergency Services Levy \(ESL\)](#) considered the extent to which the ESL should be available to fund the administrative and/ or operational costs of a rural fire service, although it was outside the terms of reference for the ERA to examine the merits of a rural fire service or form a view on the best model of a rural fire service¹⁰. A number of Local Governments provided submissions to the ERA Review that supported the creation of a rural fire service¹¹.

Work Health and Safety Act 2020

The requirements of the *Work Health and Safety Act 2020*, enacted in March 2022, have heightened concerns in the sector regarding risk and liability in the management of BFBs, resourcing requirements and training and competency.

The shared responsibility for the health and safety of BFB volunteers adds further complexity to the management of BFBs and responsibilities. Local Governments, DFES, and in some cases the Department of Biodiversity, Conservation and Attractions (DBCA), have a shared duty of care to BFB volunteers due to Controlling Agency activities at incidents, and funding mechanisms (LGGS) for BFB operations and capital equipment.

DFES has a role as the lead fire and emergency services agency in WA for preparing training resources and standard operating procedures. DFES is currently developing additional resources suited to each of the above BFB 'profiles', specifically the management and training of BFBs. These additional resources will be discussed further with the sector in the coming months.

Whether the management structure for BFBs could be aligned to reflect the current operations of different brigade 'profiles', as provided in the LGGS Manual and outlined on Page 5 of this Paper, would require further discussion between DFES and the Local Government sector. This could allow for scalability of BFBs depending on location, resources and capabilities.

¹⁰ [ERA Review of the ESL, 2017, pg 185](#)

¹¹ [ERA ESL Review – summary of submissions to issues paper and draft report](#)

Volunteer Insurance

Local Governments are responsible for providing compensation for injury caused to present and former BFB volunteers as a result of their duties. The commercial insurance market ceased writing injury insurance for volunteers in 2012, therefore a self-insurance mutual scheme was implemented to ensure that Local Governments continue to meet this obligation.

Since 2012, due to the high cost of claims, the aggregate limit of liability has increased from \$250,000 to \$750,000. In addition, the annual cost of insurance has nearly doubled (92%) from \$47.50 to \$91.20 per volunteer, and it is expected that this trend will continue¹².

Sector Capacity, Capability and Resourcing

Local Governments vary in their capability, capacity, and resources to manage BFBs, as well as their other extensive legislative responsibilities and requirements¹³.

By way of overview, Local Governments in Western Australia:

- vary in size from less than 1.5 to over 370,000 square kilometres;
- have populations of just over 100 to more than 220,000 people;
- employ fewer than 10 to over 1000 staff; and
- have revenue (2019-20) ranging from just over \$2 million to just over \$225 million¹⁴.

Bush Fire Service and Volunteerism

The localised culture and history of BFBs in WA has had a large influence on the way that Local Governments engage with and manage BFBs. Many BFBs operate in an independent and self-sufficient way, which Local Governments encourage and support, as this contributes to expansion of the volunteer network in the local community, while also building community networks and resilience.

Communities, and therefore many Local Governments, have a significant interest in volunteering and BFBs, with some Local Governments very involved in the establishment, management and operation of their local BFBs. Therefore it is essential that any future management arrangements, including the transfer of responsibility for management of BFBs to the State Government, should be a voluntary process available to Local Governments that do not have the capacity, capability or resources to manage BFBs. It is also essential that the integrity of the Bush Fire Service is maintained, whatever the arrangements for the management of BFBs.

¹² Data provided by LGIS, 17 May 2022

¹³ 2021 Local Government Emergency Management Capability report - SEMC

¹⁴ [Department of Local Government, Sport and Cultural Industries](#)

Options for future management of BFBs

Four options are identified for the future management of BFBs:

1. Status quo - continue with the current arrangements for management of BFBs whereby the majority are managed by Local Government and transfer arrangements are negotiated on an ad hoc basis between DFES and Local Governments (or their BFBs).
2. Improvements - continue with the current arrangements for Local Government management of BFBs with additional support provided by the State Government with respect to increased funding and better access to training resources and other support.
3. Hybrid Model - Local Government continues to manage BFBs where they have the capacity, capability and resources to do so; however where they do not have the capacity, capability and resources, responsibility for management of BFBs is transferred to DFES.
4. Transfer - Responsibility for management of all BFBs is transferred to the State Government, consistent with the arrangements in other States and Territories.

Proposed Position

Based on the feedback received from Local Governments in the WALGA Emergency Management Survey and the other considerations outlined above, it is considered appropriate for the Association to **support a hybrid model** for the management of BFBs.

A hybrid model would enable the continued management of BFBs by those Local Governments with capacity, capability and resources to do so, while providing a framework for the transfer of the management of BFBs to the State Government where a Local Government does not.

Whatever the arrangements for future management of BFBs, it is apparent that Local Governments with responsibility for management of BFBs require **additional support and resourcing** which should be provided by the State Government, including:

- development of a suite of guidelines and resources to assist Local Governments in their management of BFBs, particularly with respect to the discharge of obligations under the *Work Health and Safety Act 2021*;
- expansion of the Community Emergency Services Manager Program (CESM) so that every Local Government with responsibility for managing BFBs has access to the Program if they wish to participate;
- universal access to DFES training for BFBs; and
- development of mandatory and minimum training requirements including recognition of competency for volunteers.

Based on the previous commentary, the following Advocacy Position is proposed:

Management of Bush Fire Brigades

- 1. The Association advocates that the State Government must provide for:**
 - a) A clear pathway for Local Governments to transfer responsibility for the management of Bush Fire Brigades to the State Government when ongoing management is beyond the capacity, capability and resources of the Local Government;**
 - b) The co-design of a suite of relevant guidelines and materials to assist those Local Governments that manage Bush Fire Brigades;**
 - c) Mandatory and minimum training requirements for Bush Fire Brigade volunteers supported by a universally accessible training program managed by the Department of Fire and Emergency Services (DFES); and**
 - d) The recognition of prior learning, experience and competency of Bush Fire Brigade volunteers.**
- 2. That a Working Group comprising representatives of WALGA and DFES be established to develop a process and timeline for the transfer of responsibility for Bush Fire Brigades in accordance with 1(a).**
- 3. Where management of Bush Fire Brigades is transferred to DFES in accordance with 1(a), DFES should be resourced to undertake the additional responsibility.**

How to Provide a Response to this Paper and Proposed Position

WALGA strongly encourages all Local Governments, and particularly those with responsibility for managing Bush Fire Brigades to provide a response to this Paper and the proposed Advocacy Position. Council endorsed responses are preferred but not essential.

The following questions are provided for Local Governments to consider:

1. Does your Local Government manage BFBs?
2. Does your Local Government support the proposed Advocacy Position on arrangements for the management of Bush Fire Brigades? Why or why not?
3. Does your Local Government have any further suggestions or changes to the proposed Advocacy Position?
4. For Local Governments that manage BFBs, is your Local Government's preference to continue to manage BFBs or to transfer responsibility to the State Government?
5. Is your response endorsed by Council? If so, please include the Council paper and resolution.
6. Do you have any further comments to make?

Responses can be provided by way of written submission or by completion of the online [survey](#).

Please provide written submissions by **5pm Friday 8 July 2022** to em@walga.asn.au (Subject line: Bush Fire Brigade Advocacy Position).

WALGA will review the feedback received and prepare a report for consideration by WALGA Zones and State Council in September 2022.

APPENDIX ONE - Proposed Emergency Management Advocacy Position Statements

(Positions to be considered at July 2022 State Council Meeting)

8 Emergency Management

Local Governments in Western Australia play a significant role in emergency management. Both Commonwealth and State Government policy identify Local Government as a key player in community disaster resilience, preparedness and response. Local Governments however face a few challenges in addressing their emergency management responsibilities, and these challenges differ greatly across the State.

8.1 Emergency Management Principles

1. The State Government bears fundamental responsibility for emergency management and has the role of providing strategic guidance, support and services for emergency management activities in Western Australia.
2. The State Government should provide financial and resourcing support as necessary to enable Local Governments to adequately deliver their extensive emergency management roles and responsibilities under the State Emergency Management Framework.
3. The Local Government Sector should be engaged as a partner in policy and legislative reviews that impact Local Government emergency management roles and responsibilities.

8.2 State Emergency Management Framework

Local Governments are supported to undertake their emergency management responsibilities by a simple and streamlined State Emergency Management Framework with the primary objectives of:

1. Protecting people, the economy, and the natural environment from disasters;
2. Supporting communities in preventing, preparing for, responding to and recovering from emergencies;
3. Clearly outlining roles, responsibilities and accountabilities for Local Government and other emergency management stakeholders;
4. Scalability and adaptability that supports Local Governments of varied capacity and capability; and
5. Supporting agency interoperability through common systems and approaches to key activities including data management, communications, and hazard management.

8.3 Sustainable Grant Funding Model for Emergency Management

Local Government should be empowered to discharge its emergency management responsibilities through sustainable grant funding models that support a shared responsibility and all hazards approach to prevention, preparedness, response and recovery from natural disasters. A sustainable grant funding model for Local Government emergency management:

1. empowers Local Governments to undertake proactive approaches to preparedness, prevention, response and recovery;

2. supports the resilience of local communities through capacity-building activities and programs;
3. is responsive to the variations in Local Government resourcing and context
4. develops the skills, capacity and capability of the emergency management workforce; and
5. is consistent, flexible, timely, accessible, scalable, strategic and the guidance provided is comprehensive.

8.4 Consolidated Emergency Services Act

1. The Association advocates for the development of a Consolidated Emergency Services Act to provide a comprehensive and contemporary legislative framework to support the effective delivery of emergency services in Western Australia. The Legislation should clearly define the roles and responsibilities of all emergency management stakeholders including Local Government.
2. The Local Government sector seeks ongoing engagement in the scoping and co-design of the Act and associated Regulations and supporting materials such as Guidelines and fact sheets.
3. The Association advocates for DFES to undertake a full costing analysis of the new Act and to provide to Local Government details of the cost implications prior to the release of any Exposure Draft Bill.
4. Any new or increased responsibilities placed on Local Government by the Consolidated Emergency Services Act must be accompanied by funding and resource support to enable Local Governments to adequately discharge those responsibilities.
5. The Association recognises that in addition to the Consolidated Emergency Services Act, the Regulations and other supporting materials that are developed to support it provide a key resource for Local Governments in understanding and discharging their legislative obligations.
6. The Association advocates for the Act to provide clear guidelines for the process for transferring responsibility for bushfire incident response from Local Government to DFES.

8.5 Resource Sharing

Local Governments and the Association support resource sharing across the Local Government Sector for the purpose of emergency management, to support Local Governments to undertake effective and timely response and recovery to emergencies as well as conduct business as usual. The Association will endeavour to facilitate support to the sector in undertaking resource sharing arrangements.

8.6 Lessons Learnt Management

The Association advocates for the implementation of a transparent and contemporary assurance framework for emergency management lessons management overseen by the State Emergency Management Committee. Findings from inquiries and reviews, and progress on implementation of recommendations, should be publicly reported regularly and consistently.

8.7 Emergency Services Levy

Local Government requests the implementation of the recommendations from the 2017 Economic Regulation Authority (ERA) Review of the Emergency Services Levy, which supported increased transparency and accountability in the administration and distribution of the ESL through:

1. Expansion of the ESL to fund Local Government emergency management activities across prevention, preparedness and response.
2. Administration of the ESL by an independent organisation that is funded through consolidated revenue, with regular independent reviews of expenditure and assessment of the effectiveness of ESL funding expenditure to support prevention, preparedness and response activities.
3. The ESL administration fee should recompense Local Governments for the complete cost of administering the ESL.
4. Public disclosure of the allocation and expenditure of the ESL.
5. Public disclosure by the State Government on the progress of implementation of each of the ERA Review recommendations.
6. A review of the role, responsibilities and reporting arrangements of the Community Emergency Services Manager (CESM) Program.

8.8 Local Government Grants Scheme (LGGS)

Local Government supports:

1. A full, independent review of the LGGS to investigate and analyse how ESL funds are allocated to Local Government via the LGGS;
2. A redesign of the LGGS to remove the ineligible and eligible list and create a sustainable, modern, equitable grants program that funds Local Government emergency management activities across prevention, preparedness and response
3. An audit of existing buildings, facilities, appliances, vehicles, and major items of equipment for both Local Government Volunteer Bushfire Brigades (BFB) and State Emergency Services (SES) to inform the preparation of a Comprehensive Asset Management Plan and to guide future funding requests;
4. in the interim, an immediately increase in the quantum of State Government funding to enable the provision of funding of operating and capital grant applications in full, to provide all resources necessary for the safe and efficient operation of Local Government Bushfire Brigades, in accordance with obligations of the Work Health and Safety 2020 legislation.

8.9 Expansion of the Community Emergency Services Manager (CESM) Program

That the Association advocates for an expansion of the Community Emergency Service Manager (CESM) Program, as follows:

1. All Local Governments should have the option of participating in the CESM Program.
2. The full cost of the CESM Program should be funded through the Emergency Services Levy.

8.10 Management of Bush Fire Brigades

To be developed.

North Midlands Regional Club Development Plan 2022.



Welcome to the
Shire of Coorow

DRAFT



Shire of
Perenjori
Embrace Opportunity



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Introduction

This report provides information regarding the North Midlands Regional Club Development Plan which was developed with the recreation and wider community of the North Midlands during 2022.

North Midlands is considered a region of the Mid-West of Western Australia and comprises the shires of Carnamah, Coorow, Mingenew, Morawa, Perenjori and Three Springs. The region also has recreational and community connections with surrounding local government areas including but not limited to the City of Greater Geraldton and the Shire of Irwin. The area is unique due to the rural and environmental landscapes including broad acre farming community, mining, government services as well as low population density and vast distances between populations.

The purpose of this report is to identify key issues associated with clubs in this region, by identifying strengths, future ambitions and to allow for sustainable and successful recreation into the future.

The consultation period comprised of face-to-face meetings and workshops, surveys, phone calls and email communications.

It was established that the sporting clubs provide much wider benefits than pure physical fitness with human connection and wellbeing key outcomes possibly to a greater degree than in the city. It was noted that working together at a regional level is beneficial for all.

Map 1: North Midlands and Surrounding Areas.¹

¹ [MidWest Region - Map of gazetted townsites and surrounding 50 km boundary \(dplh.wa.gov.au\)](https://dplh.wa.gov.au/midwest-region-map-of-gazetted-townsites-and-surrounding-50-km-boundary)

Background

Grant Funding

In April 2021 an Every *Club Grant* from the Department of Local Government, Sport and Cultural Industries (DLGSC) was obtained to assist with developing a North Midlands Regional Club Development Plan. The funding was also supplemented by contributions from the six shires which included direct and in-kind support.

The goal of the plan was to help deliver regional outcomes to sporting associations and clubs in the North Midlands region. Having a more regional focussed approach can improved advocacy for recreational support from State and Federal governments. The Plan will also help with sharing ideas, knowledge and issues as well as identifying areas for collaboration in the region. The Plan will enable the shires to work collaboratively and leverage regional funding for training, governance and opportunities as a regional cohort.

Regional Characteristics

Regional areas can often be unique places to work, live and play due to the natural and built environment which can differ significantly to higher density urban areas.

The natural environment also allows for a diversity of sports perhaps not considered traditional such as shooting and speedway which are present in the North Midlands.

Often the sporting club or sportsground is a main central meeting point for rural populations and brings people together with community members travelling long distances to attend and play sport. The lower number of participants can lead to a smaller number of volunteers, but it can also form a creative and strong culture.

Population trends in areas such as the North Midlands have gone through recent declines due to a number of factors including but not limited to:

- Larger farms with smaller staff numbers required to manage the business;
- Smaller family size and delaying of having families;
- Post primary school children moving away from town for education ; and
- Fluctuating business activities.

Demographics of the North Midlands²


	Carnamah	Coorow	Mingenew	Morawa	Perenjori	Three Springs
Population	527	961	418	661	567	561
						
Area (Hectares)	287 092	418 987	193 489	351 059	830 136	265 669
Major Towns	Carnamah Eneabba	Coorow Leeman Green Head	Mingenew	Morawa	Perenjori Latham	Three Springs Arrino Dudawa Kadathinni

Table 1: Population, Area and Towns of the North Midlands.

Strategic Influences - State and National Level

Some key points from the *Sport West Strategic Priorities for WA Sport Document*³ include:

- Sport is an essential part of the Western Australian way of life, helping to strengthen social connections, support local economies and improve health outcomes.
- Children in metropolitan Perth have higher participation rates in sport & physical activity than in regional and remote WA.
- Governance models which are not fit-for-purpose are adversely impacting community sports.
- The complexity and demands of administering community sport places a burden on key volunteering roles including coaches, officials and administrators.
- Sports and other service deliverers need to collaborate better to improve access to sport in regional areas.

² [Data by region | Australian Bureau of Statistics \(abs.gov.au\)](https://abs.gov.au/data/by-region)

³ https://sportwest.com.au/wp-content/uploads/2020/07/SW_Strategy-06-DIGITAL_07JUL20_compressed.pdf

A recent document by the Department of Local Government, Sport and Cultural industries called *Sport and Recreation Industry Priorities*⁴ states that:

- The Industry needs to understand the unique locations, demographics and differences within the Western Australian community and take into account differing needs during product/program development.

Relevant information supporting keeping options open for older people to engage in sport and recreation can be found in *Getting Australia Active 111- Department of Health, Australian Government*⁵

- The challenge is to modify and adapt traditional sporting offers to attract new less active population groups, such as older adults or those with existing chronic disease.

A relevant point about volunteers and the strength and challenge with this role is noted in *Sport 2030- Sport Australia*⁶

- Individuals in a position of power or influence within a sport are temporary custodians, there to “protect the sport” and “pass the baton” onto the next generation of leaders and decision makers.

The North Midlands sits within the Mid-West zone of the Department for Local Government Sport and Cultural Industries. Support for the North Midlands clubs comes from the staff located in the Geraldton office. Most sporting associations also have regional development officers which can be based in Geraldton.

Although the Shires of the North Midlands are defined by Carnamah, Coorow, Morawa, Mingenew, Perenjori and Three Springs, specific sporting codes can be linked in with clubs outside of these shires (such as Football and Hockey).

At a community development level, the proportion of Shire staff time that can be attributed directly to Sport and Recreation needs to be shared with other community priorities. This can reduce contact between staff officers and clubs. Staff also work collaboratively with other North Midlands shires to improve outcomes, share experience and resources.

⁴ https://www.dlgsc.wa.gov.au/docs/default-source/sport-and-recreation/sport-and-recreation-industry-priorities.pdf?sfvrsn=d1d37878_23

⁵ <https://preventioncentre.org.au/wp-content/uploads/2020/05/Getting-Australia-Active-III-April-2020.pdf>

⁶ https://www.sportaus.gov.au/_data/assets/pdf_file/0005/677894/Sport_2030_-_National_Sport_Plan_-_2018.pdf

Strategic Influences- Regional Level

Morawa Sport and Recreation Plan 2011

- Need to provide more opportunities for young people to participate in sport outside of school hours.
- Recommended the establishment of Sport and Recreation Advisory Committee to improve communication.

Shire of Coorow Strategic Community Plan 2017- 2027

- Facilitate healthy lifestyles within the community through recreation facilities and programs.
- Encourage increased town site interaction through sport and cultural events.

Shire of Perenjori Strategic Community Plan 2017- 2027

- Actively work to partner with other Shires and regional organisations.
- Support for volunteers.

Shire of Three Springs Strategic Community Plan 2018- 2028

- Values-To have a regional focus.
- Community ranked Community Halls and Recreation Facilities as very important.

Shire of Mingenew Strategic Community Plan 2019- 2029

- Loss of population, seasonal work and drift towards metro centrism are challenges.
- Need to work better with the regions.

Shire of Carnamah Strategic Community Plan and Corporate Business Plan 2021- 2031

- Improve the standard and utilisation of community and recreation facilities.
- Improve communication, effective community partnerships and advocacy.

Consultation Methodology

A positive, constructive and engaging consultation process occurred with relevant stakeholders in the North Midlands between February and May 2022 to provide practical information to support the development of the North Midlands Regional Club Development Plan (the Plan).

The purpose of this report is to communicate the findings from consulting with clubs and their members as well as the local government staff and with this information support a regional focus to club development.

The consultation included a variety of engagement mediums including a survey, workshops in each major town, and face to face information gathering. Over 100 stakeholders were consulted.

The data obtained during this consultation period has helped to establish a strengths and barriers list as well as potential recommendations for strategies for clubs to improve regional collaboration. There were local issues and activities specific to individual shires but overall strong opportunities to share knowledge and work together due to common themes that reoccurred during the consultation.

As well as gathering community knowledge around key characteristics of the area the process allowed the community to be further connected to their Shire's Community Development Officer as well as share relevant information about local and regional clubs.

The consultant worked closely with the Community Development Officers and other staff at each Shire. This was essential as it enabled contemporary information to be captured at the start of the consultation due to the established relationships. Working with shire staff also provided an ongoing feedback loop throughout the consultation.

The month of March was determined as a suitable period for consultation. The region typically has a high number of community members involved in crop farming resulting in busy periods around April/May for seeding and November/December for harvesting. The Summer months can also provide extreme heat and a reduction in population numbers with people travelling or spending time in centres such as Perth and other coastal regional towns.

Surveys

The consultant worked with shire staff to establish a set of survey questions that would drill down on some of the key issues that have been raised in recent times.

An electronic survey was developed, and paper base options were also available to be completed. The Shire staff and consultant promoted the survey via social media, word of mouth and direct contact.

A QR code and hyperlink were used to reduce any barriers to completion. The survey was open during the month of March 2022.

Visioning Workshops

A visioning workshop was held at each main town to allow for organic conversations to occur and for information that was not captured during surveys to be raised.

Timing of workshops:

- Week 1 (23-25 March 2022). Coorow, Carnamah and Three Springs.
- Week 2 (28-30 March 2022). Perenjori, Morawa and Mingenew.

Consideration for the fact that people would need to travel to attend the workshops dictated the timing of the workshops with most workshops were held outside of office hours.

Workshops were held at the local community sporting locations with adherence to COVID 19 protocols such as social distancing and mask wearing.

The consultant worked with community members to establish themes around “what’s working”, “what’s a barrier” and “what are some of the goals”. A regional focus was encouraged but at the local level. The DLGSC Mid-West Regional Officer was able to attend the Three Springs and Morawa workshops to provide information on available grants.

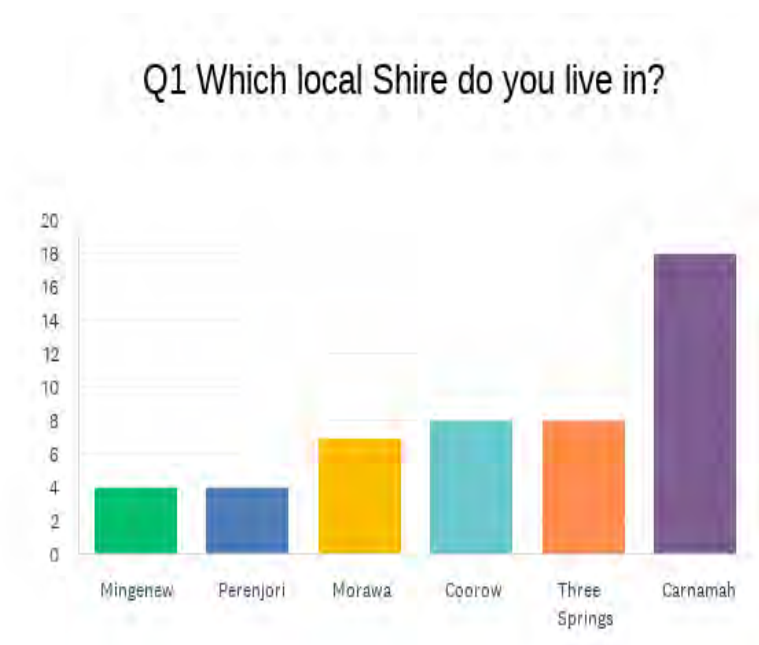
Individual contact

Some community members were unable to attend a workshop and provided direct feedback to the consultant around some of the strengths, barriers and suggestions for club development in the region.

Consultation Findings

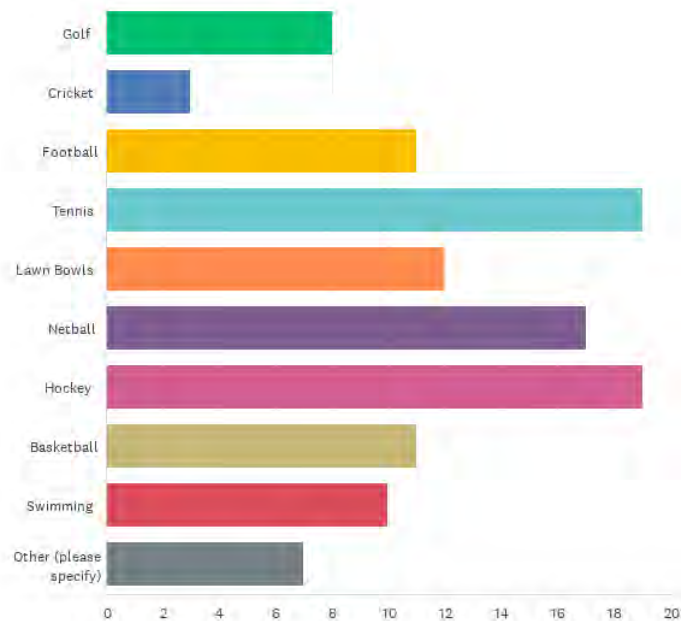
Surveys

48 surveys were completed during the consultation period, 47 online and 1 hard copy version with multiple respondents from each shire and from a variety of sports. Some of the data is displayed below.



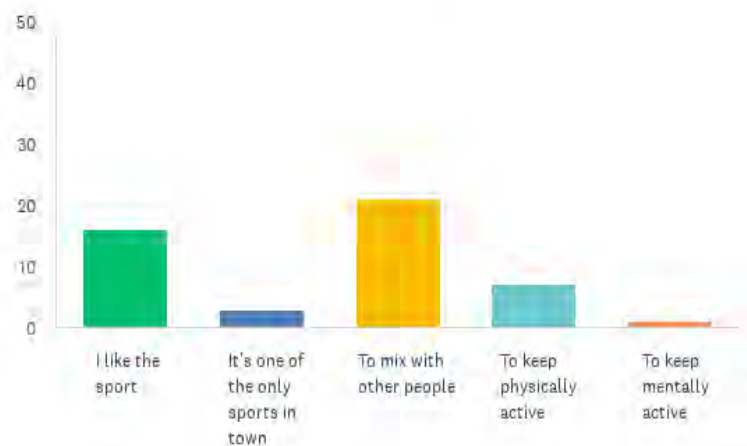
Key Finding: People from each shire completed the survey with the Shire of Carnamah providing the most responses.

Q2 Which club(s) are you a member?



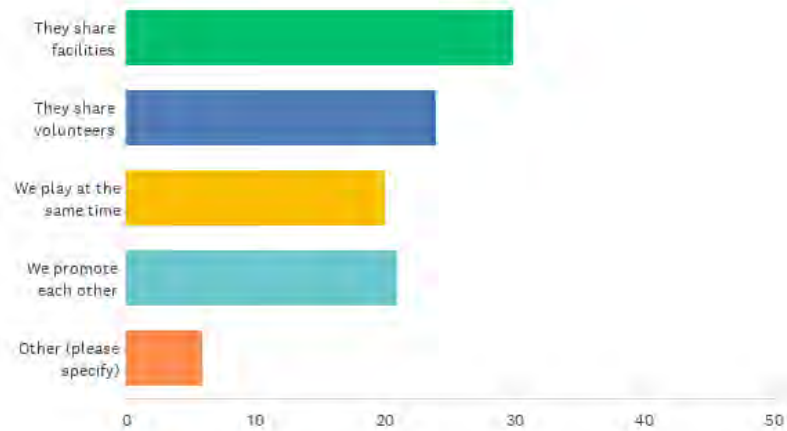
Key Finding: A cross section of sports provided input into the survey.

Q5 What are the things that attracted you to join the club(s)?



Key Finding: Mixing with other people was an important reason for joining a sporting club.

Q6 If your club collaborates with another club describe how the collaboration looks like.



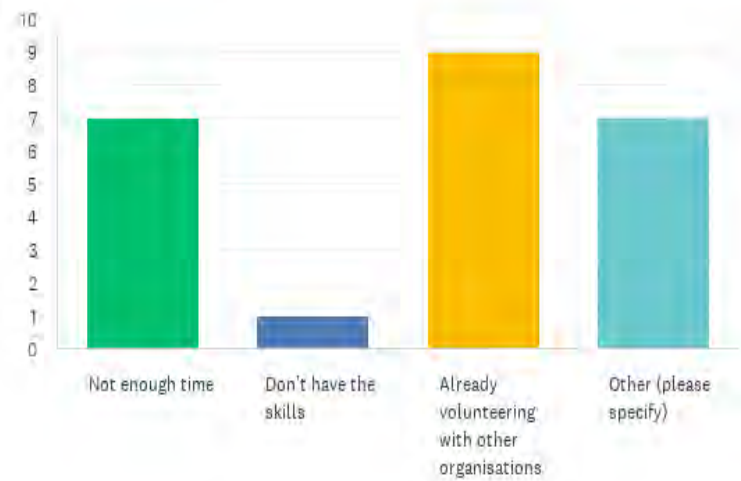
Key Finding: Clubs often shared facilities and volunteers.

Q7 Would your club consider any of the following to improve operations at club level?



Key Finding: Clubs were open to sharing management committees that covered multiple sports.

Q13 If No, what stops you from volunteering?



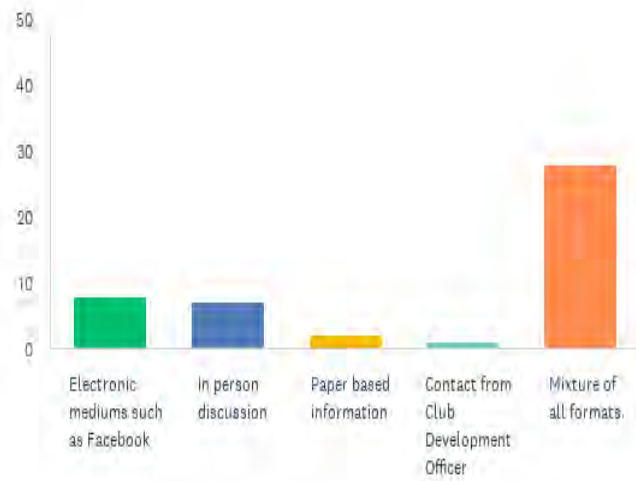
Key Finding: Many volunteers perform several roles.

Q16 What are some barriers to your club development?



Key Finding: Lack of members and volunteers was seen as a key barrier to development.

Q17 What is your preferred communication format between your club and local shire?



Key Finding: People wanted a mixture of communication formats including online and face to face.

Visioning Workshops

Six workshops were held at each Shire over two weeks and a breakdown of some of the themes that were identified during each workshop are collated below.

Carnamah

Date: 24 March 2022

Location: Carnamah Recreation Centre

Attendances: 10

STRENGTHS	BARRIERS	GOALS
<ul style="list-style-type: none">• Good Facility Usage.• Strong Sports Culture.• Hockey, Netball, AFL work together.• Year-Round Options.• Parents Involved.	<ul style="list-style-type: none">• Population.• Lack of younger volunteers.• Distance travelled for games.• Injury risk.• ~13 y.o.+ age group gaps.	<ul style="list-style-type: none">• Improve Communication.• Increase numbers participating.• Increase presence of DLGSC Officer & State Sporting association visits.• Decrease "Red Tape".• Events that bring people to town.• Improve grant writing & acquittal knowledge.

Coorow

Date: 23 March 2022

Location: Maley Park Function Centre

Attendances: 6 (plus 2 via videoconference)

STRENGTHS	BARRIERS	GOALS
<ul style="list-style-type: none">• Good AFL participation numbers.• Proactive volunteers.• Different sports train on similar days.• Flexibility of pool hours helps with cross training.	<ul style="list-style-type: none">• Volunteer burnout- same people doing same job.• Too much red tape.• Lack of people stepping up.• Distance to play.• Injuries- impact on employment.• Inflexible business	<ul style="list-style-type: none">• Increase volunteers through reducing red tape, work earlier with schools.• Join forces with different sports codes.• Improve communication.• Improve access to funding.

Mingenew

Date: 30 March 2022

Location: Mingenew Recreation Centre

Attendances: 4

STRENGTHS	BARRIERS	GOALS
<ul style="list-style-type: none">• Great Sports Culture.• Winter sports on one day.• Clubs allow 12-15 y.o. to train with adults.• Flexible/progressive tennis club.• Family oriented.	<ul style="list-style-type: none">• 12-18 y.o. not in town.• Increased distance from other North Midlands Towns.• Volunteer burn-out.• Population numbers.• Funds for maintaining facility.	<ul style="list-style-type: none">• Increase Population.• Increase presence in town of specialist skills & coaches.• More support for volunteers.• Infrastructure maintenance funding.

Morawa

Date: 29 March 2022

Location: Morawa Football Oval Function Room

Attendances: 8

STRENGTHS	BARRIERS	GOALS
<ul style="list-style-type: none">• Good facilities.• Committed families.• Rotating town tournaments in golf.• Winter sports all in one day.• Long standing speedway.	<ul style="list-style-type: none">• Volunteers- same people doing the role.• Awareness & communication of sports.• Not enough people.• Gap for younger adults.• Funds to maintain facilities.• Town planning- facilities spread out.	<ul style="list-style-type: none">• More accessible funding.• Attract more volunteers.• Cater for all ages.• Improve club governance.

Perenjori

Date: 28 March 2022

Location: Perenjori Sporting Club

Attendances: 3

STRENGTHS	BARRIERS	GOALS
<ul style="list-style-type: none">• Good facilities• Facilities co-located.• Pistol club events attract people.• Diversity of options.• Local mining company contributes (Mt Gibson)	<ul style="list-style-type: none">• Multiple committees that one person may have to attend.• Low numbers.• Red tape for volunteers.• Diluted pathway for young adults.• Costs across layers of associations.• Some users of facilities don't contribute.	<ul style="list-style-type: none">• Look at overarching sports committee.• Communication and promotion.• Flexible and progressive fixturing.• Modifying formats and rules.• Improve options for 12-15 y.o.'s.

Three Springs

Date: 24 March 2022

Location: Three Springs Sporting Club

Attendances: 7

STRENGTHS	BARRIERS	GOALS
<ul style="list-style-type: none">• Considering winter sports committee.• Variety of services in town.• Volunteers knowledgeable in tasks.• Rifle club.	<ul style="list-style-type: none">• Low numbers participating.• Lack of younger people involvement.• Lack of summer sports options.• Distance to travel to play.• Season length too long.• Injuries and impact on work.	<ul style="list-style-type: none">• Increase Numbers playing.• Promotion and communication.• Maintain facilities.• Flexible events.• Improve finances.

Limitations of the Consultation

This report provides a snapshot of information gathered through conversations and surveying of stakeholders during the months of February, March and April 2022 and is based upon previous strategic community consultation and relationship building.

Some of the limitations of the consultation and opportunities to be aware of in future consultations include:

- Minimal feedback from “First Nations” Australians;
- Travel distance resulted in condensing the face-to-face discussions to one day rather than the ability to have these meetings across the week;
- Holding one of the consultations in the early morning prevented some stakeholders from travelling to that particular workshop;
- Reduced input from non-recreational based stakeholders- e.g., purely business owners.
- Reduced input from neighbouring local government stakeholders.
- Reduced input from State Sporting Associations.

North Midlands Regional Club Development Strategies.

1. VOLUNTEERING

- 1.1 Reduce red tape and become more flexible with administration and coaching duties.
- 1.2 Share people resources across sporting clubs such as joint committees.
- 1.3 Encourage opportunities for younger people to be involved.
- 1.4 Sports Associations and Department of Local Government, Sport and Cultural Industries to come to shires and upskill/run programs.

2. FUNDING

- 2.1 Maintain contact with Department of Local Government, Sport and Cultural Industries Mid-West officer.
- 2.2 Communicate between clubs and share ideas for event funding and fixture scheduling.
- 2.3 Strengthen relationships and promotional opportunities with tourism/business/mining.

3. COMMUNICATION and INFORMATION

- 3.1 Work as regional focus and promote regional recreation.
- 3.2 Strong communication between the North Midlands local government Community Development Officers.
- 3.3 Strong relationship with Department of Local Government, Sport and Cultural Industries Mid-West Officer.
- 3. 4 Synchronize game times.
- 3.5 Establish multi-sports committees.

4. CONSIDER the ENVIRONMENT

- 4.1 More flexible seasonal fixtures e.g., shorter or “bubble- like” games.
- 4.2 More summer sport options.
- 4.3 More hybrid models for younger and older (AFL 9’s etc.).
- 4.4 Continue to reduce travel through fixturing and use of videoconferencing for meetings.

5. INCREASE POPULATION (Acknowledging this strategy sits outside of traditional Recreation)

- 5.1 Activities and events that increase people working, living and staying in shire.
- 5.2 Increase opportunities for more accommodation.
- 5.3 Work with State and Federal departments to increase populations.

DRAFT

Signatories

Shire of Carnamah

CEO: Paul Sheedy

President: Merle Isbister

Shire of Coorow

CEO: Mia Maxfield

President: Moira Girando

Shire of Mingenew

CEO: Nils Hay

President: Gary Cosgrove

Shire of Morawa

CEO: Scott Wildgoose

President: Karen Chappel

Shire of Three Springs

CEO: Keith Woodward

President: Chris Lane

Shire of Perenjori

CEO: Paul Anderson

President: Chris King
